PANEL PACKET

December 2016

TABLE OF CONTENTS

Panel Meeting of December 16, 2016

PRELIMINARY MATTERS

Directions to Meeting Site
Future Meeting Sites
Prior Meeting Minutes
Key Program Elements

REVIEW AND ACTION ON PROPOSALS

Consent Calendar ***Tab***

Alhambra Hospital Medical Center L.P. (Amendment) ---------- 1
California Association of Pest Control Advisers ---------- 2
California Plumbing and Mechanical Contractors Association ---------- 3
College of the Sequoias ---------- 4
Hathaway Dinwiddie Construction Company ---------- 5
Hyperloop Technologies, Inc. dba Hyperloop One ---------- 6
NIACC-Avitech Technologies Inc. ---------- 7
Northern California Construction Training, Inc. ---------- 8
Perrin Bernard Supowitz, Inc. dba Individual FoodServices ---------- 9
Syntrol Plumbing, Heating & Air, Inc. ----------10
The Sherwin-Williams Company ----------11

Proposals for Single-Employer Contractors ***Tab***

North Hollywood Area Regional Office

AHMC Garfield Medical Center, LP dba Garfield Medical Center---------- 12
Edmunds.com, Inc. ----------13
HOB Entertainment, LLC----------14
Lancaster Hospital Corporation dba Palmdale Regional Medical Center ----------15
Live Nation Worldwide, Inc.----------16
Yahoo! Inc. ----------17

San Diego Regional Office
AHMC Anaheim Regional Medical Center, LP ---------- 18
Altman Specialty Plants, Inc. ----------19
HUB International Insurance Services Inc. ----------20
Thales Avionics, Inc.----------21
UHS Corona, Inc. dba Corona Regional Medical Center----------22

San Francisco Area Regional Office
Mass Precision, Inc. ----------23
Samsung Semiconductor, Inc. ----------24
Space Systems/Loral, LLC ----------25
Viavi Solutions Inc.----------26

Sacramento Area Regional Office
A. Teichert & Son, Inc. ---------- 27
CIGNA Health and Life Insurance Company---------- 28
DNC Parks & Resort at Tenaya, Inc. dba Tenaya Lodge at Yosemite---------- 29
JLS Environmental Services, Inc. ----------30
Pacific Coast Companies, Inc. ----------31
The Dow Chemical Company ----------32

Proposals for Multiple-Employer Contractors Tab

North Hollywood Area Regional Office
Laborers Training and Retraining Trust Fund for Southern California ---------- 33
Southwest Carpenters Training Fund----------34

San Francisco Area Regional Office
Joint Apprenticeship and Training Committee of the Plumbing and Pipe Fitting Industry of San Mateo County ---------- 35

Sacramento Area Regional Office
California Tooling & Machining Apprenticeship Association ---------- 36
Central Valley Mother Lode Plumbers, Pipe and Refrigeration Fitters Joint Apprenticeship Training Committee----------37

SUMMARY OF DELEGATION ORDERS

Delegation Orders ***Tab***

Armanino Foods of Distinction, Inc.
Bennett & Bennett, Inc.
Blue Box OpCo LLC dba Infantino
Booth Ranches LLC
Brickley Construction Company, Inc. dba Brickley Environmental
Cal-Sierra Pipe, LLC
Claude Laval Corporation
Digital Path, Inc.
ESL Power Systems, Inc.
Express Sewer & Drain, Inc.
FCC Global, LLC dba FreeConferenceCall.com
Floral Supply Syndicate
HMT Electric, Inc.
Hyundai AutoEver America, LLC
IntraOp Medical Corporation
K-1 Packaging Group
Label Impressions, Inc.
Laboratory Data Consultants, Inc.
M Bar C Construction, Inc.
Mad Engine, Inc.
MP Aero, LLC
Nissin Foods (U.S.A.) Company, Inc.
Payday Payroll Service, Inc. dba PAYDAY Workforce Solutions
Penumbra, Inc.
Platinum Engineering Solution, Inc.
QMerit, Inc.
Shammas Investment Company LLC
SkyRider Equipment Company, Inc.
Social Imprints, LLC
Suna Solutions, Inc.
Tait & Associates, Inc.
The Coca-Cola Company dba Coca-Cola North America
The Ninthlink, Inc.
Zuckerman-Heritage, Inc. dba Delta Bluegrass Company

State of California

M e m o r a n d u m

To: Panel Members

Date December 16, 2016

From: Stewart Knox
Executive Director

File: Panel Memo Doc.

Subject: **Directions to Meeting Site**

The Employment Training Panel will meet on FRIDAY, **December 16, 2016 at 9:30 a.m.**

California Environmental Protection Agency
Coastal Hearing Room, 2nd Floor
1001 I Street
Sacramento, CA 95814
Telephone (916) 327-5640 (ETP Central Office)
FAX: (916) 445-5972 (ETP Central Office)

Directions to the California Environmental Protection Agency - Coastal Hearing Room

From Sacramento International Airport:

- Take **Hwy 5** South
- Exit on **"J" Street** to **11th St.**
- Turn Left on **11th Street**
- Turn Left on **I Street**
- **1001 I Street**

From San Francisco

- Take **I-80 E**
- Merge onto **I-5 N**
- Exit on **"J" Street** to **11th St**.
- Turn Left on **11th Street**
- Turn Left on **I Street**
- **1001 I Street**

STATE OF CALIFORNIA
ETP
EMPLOYMENT
TRAINING PANEL

M e m o r a n d u m

To: Panel Members

Date December 16, 2016

From: Stewart Knox
Executive Director

File: Mtg. Site Memo

Subject: **Future Meeting Sites**

December 16, 2016	**California Environmental Protection Agency** **Time: 09:30 AM** **Coastal Hearing Room, 2nd Floor** **1001 I Street** **Sacramento, CA 95814**
January 27, 2017	**New City Hall – Sacramento** **Time: 09:30 AM** **Council Chambers, Room 1103, 1st Floor** **915 I Street** **Sacramento, CA 95814**
February 24, 2017	**New City Hall – Sacramento** **Time: 09:30 AM** **Council Chambers, Room 1103, 1st Floor** **915 I Street** **Sacramento, CA 95814**

NOTICE / AGENDA

MEETING TIME/PLACE

Friday, December 16, 2016 at 9:30 a.m.
California Environmental Protection Agency, 1001 I Street
Coastal Hearing Room, Second Floor
Sacramento, CA 95814
Phone: (916) 327-5640

AGENDA

9:30 a.m.	Call to Order by Chair • Roll Call • Agenda • Minutes	Barry Broad
9:45 a.m.	Report of the Executive Director • Legislative/Budget/Other • Request Motion to Delegate in Event of Loss of Quorum/Action • Request Motion to Adopt Consent Calendar Projects/Action	Stewart Knox
10:00 a.m.	Report of General Counsel • Action on Revisions to At-Risk Youth Pilot	Maureen Reilly
10:30 a.m.	Presentation • Training for At-Risk Youth	Hon. Darrell Steinberg
10:45 a.m.	Review and Action on Proposals	Diana Torres Anna Nastari Willie Atkinson
12:15 p.m.	Public Comments	
12:30 p.m.	Public Meeting Adjourns	

The notice of Panel Meetings is also available on the ETP website (www.etp.ca.gov). The times shown here are estimates, and may be changed at the meeting.

The dollar amounts shown here are subject to change up to and including the date of the Panel Meeting. Other changes may also occur (e.g. withdrawn). Please continue to assess this page for updated information.

If the Panel does not have a quorum, it will meet as a subcommittee of the whole at the same time and place. That subcommittee will hear the items identified on this Agenda, but cannot vote or take action.

Special accommodations (i.e., sign language, interpreter, accessible seating) may be requested by contacting ETP at least seven days prior to the meeting date. Please contact the Executive Office at (916) 327-4485.

REVIEW AND ACTION ON PROPOSALS

These funding proposals are listed by Regional Offices and do not reflect the actual order of presentation. They will be considered by the Panel in accordance with a Table of Contents to be published on the ETP website no later than Monday, December 12, 2016 although the Panel may still change the order at the meeting.

North Hollywood Regional Office

AHMC Garfield Medical Center, LP dba Garfield Medical Center-------- $561,650
Alhambra Hospital Medical Center (Amendment)----------$60,240
California Plumbing and Mechanical Contractors Association ---------- $198,816
Edmunds.com, Inc.---------- $409,600
HOB Entertainment, LLC ---------- $394,870
Hyperloop Technologies, Inc. dba Hyperloop One---------- $239,540
Laborers Training and Retraining Trust Fund for Southern California -- $538,505
Lancaster Hospital Corporation dba Palmdale Regional Medical Center ---------- $465,700
Live Nation Worldwide, Inc. ---------- $270,000
Perrin Bernard Supowitz, Inc. dba Individual FoodServices---------- $151,680
Southwest Carpenters Training Fund ---------- $949,310
Yahoo! Inc. ---------- $744,976

San Diego Regional Office

AHMC Anaheim Regional Medical Center, LP---------- $314,080
Altman Specialty Plants, Inc. ---------- $300,754
HUB International Insurance Services Inc.---------- $295,310
Thales Avionics, Inc.---------- $269,000
The Sherwin-Williams Company---------- $204,768
UHS Corona, Inc. dba Corona Regional Medical Center---------- $347,004

San Francisco Bay Area Regional Office

Hathaway Dinwiddie Construction Company---------- $172,044
Joint Apprenticeship and Training Committee of the Plumbing and Pipe Fitting Industry of San Mateo County---------- $409,176
Mass Precision, Inc. ---------- $345,170
Samsung Semiconductor, Inc. ---------- $339,024
Space Systems/Loral, LLC---------- $470,800
Viavi Solutions Inc.---------- $363,450

Sacramento Regional Office

A. Teichert & Son, Inc. ---------- $355,680
California Association of Pest Control Advisers ---------- $102,596
California Tooling & Machining Apprenticeship Association ---------- $86,086
Central Valley Mother Lode Plumbers, Pipe and Refrigeration Fitters Joint Apprenticeship Training Committee ---------- $208,820
CIGNA Health and Life Insurance Company ---------- $304,500
College of the Sequoias ---------- $152,876
DNC Parks & Resort at Tenaya, Inc. dba Tenaya Lodge at Yosemite ---------- $390,000
JLS Environmental Services, Inc. ---------- $249,180
NIACC-Avitech Technologies Inc. ---------- $104,800
Northern California Construction Training, Inc. ---------- $211,392
Pacific Coast Companies, Inc. ---------- $749,264
Syntrol Plumbing, Heating & Air, Inc. ---------- $195,990
The Dow Chemical Company ---------- $296,800

PROPOSALS APPROVED
BY DELEGATION ORDER FOR 10/19/16 – 12/06/16

≤ $100,000	Approved Date	Approved Amount
North Hollywood Regional Office		
Brickley Construction Company, Inc. dba Brickley Environmental	12/01/16	$64,896
FCC Global, LLC dba FreeConferenceCall.com	11/10/16	$97,760
Floral Supply Syndicate	12/02/16	$21,560
K-1 Packaging Group	10/19/16	$59,812
MP Aero, LLC	10/20/16	$36,270
Nissin Foods (U.S.A.) Company, Inc.	10/26/16	$56,054
Shammas Investment Company LLC	10/24/16	$70,200
Sky Rider Equipment Company, Inc.	11/09/16	$70,980
San Diego Regional Office		
Blue Box OpCo dba Infantino	10/26/16	$18,040
ESL Power Systems, Inc.	10/21/16	$42,978
HMT Electric, Inc.	11/15/16	$78,380
Hyundai AutoEver America, LLC	11/14/16	$80,910
Label Impressions, Inc.	10/27/16	$29,120
Laboratory Data Consultants, Inc.	11/15/16	$37,674
M Bar C Construction, Inc.	11/01/16	$89,856
Mad Engine, Inc.	11/15/16	$98,280
Payday Payroll Service, Inc. dba PAYDAY Workforce Solutions	11/23/16	$20,592
QMerit, Inc.	10/27/16	$25,662
Suna Solutions Inc.	11/09/16	$30,975
Tait & Associates, Inc.	11/14/16	$86,944
The Coca-Cola Company dba Coca-Cola North America	11/09/16	$98,640
The Ninthlink, Inc.	11/10/16	$47,424

San Francisco Bay Area Regional Office

Armanino Foods of Distinction, Inc.	11/10/16	$18,122
IntraOp Medical Corporation	10/24/16	$40,690
Penumbra, Inc.	10/21/16	$99,792
Social Imprints, LLC	10/20/16	$44,928

Sacramento Regional Office

Bennett & Bennett, Inc.	11/22/16	$73,200
Booth Ranches LLC	12/07/16	$69,498
Cal-Sierra Pipe, LLC	11/16/16	$29,484
Claude Laval Corporation	10/14/16	$56,000
Digital Path, Inc.	11/15/16	$60,528
Express Sewer & Drain, Inc.	11/15/16	$56,784
Platinum Engineering Solution, Inc.	11/09/16	$9,360
Zuckerman-Heritage, Inc. dba Delta Bluegrass Company	12/01/16	$88,920

STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL
California Environmental Protection Agency
1001 I Street
Sierra Hearing Room, 2nd Floor
Sacramento, CA 95814
October 28, 2016

PANEL MEMBERS

Barry Broad
Chair

Janice Roberts
Vice-Chair

Gloria Bell
Member

Sonia Fernandez
Member

Will Koch
Ex-Officio Member

Gretchen Newsom
Member

Edward Rendon
Member

Sam Rodriguez
Member

Executive Staff

Stewart Knox
Executive Director

Maureen Reilly
General Counsel

STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL
California Environmental Protection Agency
1001 I Street
Sierra Hearing Room, 2nd Floor
Sacramento, CA 95814
October 28, 2016

I. PUBLIC PANEL MEETING CALL TO ORDER

Chairman Broad called the meeting to order at 9:30 a.m.

II. ROLL CALL

Present
Gloria Bell (arrived at 9:45 a.m.)
Barry Broad
Will Koch
Gretchen Newsom
Edward Rendon
Janice Roberts
Sam Rodriguez (arrived at 9:40 a.m. and departed at 12:10 p.m.)

Absent
Sonia Fernandez

Executive Staff Present
Stewart Knox, Executive Director
Maureen Reilly, General Counsel

III. AGENDA

Chairman Broad asked for a motion to approve the Agenda.

ACTION: Ms. Roberts moved and Mr. Rendon seconded the motion that the Panel approve the Agenda.

Motion carried, 5 - 0.

IV. MINUTES

ACTION: Ms. Roberts moved and Ms. Newsom seconded the motion that the Panel approve the Minutes from the September 23, 2016 meeting.

Motion carried, 5 – 0.

V. REPORT OF THE EXECUTIVE DIRECTOR

Stewart Knox, Executive Director, said, welcome and good morning Panel members, applicants, and stakeholders. Following the Panel meeting in September, we have a much larger Panel meeting today with approximately $13.3M in projects with another $923,000 in Delegation Orders for a total of just over $14.3M.

The 2017 Panel meeting dates will be posted on our website. We will not have a Panel meeting in April and November.

Today we have a mix of Single Employer and Multiple Employer Projects. Diana Torres, San Diego Regional Office Manager, Anna Nastari, Foster City Regional Office Manager, and Willie Atkinson, Sacramento Regional Office Manager, are here today to present the Proposals.

Regarding the Budget for Alternative Fuels and Vehicle Technology Program, $2M was approved through an Interagency Agreement in partnership with the California Energy Commission. We have one Proposal for over $749,000 this month, and one project approved under Delegation Order over $58,000; approximately $1M remaining for the year.

In regards to Core Funds for FY 2016/17, today the Panel will consider $13.4M in projects with an additional $932,000 approved by Delegation Order. Should the Panel approve all the projects today, ETP will have approximately $43M for the remainder of the FY 2016/17.

Under Delegation Order, all project proposals are capped at $100,000 to be approved by the Executive Director on a continuous flow basis, and as of today, 20 projects were approved totaling over $932,000.

For FY 2016/17 program funding to date, we have approximately 367 projects submitted, with a value of just over $52M. If all the projects are approved today, the Panel will have approved 189 projects with a value of over $50M in proposals. Financially we are in good shape for the remainder of the FY.

In regards to the FY 2016/17 Fund Status Report, there are a few items that are outstanding; implementation of the Employment Training Management System (ETMS), which I will give an update at the end of today's meeting, and the relocation of the San Diego Regional Office, which is currently in a temporary setting, and hope to have a permanent location within six months. The relocation of our Sacramento Regional Office is on hold at this point until we have further direction.

Regarding applications for contracts that are remaining in the Regional Offices: Single Employer Contract requests are at $32M; $19M in allocation. Multiple Employer Contract (MEC) requests are at $11.4M; $10M in allocations. Small Business has $4M in demand; $4.1M in allocations. Critical Proposals are at $1.2M in demand; $6.4M in allocations. Apprenticeships are at $2.6M in demand; $3.7M in allocations. Overall demand is approximately $52M.

Regarding the number of projects remaining in the Regional Offices: Single Employers 128, MECs 30, Small Business 112, Critical Proposals 3, and Apprenticeships 5 for a total of 256. AAU by category: Single Employers 29, MECs 7, Small Business 46, Critical Proposals 0, and Apprenticeships 7 for a total of 111. 80% of the projects have been assigned to the Regional Office at this point.

Regarding legislation, there isn't anything new to report this month.

VI. MOTION TO ADOPT CONSENT CALENDAR PROJECTS

Mr. Knox asked for a motion to adopt Consent Calendar Items #1 through #9.

AHMC Monterey Park Hospital LP	$186,680
Bergelectric Corp.	$199,800
Blue Diamond Growers	$174,560
FormFactor, Inc	$148,050
Hawker Pacific Aerospace	$175,900
Kellwood Company, LLC	$245,592
Motion Industries, Inc.	$237,600
Systems Services of America, Inc.	$188,568
Turner Construction Company	$181,140

ACTION: Mr. Broad moved and Ms. Roberts seconded approval of Consent Calendar Items #1 through #9.

Motion carried, 6 – 1 – 0. (Ms. Newsom abstained on Item #2.)

VII. REQUEST MOTION TO DELEGATE IN EVENT OF LOSS OF QUORUM

Mr. Knox asked for a motion for the Panel to delegate authority to the Executive Director to approve Proposals and other action items on the Agenda in consultation with the Panel Chair or Vice Chair.

ACTION: Mr. Rendon moved and Mr. Koch seconded the approval to delegate authority to the Executive Director in event of loss of quorum.

Motion carried, 5 – 0.

VIII. REPORT OF THE GENERAL COUNSEL

Maureen Reilly, General Counsel had nothing to report.

IX. REVIEW AND ACTION ON PROPOSALS

Single Employer Proposals

Southern California Permanente Medical Group

Diana Torres, Manager of the San Diego Regional Office, presented a Proposal for Southern California Permanente Medical Group (Kaiser or Group) in the amount of $523,623. Established in 1945, Kaiser is a for-profit partnership and professional corporation of physicians responsible for providing and arranging medical care. The group currently serves more than 4.2 million members and employs approximately 6700 physicians and 23,000 nurses. This will be Kaiser's 10th ETP agreement, fifth in the last five years.

Ms. Torres introduced Hazel Torres, Director of Professional Development and Research Ambulatory Services and Steve Duscha, Duscha Advisories.

Mr. Duscha said, I believe there's been a misunderstanding with staff over the Substantial Contribution (SC) issue. I think the staff agrees that the reduction in this contract should be 15%, not 30%. In the previous contract, Kaiser took a 15% voluntary reduction. The Group is made up of 14 medical centers, and over 200 medical offices; we have never triggered the technical requirement for a SC. We took a 15% voluntary reduction then, and we are prepared to take the same reduction this time, but I think that 30% is too much.

Mr. Broad said, in going over your projects, you had one proposal for $249,480. With a few hundred dollars more, wouldn't that have triggered an SC? Mr. Duscha said, no, because there were multiple locations; SC is location specific.

Mr. Broad said, Mr. Duscha has represented that the staff agrees with him. Mr. Knox said, Kaiser accepted the 15% SC recommendation, and this triggers the 30% SC. Therefore, it's up to the Panel to make the determination whether they want to bring it back down to 15%.

Mr. Broad said, if we were to apply our policy now, there would be a 30% SC, not 15%. Mr. Knox said, if the current proposal is approved today, the SC would be 15%, and then the next one would be 30%.

Ms. Reilly said, the issue here is that Kaiser has multiple locations up and down the state. The 2008 contract was statewide, and they accepted the 15% SC. There was also a 15% SC in the 2011 contract, which was also statewide. According to the statute regulations, the SC is based on earnings by location. Kaiser "voluntarily" accepted the 15% SC, for earnings statewide. The voluntary nature was not recorded in the minutes of the Panel meeting, or in the ETP 130. In any event, the Panel has discretion to take the contract down to 15%.

Mr. Broad asked, is that accurate? Does staff remember that as the case that it was voluntary? Mr. Knox said, it was in the minutes that Kaiser accepted a 15% reduction. Mr. Broad said, Mr. Duscha's point is well taken.

Ms. Roberts said, the high earner doesn't have anything to do with a specific location. It has to do with the company as a whole, and we applied high earners to other previous contracts

that made over $1M, and they have $2M before us, and that would be a 50% reduction if we wanted to go that route. Mr. Broad said, that seems like a good point. Mr. Duscha said, Kaiser has never played the game of bringing in one hospital at a time, and blowing through the caps. They have always played by the rules on that subject. Much of the previous contracts have been under the Job Creation category. Given Kaiser's size and multiple locations, the 15% is fair.

Ms. Torres asked, are you proposing another voluntary 15% reduction today? Mr. Duscha said, Kaiser has never triggered the technical rule for SC, and they have never completed $250,000 worth of training in one location. This is voluntary, just like the last one.

Ms. Roberts said, it all goes to one entity, regardless of the location. Even though their location is specific, we could actually go with the high earner rate. I want to be fair and equitable around this, and I understand that there are multiple locations, and new-hires, but we need to be consistent about what we do.

Mr. Broad said, it sounds like we have a conflict between the technical law and situational ethics. This is best resolved with a motion by a Panel member.

Ms. Roberts said, I'd like to make a motion to go with 20% reduction for this proposal; the next proposal moving forward would be 30%. Mr. Broad said, although it's not binding, the intent of the maker of the motion is that 30% SC will be imposed on future proposals.

ACTION: Ms. Roberts moved and Ms. Newsom seconded approval of the proposal for Southern California Permanente Medical Group in the amount of $599,616.

Motion carried, 7 – 0.

Mavenlink, Inc.

Ms. Torres presented a proposal for Mavenlink, Inc. (Mavenlink) in the amount of $252,240. Formed in 2008 and headquartered in Irvine with an additional facility in San Francisco, Mavenlink is a high technology firm that provides Software as a Service (SaaS). Mavenlink meets out-of-state competition standards as an industrially-classified computer programming services. This will be Mavenlink's second project, and the second in the last 5 years.

Ms. Torres introduced Sean Crafts, Chief Customer Officer and Melissa Bonney, Senior Director of Training.

Ms. Roberts said, this is a great company with great wages, and you're doing a wonderful job training your employees. Your previous contract performance was at 75%; what were some of your challenges? Mr. Crafts said, we met more than 100% of the actual training from our previous contract, but it wasn't recorded and tracked correctly. The person who was in charge of the contract had no experience with the ETP program; now we have Ms. Bonney onboard.

ACTION: Ms. Roberts moved and Ms. Newsom seconded approval of the proposal for Mavenlink, Inc. in the amount of $252,240.

Motion carried, 7 – 0.

One World Beef Packers, LLC.

Ms. Torres presented a Proposal for One World Beef Packers, LLC (One World Beef) in the amount of $470,000. Owned by Eric Brandt, One World Beef was recently formed to lease and operate a meat packing facility in Brawley.

Ms. Torres introduced Eric Brandt, President Owner and Armand Nicolli, CFO.

Ms. Roberts said, I appreciate you taking over the business and hiring all these employees in California, especially in the high unemployment area in Imperial county. I've been involved in a business start-up operation myself; there's so much going on with a new start-up. How do you plan on tracking and completing your rosters; how do you plan to make this contract a success? Mr. Brandt said, this acquisition took place a year and a half ago, and we are dedicated to the community. Mr. Fickler is also here to help us; he's been through a business restart in the Midwest. It's a difficult task to restart a shudder beef processing facility of this size. We are all seasoned and committed; we have an excellent team. The 46 members that are a part of this process are incredible individuals. Our culture is about respect; respecting each other; respecting the environment and the animals that we are going to sacrifice.

Mr. Nicolli said, we are going to be running in different directions. We have a tremendous amount of initiatives, but the training aspect of our business is crucial to our operation. The previous owners of this facility brought to market a beef-processing model. They were exposed to a spread margin risk at the front and back end of the business, and it forced them into a particular operating model; volumetrically driven. We are bringing in a completely different operating model. We are going to process at a much smaller volume; fabricate beef to a precise specification of our customers, and that is going to take a tremendous amount of training. It's all about how the product is prepared, not just running and gunning the meat into a box, and shipping them off as a commodity product. It's going to take time and experience, because we are hiring former employees.

Ms. Roberts asked, who will be doing the administration portion of this training? Will you collect and input them into the system? A lot of people do 100% of the training, but only get 50% of the dollars, because the rosters were incomplete. Mr. Brandt said, Mr. Fickler is our VP of finance; we are fully versed. We have an HR Manager, Sonia Castellos who is familiar with the ETP program. We've got the systems in place, and we've got the administration support behind it, and we are looking forward to the training.

Ms. Roberts said, I hope that you're successful, and I'm glad that you looked into California Competes Tax Credit and other initiatives around the new employment training tax credits. Are you taking advantage of the sales tax exemption? Mr. Brandt said, yes. I would also like to thank the Imperial Valley Economic Development Committee for bring in all the various programs to this acquisition process.

Ms. Newsom said, you have listed 13 different occupations in the proposal. The starting wage range is from $11.50 to $22.50 an hour; one of them ranges up to $30 an hour, and another ranges up to $75 an hour. How much, approximate, out of the 235 trainees, will receive $11.50 an hour? Mr. Brandt said, that's just a wage range for various levels; various positions require different skill set. Maintenance engineering wouldn't be a part of certain training, because they're already seasoned. There are many positions that are already in the $18 to $25 an hour range. Different skill sets for different jobs; it depends on how much skills they have when we onboard them. The chuck boners make more, because it's a skilled job, and the cleanup crew doesn't require as much training. Although depending on the level of equipment that they are using, it's a different skill set. There is a wide range of hourly wages listed. I would like to add that we are in an area where people are grateful to have a job. We are at 23.5% of unemployment and it's heart wrenching. We have 1200 job applications and 235 openings; these individuals would be happy to work for $10, plus benefits.

Mr. Fickler said, we have different pay levels based on training. Part of the training dollars that we receive will help elevate people into a different pay level all the way up to $17 an hour. With the training, we can build up our employees and help them move up the ladder. It takes years to learn what we do.

Mr. Rodriguez said, I appreciate you taking full advantage of the local, state, and federal subsidies and benefits. I'm quite familiar with your Brawley facility. Can you share with me about the existing workforce that was there; have they been invited back? Will they be a part of this program? Where do you see yourself next year? Mr. Brandt said, yes; we want to welcome back anybody that wants to fall into our culture. We certainly want people that have experience as much as possible; we plan to do cross training; they will be trained beyond what they had previously done before. Should everything go as planned, we should be at 600 employees in the next four years. It's a constant scaling process as we train and season staff to have the right culture.

Ms. Bell asked, how many people have you rehired from the previous company? Mr. Brandt said, out of the 46 individuals, I would say about 38. We needed more seasoned people for the maintenance and engineering positions. There are different types of operations going on within the facility; it's a complicated process.

There were no further questions from the Panel.

ACTION: Ms. Roberts moved and Mr. Koch seconded approval of the proposal for One World Beef Packers, LLC in the amount of $470,000.

Motion carried, 7 – 0.

Applied Materials, Inc.

Anna Nastari, Manager of the Foster City Regional Office, presented a Proposal for Applied Materials, Inc. (Applied Materials) in the amount of $749,952. Founded in 1967 and based in Santa Clara, Applied Materials builds Nano manufacturing equipment, machines and tools for global semiconductor, flat panel displace and clean energy manufacturing industries.

Ms. Nastari introduced Ajey Joshi, Chief Technology Officer.

Mr. Rodriguez said, I understand that this proposal is under AB 118. What is uniquely different with this proposal from the previous one? Mr. Joshi said, when we talk about battery technology, or any technology that is fast-moving, it doesn't tell the whole story. Recent reports about phones that caught on fire are some of the things that are not easy to anticipate, but a lot of testing and development has to go into it. At Applied Materials, we want to make sure that we are at the forefront of recognizing those issues. We want to train our employees in these emerging areas; technology, safety concerns, and innovations. We are driven by Moore's Law, and every 18 months to a year, we come up with new products in various markets that we serve.

Mr. Rodriguez asked, what part of the phone does Applied Materials provide? Mr. Joshi said, we make the chip that goes in the phone; it's a component that goes into the consumer-product. Over time, we have driven down the chip cost by a factor to an unbelievable number.

Mr. Rodriguez asked, what is uniquely different from your previous proposal with the current proposal? Mr. Joshi said, the proposal is to train our employees; not just on the technology that exist today, but also with emerging technology. We want to continually update our training. Mr. Rodriguez asked, is your R&D division in charge of looking at emerging markets before the training is actually designed to address those emerging markets? Mr. Joshi said, that is correct.

There were no further questions from the Panel.

ACTION: Ms. Roberts moved and Ms. Newsom seconded approval of the Proposal for Applied Materials, Inc. in the amount of $749,952.

Motion carried, 7 – 0.

SYSCO San Francisco, Inc.

Ms. Nastari presented a Proposal for SYSCO San Francisco, Inc. (SYSCO SF) in the amount of $415,080. Founded in 1939, SYSCO SF is a wholly owned corporation of SYSCO Corporation, located in Houston, Texas. SYSCO Corporation owns several facilities in California, but this Proposal is for training at the SYSCO SF facility located in Fremont. This will be the second ETP Agreement between ETP and SYSCO SF.

Ms. Nastari introduced Pamela Miller, Director of Training and Development and Brett Appleberg, Vice President of Human Resources.
There were no questions from the Panel.

ACTION: Ms. Roberts moved and Mr. Rendon seconded approval of the proposal for SYSCO San Francisco, Inc. in the amount of $415,080.

Motion carried, 7 – 0.

Chico Rehabilitation Hospital, LLC dba CA Park Rehabilitation Hospital

Willie Atkinson, Manager of the Sacramento Regional Office, presented a Proposal for Chico Rehabilitation Hospital, LLC dba CA Park Rehabilitation Hospital (California Park Rehab) in the amount of $641,708. Founded in 2006, California Park Rehab is a 90-bed skilled nursing facility that specializes in short-term inpatient and long-term health care. California Park Rehab will train 197 employees at its facility in Butte County.

Mr. Atkinson introduced Terry Sheets, Director of Compliance and Training and Bill Parker, Consultant.

Mr. Broad said, we authorized $450,000 on your previous proposal and you earned $365,000, and this proposal is for $641,000, and I'm wondering if this proposal is right-sized? Mr. Atkinson said, they earned the money above the 70% benchmark. Typically, when we're right-sizing, we look at those that go below the 70% benchmark. If they don't earn 70%, we look at what they previously earned, and then allow them to provide a justification; if they seek for more funding above that level, they have to provide another justification.

Mr. Rodriguez asked, does the new benchmark become the new baseline? Mr. Atkinson said, it's part of the conversation; yes, but we don't hold them to that, because they earned over the 70%.

Mr. Broad said, I'd like to ask about the poaching problems with other hospitals. Are the other hospitals waiting for your nurses to complete the training, and then hire them? Ms. Sheets said, I would like to say that we had a big learning curve at the beginning of our contract, and tracking all the training hours was a big challenge during the first year. In our second year, we have streamlined our systems. The director of HR in each facility tracked the training hours with the trainers. We are adding more staff to our new facilities, because of the acuity and sub-acute beds that we are adding. To stop the poaching part of it, we work with the hospitals and their training needs. We are training our RN's and CNA's; acuity challenge. Once they come out of the school, most nurses go into long-term care. We are helping the hospitals by providing acute care; we're getting people into the community.

Mr. Broad said, I hear from people that there is a shortage of nurses, and on the other hand, newly graduate nurses can't get jobs because nobody would hire them, because of lack of experience. Is that dynamic occurring in your area? Ms. Sheets said, absolutely. Mr. Broad said, that's kind of irrational. Ms. Sheets said, the acute hospitals want RN's, not LVN's, and they want RN's who have experience. The nurses have to get their experience somewhere. In Chico and Butte counties is where we had this turnover where they would go to the skilled nursing facility, and then for $20 to $30 an hour or more, they would go to the acute care hospitals once they get their experience. Mr. Broad said, thank you for the explanation. Ms. Roberts said, your turnover rate is very good; 10%. Mr. Parker, how confident are you that they are going to earn the $750,000. You're asking for more money upfront, and less at the back end of the 10%. Mr. Parker said, that's an excellent question. What we try to do is moderate our fees. A few years ago, the Chairman said that the maximum for development fees was 10%. We try to be in the midpoint on our fees, and less on the administration fees, but there is no rhyme or reason to how we price things up front.

Ms. Roberts said, other consultants don't charge any fees for development; they just charge 13%, and are confident that they'll get that percentage when the funds are granted. How confident are you that they are going to earn the full amount? Mr. Parker said, I'm confident. We were off to a slow start, but we developed an infrastructure and we're much focused on performance; I think they'll do well. They've opened up a new facility, and they're just waiting for final approval from the state of California.

Ms. Newsom asked, how many people are poached by other hospitals? Ms. Sheets said, at least 15 registered nurses, and 10 to 12 CNA's.

Ms. Newsom said, California Park Rehab is requesting wage modification from $21.28 to $11.70 for 170 incumbent staff. I need a little bit of justification as to why you would be seeking such a drastic wage modification. Ms. Sheets said, the CNA's entry-level wage is $11.70 an hours, and then their salary is bumped up after 90 days of probation. Ms. Newsom said, it strikes me that one of the best way to retain employees is to pay them well, so they're not constantly looking for another position that pays more to make ends meet. Ms. Sheets said, exactly. Ms. Newsom said, I'm not comfortable with this wage modification. Mr. Broad said, they are represented by Local SEIU 2015; that issue could be directed to them.

ACTION: Ms. Roberts moved and Mr. Rendon seconded approval of the proposal for Chico Rehabilitation Hospital, LLC dba California Park Rehabilitation Hospital in the amount of $641,708.

Motion carried, 7 – 0.

Eichleay, Inc.

Mr. Atkinson presented a Proposal for Eichleay, Inc. (Eichleay) in the amount of $438,000. Founded in 1953 and headquartered in Concord, Eichleay, provides engineering, procurement, construction management and full life-cycle project management services. The Company provides services for several industries that include oil refineries and biopharmaceutical companies. This will be Eichleay's first ETP Agreement. The Long Beach and Concord facilities will participate in training.

Mr. Atkinson introduce Cathy Madore, Director of Health Safety Environment and Quality.

Mr. Broad said, you're training 240 employees out of 250; it's your first ETP contract. Have you had any experience working with ETP in the past? Ms. Madore said, no; but I have a background in learning and development. Mr. Broad said, you're asking for a considerable amount of money. When we see ambitious proposals like this, we typically cut it in half, and have you return for the remainder of the funding after you've earned the first half of the proposal. You're doing this all on your own; you don't have anybody; you're learning on the job; the trainers are doing the training themselves. Clearly, you exude confidence at every level, based on what I hear today. I would suggest that we do a part one and part two. As soon as you're ready, and you've earned a substantial amount of money, you can come back and ask for the second half of the money; we want you to succeed. Would this be acceptable to you? Ms. Madore said, I just want to clarify that I'm not personally training everybody. The 80 hours per employee would be for our designers and engineers. The 3-D laser scanning

and CAD training will be provided by a vendor; we're not providing the training. I will be managing the scheduling, and looking over the curriculum. 100 hours per person seem like a lot, and I agree with you. The majority of our company is made up of designers and engineers, which means that the majority of our company will need to be trained.

Mr. Broad asked, Mr. Atkinson, did you have a discussion with Ms. Madore regarding the number of training hours? Mr. Atkinson said, yes; from the beginning all the way up to prep call, we had a conversation about the number of training hours and the number of employees that will be training. We also discussed about reducing the hours, and coming back for an amendment; we want them to be successful. Mr. Broad said, so you had that discussion; are you comfortable with the result of the conversation? Mr. Atkinson said, I can say that I had that conversation, but I can't guarantee that she will be 100% successful. When we present the proposal as it is, we are confident that the contractor is going to complete 100% of the agreement; now it's up to them to do their part.

Mr. Rodriguez asked, can you give us a snap shot of your daily operation? Ms. Madore said, I have a staff that assists me from day-to-day. Two of my staff members centralize completely on training. I look over the compliance training required by law. Our clients in the petroleum and chemical industry require a lot of training; our employees spend a lot of hours in training; 80 to 100 hours of refinery training. Those numbers will go up by 20 hours next year.

Mr. Rodriguez asked, what is the division between online and classroom training? Ms. Madore said, it depends on the facility. To get into the refinery door like Tesoro, Valero, Shell, Phillips 66, or Dow Chemical, it's specific. We see 8 to 10 hours of classroom training; 8 to 10 hours in CBT. When they go through an indoctrination of the refinery, that's about two hours of training, plus an additional 4 hours around computer-based training. My department spends almost 100% on training and compliance. Mr. Rodriguez asked, is one of your goals to complete this training, and come back to again? Ms. Madore said, yes.

Ms. Roberts asked, how did you hear about ETP; why didn't you come to us sooner? Ms. Madore said, we were at the Wine Expo in Sacramento last year, and we were approached by Renee Peirce. I called Ms. Pierce and we started the orientation process. No one in our company has heard of ETP, even though they've been around for 25 years. We are here today because of the interaction we had with Ms. Pierce.

Ms. Roberts said, you have a 10% turnover rate, and you pay great wages. If you factor in the number of employees and training hours, I don't know how successful this is going to be. Mr. Atkinson said, when we were putting this project together, we asked them what occupations will need the training; it's always a snapshot of that given moment. When we put all the pieces together, we looked at the overall weighted average. Although it may show 25 administrative staff, the number of engineer trainees for this particular proposal is higher. The administrative staff may only get 8 hours, but the engineers may get 170 hours; altogether, the weighted average comes out to about 100.

Ms. Roberts asked, what happens if your turnover goes up to 25%; how are you going to get it all together? Ms. Madore said, to answer your question, the administrative staff doesn't answer phones or make copies; that number is not secretarial staff. The administrative staffs

are made up of engineers, CAD coordinators, and project coordinators. Project engineers and managers serve a dual role.

Mr. Rodriguez asked, what is your average turnover on an annual basis? Ms. Madore said 9%. Mr. Rodriguez said, that's lower than the average in the State.

Mr. Broad said, given that you have an outside vendor who will provide the training, you would not be prejudiced by stretching this out a little bit if we cut the proposal in two parts. Ms. Madore said, not at all, Mr. Chairman. I do want to add, since we entered the application process, we added 30 new employees. Our numbers have grown significantly. Mr. Broad said, that makes my point; now you have more employees who will be training. Ms. Madore said, I completely understand your point, and I have no issue with what you are proposing.

Mr. Broad said, I'm prepared to make a motion to approve this project; cutting it in two parts; Part A and Part B. Once they show performance, they can come back for part B with no prejudice and assume a quick approval as we often have.

ACTION: Mr. Broad moved and Mr. Rodriguez seconded approval of the proposal for Eichleay, Inc. in the amount of $219,200.

Motion carried, 7 – 0.

NorCal Care Centers, Inc. dba Antioch Convalescent Hospital 35:36

Mr. Atkinson presented a Proposal for Norcal Care Centers, Inc. dba Antioch Convalescent Hospital (Antioch Hospital) in the amount of $277,914. Antioch Hospital is a family-owned group of nursing care facilities certified by Medicare, Medi-Cal and various HMO's. The facilities provide nursing services, restorative nursing, rehabilitation services, activities programs, and social services for a long-term population. The hospital seeks to maximize the quality of life and offers specialized restorative services. Four Contra Costa facilities will participate in training under this proposal. This is Antioch Hospital's second Agreement with ETP in the last five years.

Mr. Atkinson said, there is a correction on Page 1 of 5; Development Service fee should say $13,884.

Mr. Atkinson introduced Kathy Brito, Director of Staff Development and Bill Parker, Consultant.

Ms. Roberts asked, was the last grant for Job Creation? I didn't see various locations; was there a Substantial Contribution? Mr. Atkinson said, no Substantial Contribution; they have multiple facilities.

There were no further questions from the Panel.

ACTION: Mr. Rendon moved and Mr. Rodriguez seconded approval of the proposal for Norcal Care Centers, Inc. dba Antioch Convalescent Hospital in the amount of $277,914.

Motion carried, 7 – 0.

Multiple Employer Proposals

Workforce Development Corporation of Southeast Los Angeles County, Inc. dba Southeast Los Angeles County Workforce Development Board (presented out-of-order)

Ms. Torres presented a Proposal for Workforce Development Corporation of Southeast Los Angeles County, Inc. dba Southeast Los Angeles County Workforce Development Board (SELACO) in the amount of $949,697. SELACO is a nonprofit organization formed in 1983. SELACO's Business Services Unit provides services to over 3,000 businesses mainly located in the Southeast Los Angeles and Orange County areas. SELACO hosts manufacturing symposia and business/labor roundtables to maintain ongoing strategies and efforts to train California workers. It also works collaboratively with employers, economic development agencies, and labor organizations to address the challenges of business growth and employee retention.

Ms. Torres introduced Larry Lee, Business Services Manager, Kay Ford, Director of Fund Development, Kevin Kucera, Board Member, Machinist Automotive Trades.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Ms. Newsom seconded approval of the proposal for Workforce Development Corporation of Southeast Los Angeles County, Inc. dba Southeast Los Angeles County Workforce Development Board in the amount of $949,697.

Motion carried, 7 – 0.

California Manufacturing Technology Consulting

Ms. Torres presented a Proposal for California Manufacturing Technology Consulting (CMTC) in the amount of $949,850. CMTC was established in 1992 as a private non-profit corporation, affiliated with the US Department of Commerce, National Institute of Standards and Technology, and Hollings Manufacturing Extension Partnership to assist small and medium-sized manufacturers in California to improve operational efficiencies and global competitiveness. Its mission is to create solutions for manufacturing growth and profitability supporting a thriving manufacturing sector in the State of California.

Ms. Torres introduced James Watson, President and CEO and Cheryl Slobodian, Director of Operations.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Mr. Rendon seconded approval of the proposal for California Manufacturing Technology Consulting in the amount of $949,850.

Motion carried, 7 – 0.

El Camino Community College District, Center for Applied Competitive Technologies

Ms. Torres presented a Proposal for El Camino Community College District, Center for Applied Competitive Technologies (El Camino CACT) in the amount of $949,480. Founded in 1946, El Camino CACT is a two-year community college offering academic and vocational education programs. The district established El Camino CACT to advance California's economic growth through workforce, technology and business development. Located in Hawthorne, El Camino CACT provides customized training, workshops, and technical assistance to employers.

Ms. Torres introduced Eldon Davidson, Director.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Ms. Newsom seconded approval of the proposal for El Camino Community College District, Center for Applied Competitive Technologies in the amount of $949,480.

Motion carried, 7 – 0.

Jewish Vocational Service Los Angeles

Ms. Torres presented a Proposal for Jewish Vocational Service Los Angeles (JVS) in the amount of $949,400. Founded in 1931, JVS provides workforce development and career services to the Los Angeles community. The organization offers individuals, businesses, and agencies high-quality programs related to job seeking, career planning, skills assessment, training and education. Through an internal service delivery network, JVS provides workforce development, business services, vocational training, assessment and disability, multicultural services, and welfare-to-work. Clients include first-time workers seeking employment and incumbent workers seeking career advancement and overall improvement in work performance. The organization also operates three full-service One Stop centers in the cities of Marina del Rey, West Hollywood and Antelope Valley.

Ms. Torres introduced Claudia Finkle, Director of Career Services

Mr. Broad said, your support costs seem lower than they should be. It's 12% for Job Number 1 and Job Number 2. Ms. Torres, please check that the math is correct. I don't want them to be underpaid or overpaid. Ms. Torres said, the amount won't go past the agreement amount because there is a cap.

Mr. Rodriguez said, I just want to recognize JVS, not just in the Los Angeles county, but throughout the state, and their commitment to at-risk and ex-offenders program. They've done very well, both here, and across the country. Ms. Finkle said, we are all affiliated; non-

profit. Mr. Broad asked, are you affiliated with the Jewish Federation of Los Angeles, or are you completely independent? Ms. Finkle said, we are a recipient agency.

ACTION: Ms. Roberts moved and Mr. Rodriguez seconded approval of the proposal for Jewish Vocational Service Los Angeles in the amount of $949,400.

Motion carried, 7 – 0.

Santa Clarita Community College District

Ms. Torres presented a Proposal for Santa Clarita Community College District (COC) in the amount of $548,205. COC is a two year, fully accredited community college. COC offers a full range of academic, career, and technical skills in education and vocational training programs.

Ms. Torres introduced John Millburn, Director of College of the Canyons.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Mr. Rendon seconded approval of the proposal for Santa Clarita Community College District in the amount of $548,205.

Motion carried, 7 – 0.

Southern California Surveyors Joint Apprenticeship Committee

Ms. Torres introduced a Proposal for Southern California Surveyors Joint Apprenticeship Committee (SCSJAC) in the amount of $154,330. The SCSJAC was established in 1960 to provide Apprentice and Journeyman Surveyors training throughout 12 counties in Southern California. It is administered jointly by the Southern California Association of Civil Engineers and Land Surveyors, and the International Union of Operating Engineers, Local 12 (Union). Signatory employers include engineering, surveying, and construction firms.

Ms. Torres introduced Anthony Andrade, Administrator.

Ms. Newsom said, I just want to commend you on having one of the highest graduation rates in your industry. Mr. Andrade said, thank you very much.

There were no further comments or questions from the Panel.

ACTION: Ms. Bell moved and Ms. Roberts seconded approval of the proposal for Southern California Surveyors Joint Apprenticeship Committee in the amount of $154,330.

Motion carried, 7 – 0.

Santa Ana Chamber of Commerce

Ms. Torres presented a Proposal for Santa Ana Chamber of Commerce (SACC or Chamber) in the amount of $949,391. This is the ninth proposal for the SACC and the fifth in the last five years.

Founded in 1889, the Chamber brings together a broad representation of business, government, non-profit, and education entities that work together on its board of directors, councils, committees and task forces to identify and implement programs to improve the economy in Santa Ana and surrounding areas. Workforce development is one area of focus for the Chamber. Developing the local workforce involves linking skill-training programs to current employer demands.

Ms. Torres introduced Marty Peterson, Vice President of Operations.

There were no questions from the Panel.

ACTION: Mr. Rendon moved and Ms. Roberts seconded approval of the proposal for Santa Ana Chamber of Commerce in the amount of $949,391.

Motion carried, 7 – 0.

Associated Builders and Contractors Northern California Chapter Training Trust Fund

Ms. Nastari presented a Proposal for Associated Builders and Contractors Northern California Chapter Training Trust Fund (ABC NorCal Trust) in the amount of $503,665.

In this proposal, ABC NorCal Trust seeks funding for Apprentice and Journeyman training. ABC NorCal Trust was established in 1982 to fund a Unilateral Apprenticeship Program (UAC) sponsored by the Associated Builders and Contractors of Northern California (Association). The Association appoints a five-member Board of Trustees to govern the trust. The 300-plus program participants are each required to make payments into the trust fund, for each apprentice hour worked.

Ms. Nastari introduced Sagit Woodbury, Apprenticeship Director and Roy Horton, Training Director.

Mr. Rodriguez asked, do you have any students in the pipeline right now? Mr. Horton said, yes. Mr. Rodriguez asked, what is the approximate number between male and female participants? Ms. Woodbury said, we have 10 women right now; most of them are men. We are focusing on the recruitment. Mr. Rodriguez asked, is there an increase from last year, or is it about the same? Ms. Woodbury said, we've seen an increase; it depends on the time of the year. Mr. Rodriguez said, thank you.

Ms. Newsom said, according to the Department of Industrial Relations (DIR), your five-year average graduation rate for electricians is hovering at around 59%. What is your game plan to increase the graduation rate? Mr. Horton said, we always try to make sure that anyone who joins the program is committed to a five-year term; it's a long haul. We have to work on

that yearly; that five-year average according to the DIR is not something that we're held to; we're held to a yearly audit. DIR told us that the five-year average doesn't mean anything; they don't know why it's there. We strive to bring in valuable individuals to the program who can push through and make their career.

Ms. Newsom asked, can you elaborate on the structure of your apprenticeship program? From my understanding, it's a single sponsorship, meaning that a contractor will sponsor a single apprentice, and bring them to the program, and pay for their training. What happens to the apprentice if they are laid off? Ms. Woodbury said, we approve them on a rank list, so they are placed on the out-of-work list, and we dispatch from that list. When they get laid off, they go to the next dispatch. Ms. Newsom asked, is there a cost to the apprentice for the continuation of the apprenticeship? Ms. Woodbury said, no.

ACTION: Ms. Roberts moved and Mr. Rodriguez seconded approval of the proposal for Associated Builders and Contractors Northern California Chapter Training Trust Fund in the amount of $503,665.

Motion carried, 7 – 0.

California Labor Federation, AFL-CIO

Ms. Nastari presented a Proposal for California Labor Federation, AFL-CIO (CalFED) in the amount of $949,452. The CalFED seeks funding for its fifth statewide "Building Green Skills" training program. This project will be coordinated by the CalFED Workforce and Economic Development (WED) program.

Ms. Nastari introduced Jan Borunda, Project Coordinator and John Brauer.

Mr. Rodriguez asked, among the 400 journeymen apprenticeship, what is the approximate number of men and women in the program; have you seen an increase, or decrease from one year to the next? Mr. Brauer said, I was at the California Apprenticeship Council meeting, and the overall number of apprentices in California for women is exceedingly low; 6%. The percentage for women in the trades is more like 2% to 3%. The legislature passed AB 288, which is directing Prop 39 pre-apprentice programs to make a significant effort around that. I sit on the board of Tradeswomen, Inc., and the goal is 20% by 2020. I think the California Building Trades, State Building and Construction Trade, and other individual affiliates are aware that they have a big problem, and they're working on it. Mr. Broad said, that number seems low; beyond unacceptable. Mr. Brauer said it is; the numbers have gone down historically, and it needs to go back up.

ACTION: Ms. Roberts moved and Ms. Newsom seconded approval of the proposal for California Labor Federation, AFL-CIO in the amount of $949,452.

Motion carried, 7 – 0.

Pipe Trades Joint Apprenticeship and Training Committee of Santa Clara and San Benito Counties

Ms. Nastari presented a Proposal for Pipe Trades Joint Apprenticeship and Training Committee of Santa Clara and San Benito Counties (Pipe Trades JATC) in the amount of $538,900. The Pipe Trades JATC opened the Lloyd E. Williams Pipe Trades Training Center (Training Center) in 1961 in San Jose. The training center serves 1,900 union members represented by the Plumbers, United Association Local Union 393. The JATC was created in collective bargaining between Local 393 and management represented by the South Bay Piping Industry and the Santa Clara Valley Contractors Association. There are approximately 140 signatory employers, located throughout Northern California (primarily in Silicon Valley and the Bay Area).

Ms. Nastari introduced Carl Cimino, Director of Training and Jan Borunda.

Mr. Broad asked, how many women do you have in your program? Mr. Cimino said, not as much as we would like. We do a lot of outreach to Rosie's Girls; I sat in a women's Welfare-to-Work Association; we are going to step it up and change the look of our website. Unfortunately, most women that go into the trades don't go into the plumbing, heating and air-conditioning side. We have some new apprentices; several of them are women, and they are eager to help with the outreach.

Mr. Broad said, these are good high-paying jobs. We seem to have conquered the gender-dominated occupation in other places; it wasn't that long ago when almost all nurses were female, and that has changed dramatically. Mr. Cimino said, last April, we had 700 people take our entrance exam; 10 were women. When I was on the Welfare-to-Work Association, we had no women in the program. They don't seem to be interested; it's equal pay; it's tough to figure out.

Ms. Roberts said, I worked in the lumber business for over 20 years back in the 1970's and I was hired under the Equal Employment Opportunity Commission (EEOC). I was the only woman out of 600 men; over the course of 20 years, we had 3 women. I can tell you some reasons; I don't know if they're still applicable today. There's a lot of harassment, hard and dirty work, and a lot of husbands don't want their wives working in that type of environment.

Mr. Cimino said, these jobs are rewarding in a lot more ways than just pay. Being able to work with your hands, and create something every day is a great feeling. Ms. Roberts said, working in the lumber business is high pay, but it doesn't incentivize any of the women. Mr. Cimino said, we're going to keep reaching out to them. Ms. Roberts said, very good.

Ms. Newsom said, I've seen some outreach success in the San Diego area where they have the women provide opportunities for other women to create a sisterhood and work together in the community. I want to commend your apprentice program for having the second-highest five-year average graduation rate; can you describe how you were able to attain that success? Mr. Cimino said, we have a field coordinator who makes sure that our apprentices are getting a well-rounded education in the field. Our field coordinator acts as a mentor and advisor for the apprentices.

Mr. Rodriguez asked, how long does your program run? Mr. Cimino said, it's a five-year program. Mr. Rodriguez asked, do they come out of the program with a license? Mr. Cimino said, they receive a graduation certificate from Foothill Community College, Division of Apprenticeship Standard, Office of Apprenticeship, and Pipe Trades Training Center.

ACTION: Ms. Newsom moved and Mr. Rendon seconded approval of the proposal for Pipe Trades Joint Apprenticeship Training Committee Santa Clara and San Benito Counties in the amount of $538,900.

Motion carried, 7 – 0.

Western Electrical Contractors Association, Inc.

Mr. Atkinson presented a Proposal for Western Electrical Contractors Association, Inc. (WECA) in the amount of $449,248. Founded in 1937, Western Electrical Contractors Association, Inc. (WECA) is a statewide non-profit organization serving its membership of non-union electrical contractors. WECA operates a Unilateral Apprenticeship Committee (UAC) and Training Trust formed and funded by the membership to provide Division of Apprenticeship Standards (DAS) approved training. WECA also offers journeymen courses and exam prep. Industry needs are jointly determined by the UAC, with WECA staff and members.

There were no questions from the Panel.

ACTION: Ms. Bell moved and Mr. Rendon seconded approval of the proposal for Western Electrical Contractors Association, Inc. in the amount of $449,248.

Motion carried, 6 – 1 – 0. (Ms. Newsom abstained.)

XI. ETMS UPDATE

Mr. Knox said, ETP's executive staff is committed to making the Employment Training Management System (ETMS) a success. We are working with Geographic Solution, which is the entity that holds the contract with EDD, and our stakeholders. We would like to thank our stakeholders who have provided us with useful input as we go through the transition; we will continue to get their input as we continue to move forward towards our launch date on Monday, October 31st. The new system will be available for our customers on Tuesday, November 1st. We have provided an in-depth training through WebEx, and we will continue to do so. The manual and instruction video is available on our website.

For the initial launch, ETMS will only be used for Single Employers. The new system will not be required for the Multiple Employer Contracts (MEC) while we do selective beta testing. To the stakeholders, may I say: we are aware of your concerns about the ETMS being fully implemented. We heard you, and we want to continue to get your feedback.

The current legacy system and MIS will be used for proposals that have already started the Application process, both for Single Employer and MEC. If you are in the current process, you will stay in the legacy system. After November 1st, Single Employer proposals will go

through the new system, after November 1st, MECs will have a choice to stay in MIS or beta test the new system.

ETP would like to stress that the new system will provide many advantages, both for customers and staff. The system will move the organization away from the paper-based system, and allow transparency and consistency within the management of the ETP application and contract process.

The new system will allow ETP to respond to inquiries on the value and effectiveness of the funded training programs, and like most technology projects, additional enhancements and refinements will be made to address the unforeseen impacts on customers and staff. These enhancements will be completed using a measured process of requirements through definition and needs assessment. Primary consideration will be given to meet the needs of the Panel; maintain a solution where staff can process, approve, and oversee the ETP application and contract functions; and support application and contract requirements of our customers with their input to encourage participation in our program.

We would like to have a forum with the stakeholders, possibly in mid-December; although I don't know how many will actually be in the process to see what that would look like at that point in time, so it may take place later.

Prior to the ETMS launch and continuing after, ETP will offer support for both stakeholders and staff, including a formal command center, support and help-desk for inquiries, and a posted email address. We want to make sure that we are capturing all the information we can get, and what issues may be coming forward.

We will continue to provide training, and the schedule will be posted on our website for registration. We will have weekly ETMS sessions to address specific issues that users might have. Once again, we are moving forward and we will go live on October 31st.

After the first few months, we will be able to assess where we are to-date, and we will invite the stakeholders for comments at that point in time. With that, I will open it up to the Panel if they have any questions.

There were no comments from the Panel.

XII. PUBLIC COMMENTS

Steve Duscha

Mr. Duscha said, Mr. Knox has agreed to hear our concerns; I would like to thank him for scheduling a forum. I promised Mr. Knox that I wouldn't raise any specific concerns; it would be best to raise them at the forum with staff, rather than in front of the Panel. There have been suggestions that those of us, who raise our concerns about the system, do not like change. I strongly reject that characterization. I had been in touch with 35 entities, and we have asked Mr. Knox to schedule a forum. The changes that are folded in the ETMS are poor, which could result in serious changes to the ETP program. This will drive employers

away from the program. We want to keep ETP great; I know that the Panel and staff want the same. I'm pleased that we can finally get a hearing. Thank you.

John Brauer

Mr. Brauer said, I want to give kudos to your staff; they have done a good job with training and have been very supportive. I would like to say, from a user perspective, we feel that there's more entry in the beginning. The ability to store information from one contract to the next will more than make up for the initial work; we appreciate that. We feel that the forms are easier to fill out through the new system; you can make revision in the application stage at any time; it's easy to understand the ETP lingo and it's all in one site. I think for us, the issues that need to be addressed can be brought up at the forum. We plan to do some training for our clients and their staff around January or February, as part of the service we provide. We really think that it's a dramatic improvement, and we appreciate that. We are viewing this as a big step moving forward, and we look forward in participating at the forum. Thank you.

Rob Sanger

Mr. Sanger said, coming from the contractor or consultant side of the business, we've been trained on the pre-application and certification stage, but we haven't really seen the system as far as uploading the training data and social security numbers. We've been trained on the pre-app side, but not on the actual contract side. Back in September 2013, I recommended that ETP work with the stakeholders on the development of the system, since we have 50 to 60 employers on the MEC side that are involved. We have to figure out the billing and uploading; there's a lot of data there. Mr. Broad said, that issue is on the MEC side. Mr. Sanger said, I think it is; I haven't seen it on the Single Employer side; we haven't been trained on that yet. Mr. Broad said, thank you.

Phil Herrera

Mr. Herrera said, I think the new system will work great; good improvement. I currently work with projects where my clients use an employer ID number, instead of their Social Security numbers; they can log on to their accounts with their own passwords, and work on their contracts. Under the new system, that might not be available. This might be a setback for the agency and Single Employer contracts. I'm a big proponent of ETMS, but I think that the concerns I have with the Social Security numbers should be handled carefully.

Mr. Broad said, as we roll out with the new system, issues will come up. I would like to make sure that we have a customer service representative available during business hours to provide support. The most frustrating part with working computers is when it doesn't work. I want to make sure that there's someone we can call, or communicate with to assist with the issues and help fix the problems that would arise. Talking to a live person would be much easier than reading a written manual. I hope that we can be user-friendly in solving people's technical problems, because a lot of people's livelihood depends on it. The last thing we want are frustrated companies; that would be a big issue for me.

Leroy Adams

Mr. Adams said, I'm a retired Senior Chief Officer in the Marines; I worked a lot with computer technology, and contracted with numerous supply officers. Back then, we had a flowchart, and each unit had a function; the function was to simplify the process, and everybody understood the process. The training that you provide is exceptional; without good training, you'll fail.

Ms. Roberts asked, have you attended any of our trainings? Mr. Adams said, no, but I'd like to attend the training; I would like to get a copy of the training. Ms. Roberts said, the training schedule is posted on our website. Mr. Adams said, simplifying things will make it easier for the contractor, and they can do the job more efficiently.

Eldon Davidson

My biggest concern is the amount of regulation and paperwork; this will drive the employers out of state. I hope the you can simplify the process; if a data is not needed, don't ask for it. This process would just be a burden to the employers; they're already burdened with regulations. I'm definitely an IT person, and I'm a proponent of simplification; let's keep the employers in California.

Ms. Roberts asked, does the new system require a specific search engine or browser? Mr. Knox said, we use Google Chrome most of the time, but I believe it's web-based.

There were no further questions from the public.

XIII. MEETING ADJOURNMENT

Mr. Broad adjourned the meeting at 12:26 PM

Single Employer Contractor

A single employer, ranging from a small business to a large publicly-traded corporation, may contract directly with the Panel. Usually, these are retraining projects for current employees.

- Unless funded under Special Employment Training (SET), a single employer must face out-of-state competition.
- A single employer must be subject to the Employment Training Tax.
- The employer must also make an "in kind" contribution toward the cost of training, as follows: 1) 100 or fewer employees, at least 50% of the ETP-funded amount; 2) more than 100 employees, at least 100% of the ETP-funded amount.
- The employer must provide union letters of support for employees who are represented. The employer should also be able to show how the training will enhance job security and improve opportunities for advancement.
- A single employer must establish the need for the particular training curriculum proposed.
- The employer must establish its ongoing commitment to training and represent that ETP funds will not displace existing resources.
- All single employer contracts are capped at $750,000.

These features apply to core program funding.

Multiple Employer Contractor

A Multiple Employer Contractor (MEC) may be a group of employers or a training agency, or a Workforce Investment Board.

- Up to 8% of program costs may be approved as additional funding for recruitment, placement and assessment activities. For New Hire training, the MEC may receive up to another 4% (total 12%). These costs must be justified.
- The project may be retraining or new hire training, or a combination of both. Training may take place at the worksite or a training center, or both.
- All MECs are capped at $950,000. MECs with Small Business are capped at $1.2M ($950,000 for any size employer; $250,000 for Small Business only)

Retraining

- Training hours for retrainees are capped at 200. The Panel may modify this cap for good cause on a case-by-case basis.
- The MEC must provide union letters of support for represented employees.
- The MEC must make an "in kind" contribution toward the cost of training, of at least 50% of the ETP-funded amount. These contributions may consist of:

  1) wages/benefits paid during training by participating employers;
  2) development, recruitment, placement, and assessment costs; and,
  3) facility and material expenses.
- The MEC must provide a list of participating employers to demonstrate actual employer demand for the occupational skills in the curriculum.
- The MEC must have a core group of participating employers for at least 80% of the training plan.
- Participating employers must be subject to the Employment Training Tax.
- Participating employers must demonstrate an ongoing commitment to training, and represent that ETP funds will not displace existing resources.

New Hire Training

- Training hours are capped at 260. The Panel may modify this cap for good cause on a case-by-case basis.
- The MEC must have a plan for recruiting trainees and participating employers. As part of this plan, the MEC must have an advisory board of participating employers qualified to provide guidance on needed occupational skills.
- Training must be for job-related skills that apply to specific occupations in a given industry or to specialized occupations across an industry spectrum.
- For all occupations, the MEC should be able to show a statewide or local shortage of skilled workers.

These features apply to core program funding.

Delegation Order Process

- The Panel has delegated authority to the Executive Director, without consultation with the Panel Chair, to approve (1) small business (100 or fewer employees) for $100,000 or less, and (2) single and multiple employer proposals for $100,000 or less.

- This procedure allows projects to be approved on a flow basis. This process recognizes the need for just-in-time training, and reduces or eliminates the need for a Consent Calendar.

- An ETP130 and Curriculum is prepared for each proposal. They are reviewed and approved after the Executive Director signs off. The effective date will be the date specified by the Field Analyst and if no date is specified, the earliest effective date of contract is the day after the project is approved by the Executive Director.

- A copy of approved Delegation Orders is included in each month's Panel Packet, for projects approved prior to the Panel meeting, as an information item.

Panel Amendment #2 Proposal for:

Alhambra Hospital Medical Center L.P.

Agreement Number: ET16-0140

Amendment Effective Date: October 16, 2016

Panel Meeting of: December 16, 2016

ETP Regional Office: North Hollywood **Analyst:** M. Webb

CURRENT PROJECT PROFILE

Contract Type:	SET Medical Skills Training Priority/Retrainee	Industry Sector(s):	Healthcare
Counties Served:	Los Angeles	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No	Priority Industry:	☒ Yes ☐ No
Current Contract Term:	August 10, 2015 to August 9, 2017	Substantial Contribution:	☐ Yes ☒ No

CURRENT FUNDING

Current Funding
$99,792

AMENDMENT FUNDING

Requested Funding	Total Funding
+$60,240	$160,032

AMENDMENT TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	SET Priority Rate Retrainee	Computer Skills, Cont. Imp., MS-Didactic, MS-Preceptor	159	8-200	0	**$648**	$20.55
				Weighted Avg: **36**			
2	Job Creation SET Priority Rate	Computer Skills, Cont. Imp., MS-Didactic, MS-Preceptor	30	8-200	0	**$1,900**	$29.00
				Weighted Avg: **95**			

Minimum Wage by County: Job Number 1 (SET/Priority Industry): $20.55 per hour
Job Number 2 (SET/Job Creation): $13.31 per hour for Los Angeles County.

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No

Up to $3.77 per hour may be used to meet the Post-Retention Wage in Job Number 1.

Wage Range by Occupation	
Occupation Title	Wage Range
Job Number 1	
Administrative Staff	
Technician/Therapist	
Licensed Vocational Nurse	
Registered Nurse	
Job Number 2 (Job Creation)	
Registered Nurse	

INTRODUCTION

Founded in 1924, Alhambra Hospital Medical Center L.P. (AHMC) (www.alhambrahospital.com) is a full service, 144-bed acute care hospital that is fully accredited by the Joint Commission. AHMC serves a high percentage of uninsured or Medi-Cal dependent patients, and approximately 50% of AHMC patients utilize Medicare. Services provided by the hospital include radiology, laboratory and diagnostic services, emergency and intensive/coronary care.

AMENDMENT DETAILS

For 2017, AHMC will continue to deliver cross-training to transition nurses into higher acute units such as the Intensive Care Unit (8-10-week training), Operating Room/Surgery (20-week training) and the Emergency Room (20-week training). In addition, new training has been developed to increase employee knowledge on diabetes, chemotherapy training to earn certifications, and leadership training for Supervisors.

With six months remaining in the term, AHMC has already delivered sufficient hours to earn 100% of the current Agreement amount. To continue training opportunities, AHMC requests an additional $60,240 in ETP funding in order to continue training.

In summary:

- The funding amount will increase by $60,240, from $99,792 to $160,032.
- The weighted average hours in Job Number 1 will increase from 16 to 36.
- The weighted average hours in Job Number 2 will increase from 90 to 95.
- The average cost per trainee in Job Number 1 will increase from $288 to $648.
- The average cost per trainee in Job Number 2 will increase from $1,800 to $1,900.

The effective date of this Amendment will be October 16, 2016, which is when the request for amendment was submitted to ETP.

RECOMMENDATION

Staff recommends approval of this Amendment.

SUMMARIZE PRIOR MODS/AMENDS

- Modification No. 1: New Curriculum topic added under Menu Curriculum-Continuous Improvement: *Coding.* This Modification was approved on 12/14/15.

CURRENT CONTRACT PERFORMANCE

The following table summarizes performance by AHMC under the current ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees Enrolled	No. Completed Training	No. Retained
ET16-0140	$99,792	08/10/15-08/09/17	770	2*	2

*To date, 11,664 eligible training hours have been tracked (100% of the current Agreement amount). Two trainees have been submitted for final payments and 300 trainee have reached the 8-hour minimum requirement.

Training Proposal for:

California Association of Pest Control Advisers

Agreement Number: ET17-0322

Panel Meeting of: December 16, 2016

ETP Regional Office: Sacramento **Analyst:** K. Smiley

PROJECT PROFILE

Contract Attributes:	Retrainee SET HUA SB <100	Industry Sector(s):	Agriculture Services Priority Industry: ☒ Yes ☐ No
Counties Served:	Statewide	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL:

Program Costs	+	Support Costs	=	Total ETP Funding
$96,824		$6,622 8%		$102,596

In-Kind Contribution:	50% of Total ETP Funding Required	$250,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SET HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement	156	8-200 Weighted Avg: 18	0	$346	*$15.60
2	Retrainee SB<100 Priority Rate SET HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement	55	8-200 Weighted Avg: 20	0	$556	*$15.60
3	Retrainee Priority Rate SET	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement	20	8-200 Weighted Avg: 18	0	$346	$21.28
4	Retrainee SB<100 Priority Rate SET	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement	20	8-200 Weighted Avg: 20	0	$556	$21.28

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: Job Numbers 1 & 2 (SET/HUA): $15.60 for Fresno and Kern counties; Job Numbers 3 & 4 (SET): Modified Statewide Average Hourly Wage of $21.28.

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☐ Yes ☐ No ☒ Maybe

Participating employers may use health benefits to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Pest Control Advisor		186
Manager		21
Crop Advisor		19
Applicator		30

INTRODUCTION

California Association of Pest Control Advisers (CAPCA), Founded in 1975 is a non-profit, membership-based association serving the agriculture pest control industry. CAPCA represents 4,000 California EPA licensed pest control advisors (PCA), nearly 75% of all advisors are in California. CAPCA provides pest management consultation for the production of food, fiber and ornamental industries of California. CAPCA is dedicated to the professional development and enhancement of their member's education and stewardship, which includes legislative, regulatory, continuing education and public outreach activities.

PROJECT DETAILS

The agriculture farming industry has made CAPCA aware of the need to give trainees soft skills in order to enhance relationships and business knowledge of the industry they serve. With this in mind, CAPCA has developed a training plan that will give trainees skills in communication, customer service, team building and conflict management. These skills will allow trainees to more effectively serve their customers and provide a better client experience. Critical thinking and decision making skills will ensure trainees are making the best decisions and recommendations for their clients.

Over the next five years, CAPCA anticipates losing 33 percent of their PCA's to retirement. To combat the expected attrition and continue providing the agriculture industry with competent and skilled PCA's, CAPCA's training plan will also focus on toxicology of chemicals and application. Trainees are expected by their clients to be subject matter experts and provide up-to-date information on chemicals and their use, this training will ensure that they are proficient in the use and application of chemicals in the agricultural industry.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. Training varies by participating employers, is both job specific and companywide, and includes sexual harassment prevention, safety, legal compliance, product knowledge, and on-the-job training.

SET/HUA

Under SET, the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period.

The 216 trainees in Job Numbers 1 & 2 work in a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. For facilities in HUAs, the Panel may modify the ETP Statewide Average Wage by up to 25% if post-retention wages exceed the start-of-training wages. Since Job Numbers 1 & 2 are located in an HUA, trainees in both job numbers can qualify if they meet the ETP Standard Minimum Wages by county.

Impact/Outcome

Training is expected to develop skilled workers to effectively and safely apply pest control chemicals to aid the California agriculture industry and small businesses in gaining more business, which will lead to more jobs.

Marketing and Support Costs

CAPCA is requesting 8% support costs to recruit additional participating employers and new members. CAPCA will assess employer's needs and help them customize training plans to meet those needs.

Marketing activities include mail, email, and website marketing. Support costs will be used to recruit additional participating employers, assess their needs and help them customize training tailored to those needs.

CAPCA will conduct needs assessments and do other work as required to customize training for Small Business (and other employers with small training projects).

Trainer Qualifications

Training will be delivered by outside vendors who are subject matter experts. In addition, some training may also be provided by experienced trainers who work for participating employers.

Training Coordinator

CAPCA has two employees dedicated to marketing, recruitment, needs assessment, scheduling and ETP administration. CAPCA has also retained Sierra Consulting Services to complete the administration of the training project.

Tuition Reimbursement

CAPCA represents that students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Agreement.

Training Plan: Class/Lab and ELearning training will be delivered as follows:

Business Skills (35%): Training will be provided to all occupations. Topics include Business and Report Writing, Effective Decision Making, Team Building and Identifying Customer needs. Training will provide the skills to effectively communicate with their clients and increase their knowledge of business practices.

Commercial Skills (40%): Training will be provided to all occupations. Topics include Grower Relations, Pesticide Industry Overview and Pesticide Adviser Overview to provide trainees with knowledge of chemical application and appropriate use.

Computer Skills (5%): Training will be provided to all occupations. Topics include Agrian Software, Google Drive and Microsoft Office. Training will improve software skills.

Continuous Improvement (20%): Training will be provided to all occupations. Topics include Managing Diversity, Managing Change, Innovation at Work and Risk Taking. These courses will give trainees the skills needed to be effective in working with their clients.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Sierra Consulting Services in Cameron Park assisted with development of this proposal for a flat fee of $9,900.

ADMINISTRATIVE SERVICES

Sierra Consulting Services will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours & ELearning

8-200 Trainees may receive any of the following:

CONTINUOUS IMPROVEMENT

- Business Process re-engineering
- Innovation at work
- Managing Change
- Managing Diversity
- Project Management
- Risk Taking
- Time Management and Delegation
- Coaching Procedures
- Decision Making
- Leadership
- Managing Teams or Departments
- Motivation
- Teambuilding

- **BUSINESS SKILLS**
- Budgeting & Finance
- Business Management
- Business and Report Writing
- Conflict Management
- Communication Skills
- Creating a Winning Corporate Culture
- Customer Relations
- Customer Service Skills
- Effective Decision Making
- Emotional Intelligence
- Goal Setting
- Identifying Customer Needs
- Leadership Skills
- Marketing and Sales
- Negotiating
- Presentation Skills
- Problem Solving Strategies
- Resolving Customer Complaints
- Strategic Planning
- Team Building
- Telephone Skills

COMMERCIAL SKILLS

- Grower Relations
- Pesticide Industry Overview
- Pesticide Adviser Overview

COMPUTER SKILLS

- Agrian
- Google Drive
- Microsoft Office (Intermediate & Advanced)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee for Job Numbers 1-4 regardless of the method of delivery.

Participating Employers in Retrainee
Multiple Employer Contracts

Contractor's Name: California Association of Pest Control Advisers CCG No.: ET17-0322

Reference No: 16-0070

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: AGRX

Address: 751 S. Rose Ave.

City, State, Zip: Oxnard, CA 93030

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 15

Total # of full-time company employees worldwide: 110

Total # of full-time company employees in California: 110

Company: BASF

Address: 6700 8th St.

City, State, Zip: Buena Park, CA 90620

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 112,435

Total # of full-time company employees in California: 17 (within BASF Crop Protection business)

Company: Bayer CropScience

Address: 890 Embarcadero Dr.

City, State, Zip: West Sacramento, CA 95605

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 10

Total # of full-time company employees worldwide: 4,000

Total # of full-time company employees in California: 120

Company: Certis USA

Address: 720 5th St.

City, State, Zip: Wasco, CA 93280

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 10

Total # of full-time company employees worldwide: 98

Total # of full-time company employees in California: 56

Participating Employers in Retrainee
Multiple Employer Contracts

Company: Crop Protection Services – Firebaugh Branch

Address: 5018 Santa Fe Grade

City, State, Zip: Firebaugh, CA 93622

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 13

Total # of full-time company employees worldwide: 63 (Firebaugh Branch)

Total # of full-time company employees in California: 63 (Firebaugh Branch)

Company: Gar Tootelian

Address: 8246 S. Crawford Ave.

City, State, Zip: Reedley, CA 93654

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 100

Total # of full-time company employees in California: 100

Company: Morning Star Company

Address: 724 Main Street

City, State, Zip: Woodland, CA 95695

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 3

Total # of full-time company employees worldwide: 300+

Total # of full-time company employees in California: 300+

Company: Nichino America Inc.

Address: 4550 New Linden Hill Rd. #501

City, State, Zip: Wilmington, DE 19808 (CA EEs work from home here in CA: business mailing address PO Box 221, Fowler, CA 93625)

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 43

Total # of full-time company employees in California: 8

Participating Employers in Retrainee
Multiple Employer Contracts

Company: QualiTech Inc.

Address: 318 Lake Hazeltine Drive

City, State, Zip: Chaska, MN 55318 (CA EEs work from home here in CA)

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 4

Total # of full-time company employees worldwide: 120

Total # of full-time company employees in California: 4

Company: Simplot Grower Solution

Address: 205 E. River Park Circle

City, State, Zip: Fresno, CA 93720

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 30

Total # of full-time company employees worldwide: 4800

Total # of full-time company employees in California: 500

Company: S.P. McClenahan Co. Inc.

Address: 1 Arastradero Road

City, State, Zip: Portola Valley, CA 94028

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 56

Total # of full-time company employees in California: 56

Company: Syngenta Crop Protection

Address: 1075 Creekside Ridge Dr, Suite 175

City, State, Zip: Roseville, CA 95678

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 20

Total # of full-time company employees worldwide: 25,000

Total # of full-time company employees in California: 200

Participating Employers in Retrainee
Multiple Employer Contracts

Company: Tremont Lyman

Address: 201 East Street

City, State, Zip: Woodland, CA 95776

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 75

Total # of full-time company employees worldwide: 260

Total # of full-time company employees in California: 260

Company: Valent USA

Address: 1600 Riviera Avenue, Suite 200

City, State, Zip: Walnut Creek, CA 94596

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 14

Total # of full-time company employees worldwide: 30,000 (inclusive of parent company Sumitomo Chemical Company and subsidiaries)

Total # of full-time company employees in California: 161 (287 total US)

Company: Westbridge Agricultural Products

Address: 1260 Avenida Chelsea

City, State, Zip: Vista, CA 92081

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 3

Total # of full-time company employees worldwide: 30

Total # of full-time company employees in California: 30

Company: Wilbur Ellis Company

Address: 2400 Del Paso Road, Ste. 150

City, State, Zip: Sacramento, CA 95834

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 30

Total # of full-time company employees worldwide: 900

Total # of full-time company employees in California: 900

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

California Plumbing & Mechanical Contractors Association

Agreement Number: ET17-0349

Panel Meeting of: December 16, 2016

ETP Regional Office: North Hollywood **Analyst:** E. Wadzinski

PROJECT PROFILE

Contract Attributes:	Retrainee SB <100 Priority Rate SET	Industry Sector(s):	Construction Priority Industry: ☒ Yes ☐ No
Counties Served:	Statewide	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No Southern California Pipe Trades District Council 16		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤0%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
$185,920		$12,896 8%		$198,816

In-Kind Contribution:	50% of Total ETP Funding Required	$400,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SET	Business Skills, Computer Skills, Continuous Improvement, Commercial Skills	160	8-200	0	$770	$21.38
				Weighted Avg: 40			
2	Retrainee Priority Rate SB <100 SET	Business Skills, Computer Skills, Continuous Improvement, Commercial Skills	68	8-200	0	$1,112	$21.38
				Weighted Avg: 40			

Minimum Wage by County: SET statewide priority industry wage of $21.38 per hour.

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☐ Yes ☐ No ☒ Maybe

Participating employers may use health benefits to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Project Manager		50
Administrative Support Staff		108
Engineers		20
Superintendents		20
Foremen		30

INTRODUCTION

The California Plumbing & Mechanical Contractors Association (CPMCA) (www.cpmca.org) represents the Mechanical Contracting Industry in Southern California. Founded in 1997, CPMCA has been serving a membership of contract employers engaged in the installation and service of heating, ventilating, air conditioning, plumbing, and piping equipment.

CPMCA represents employers in collective bargaining with the Southern California Pipe Trades District Council (District 16). The Assocation also works to expand union work in the pipe trades industry; provides training for supervisory and administrative workers within the industry and in related fields. The Association recently moved It's headquarters from Los Angeles to Burbank. This will be the third Agreement between CPMCA and the Employment Training Panel and the third in the last five years.

The CPMCA membership has expressed a need to train full-time permanent administrative workers to keep pace with construction industry practices and improve success. Further, as construction activity continues to grow, new employees are being hired who often lack formal training in construction practices and systems.

CPMCA's training plan includes a variety of subjects related to project planning and management which includes estimating, water audits, energy conservation codes, and construction documentation, setting priorities, and meeting deadlines. Trainees will also learn general business skills such as improved communications, successful negotiation techniques, marketing, leadership, and supervision, as well as industry-specific computer software.

Participating employers will be drawn largely from the Associations membership. They will include large and small pipe trades companies serving Imperial, Inyo, Kern, Los Angeles, Orange, Riverside, San Bernardino, San Diego, San Luis Obispo, Santa Barbara, and Ventura Counties. There is a "core group" of employers committed to participation, sufficient to earn 85% of requested funding. The additional 15% of employers will be members of the Finishing Contractors Association of Southern California (FCASC).

FCASC represents union contractors engaged in architectural glass and metal, drywall finishing, floor covering, industrial coating, paint and wall covering, and sign work. FCASC represents contractors in collective bargaining with the International Union of Painters and Allied Trades, District Council 36. However, only non-union administration workers will be trained under this proposal. Since the FCASC does not have its own training program for administrative (non-represented) employees, it partners with the CPMCA. District Council 16 has submitted a letter of support for this proposal.

PROJECT DETAILS

Training Plan

Business Skills (55%): Training will be offered to all occupations to refine contract negotiation and management skills, improve project management, and enhance customer service.

Computer Skills (15%): Training will be offered to all occupations to expand and improve the use of computers in project management and administrative functions, and learn Building Information Modeling concepts and applications.

Continuous Improvement (15%): Training will be offered to all occupations to learn quality construction management and leadership techniques, planning and goal setting, problem solving and decision making, and performance improvement concepts to improve speed and accuracy of all functions.

Commercial Skills (15%): Training will be offered to Project Managers, Engineers, Superintendents and Foremen. Training will be provided in specialized technical skills, including anchoring systems in concrete and seismic bracing.

Commitment to Training

Some of the participating employers have dedicated training budgets, however, many do not. Many companies only provide new employee orientation, safety training, and specialized computer training. ETP funds will not displace existing training funds, but will be used to

expand and enhance training provided by employers. Training provided under this proposal will concentrate on best practices and other up-to-date industry content that is not normally provided by participating employers themselves due to time and monetary constraints. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

Training Infrastructure

Approximately 50% of CPMCA training will be held at the employer worksites and 50% at facilities in the Southern California area. Third party vendors will deliver training and the CPMCA Director of Education will oversee the training program. Trainers will collect trainee data and rosters for submission to the Director. Two part-time staff will be dedicated to marketing, employer recruitment, needs assessments, scheduling classes, and ETP administration. CPMCA has also retained a third party administrator to assist with the administration of the project.

Marketing and Support Costs

The CPMCA has provided training for members since 2000. The organization markets to association members and members of the FCASC through web postings, mailings, and presentations at meetings.

The CPMCA is requesting 8% support costs to pay for recruiting employers and assessing their individual training needs. Although the "core" group of employers has been identified, additional employers will be added during the course of the Agreement. ETP staff recommends the 8% additional funding to support CPMCA staff time dedicated to recruitment and the large number of employers potentially eligible to participate in this program.

Curriculum Development and Feedback

As an employer association, the CPMCA receives continuous information regarding training needs from its membership. The curriculum was developed by CPMCA staff and is based on expressed needs of member employers and input from its Board. Curriculum content is refined and revised based on feedback in the form of trainee evaluations for each class and, subsequently, from their employers. This information is used to determine the relevance of training topics and the effectiveness of training delivery.

Special Employment Training Wage Modification

For trainees employed in a priority industry, the Panel may modify the Special Employment Training (SET) wage up to 25% below the statewide average hourly wage (from $28.37 to $21.28).

RECOMMENDATION

Staff recommends approval of this proposal and SET wage modification.

PRIOR PROJECTS

The following table summarizes performance by CPMCA under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET15-0140	Statewide	07/07/14 – 07/06/16	$198,816	$153,844 (77%)
ET13-0295	Statewide	02/02/13 – 02/01/15	$99,408	$99,408 (99%)

DEVELOPMENT SERVICES

Steve Duscha Advisories in Sacramento assisted with development for a flat fee of $10,000.

ADMINISTRATIVE SERVICES

Steve Duscha Advisories will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours
8- 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Project Management
- Administering Construction Contracts
- Negotiating Construction Contracts
- Legal Issues in Construction Management
- Foreperson Development
- Communications Skills
- Estimating
- Negotiating
- Developing and Coaching Employees
- Managing Change Orders
- Customer Service

COMPUTER SKILLS

- Using Advanced Applications in Construction
- Project Management Software
- Construction Applications
- Estimating Applications
- Cost Tracking Systems
- Building Information Modeling Concepts and Applications

CONTINUOUS IMPROVEMENT

- Quality Management Tools for Construction Management
- Creative Problem Solving
- Effective Decision Making
- Performance Improvement
- Planning & Goal Setting
- Leadership Training for the Construction Industry

COMMERCIAL SKILLS

- Anchoring systems in concrete
- Seismic bracing

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

Participating Employers in Retrainee/New Hire Multiple Employer Contractor (MEC) Agreements

Contractor's Name: California Plumbing & Mechanical Contactors Association CCG No: ET17-0349

Company: ACCO Engineered Systems

Address: 6265 San Fernando Rd.

City, State, Zip: Glendale, CA 91201

Collective Bargaining Agreement(s): Southern California Pipe Trades District Council 16

Estimated #of employees to be retrained under this Agreement: 70

Total # of full-time company employees worldwide: 2,912

Total # of full-time company employees in California: 2,752

Company: All Area Plumbing

Address: 1560 W. Industrial Park St.

City, State, Zip: Covina, CA 91722

Collective Bargaining Agreement(s): Southern California Pipe Trades District Council 16

Estimated # of employees to be retrained under this Agreement: 32

Total # of full-time company employees worldwide: 80

Total # of full-time company employees in California: 80

Company: Meadows Sheet Metal and Air Conditioning

Address: 333 Crown Vista Dr.

City, State, Zip: Gardena, CA 90248

Collective Bargaining Agreement(s): Southern California Pipe Trades District Council 16

Estimated # of employees to be retrained under this Agreement: 15

Total # of full-time company employees worldwide: 45

Total # of full-time company employees in California: 45

Company: Pan-Pacific Mechanical

Address: 17911 Mitchell St.

City, State, Zip: Irvine, CA 92614

Collective Bargaining Agreement(s): Southern California Pipe Trades District Council 16

Estimated # of employees to be retrained under this Agreement: 52

Total # of full-time company employees worldwide: 450

Total # of full-time company employees in California: 448

Participating Employers in Retrainee/New Hire Multiple Employer Contractor (MEC) Agreements

Company: Suttles Plumbing & Mechanical Corporation

Address: 21541 Nordhoff St.

City, State, Zip: Chatsworth, CA 91311

Collective Bargaining Agreement(s): Southern California Pipe Trades District Council 16

Estimated # of employees to be retrained under this Agreement: 15

Total # of full-time company employees worldwide: 80

Total # of full-time company employees in California: 80

Southern California Pipe Trades
District Council 16

MIKE LAYTON
Business Manager
Financial Secretary/Treasurer

October 7, 2016

Mr. Steve Duscha
P.O. Box 22650
Sacramento, CA 95822

Dear Steve:

We support the application of the CPMCA to the Employment Training Panel.

Please call our office if you have further questions.

Thanks in advance,

Michael Layton
Business Manager
Financial Secretary/Treasurer
Southern California Pipe Trades
District Council 16

ML:ab
Opeiu#537/afl-cio

Training Proposal for:

College of the Sequoias

Agreement Number: ET17-0318

Panel Meeting of: December 16, 2016

ETP Regional Office: Sacramento **Analyst:** W.Sabah

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100 HUA	Industry Sector(s):	Manufacturing Services Priority Industry: ☒ Yes ☐ No
Counties Served:	Kings, Tulare	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL:

Program Costs	+	Support Costs	=	Total ETP Funding
$142,976		$9,900 8%		$152,876

In-Kind Contribution:	50% of Total ETP Funding Required	$177,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Cont. Imprv., Mfg. Skills, Mgmnt. Skills, Literacy Skills, OSHA 10/30	195	8-200 Weighted Avg: 32	0	$616	$12.00*
2	Retrainee Priority HUA SB<100	Business Skills, Computer Skills, Cont. Imprv., Mfg. Skills, OSHA 10	26	8-200 Weighted Avg: 32	0	$889	$11.70*
3	Retrainee HUA	Business Skills, Computer Skills, Cont. Imprv., Mfg. Skills, Mgmnt. Skills, Literacy Skills, OSHA 10/30	10	8-200 Weighted Avg: 32	0	$513	$12.00*
4	Retrainee HUA SB<100	Business Skills, Computer Skills, Cont. Imprv., Mfg. Skills, Mgmnt. Skills, OSHA 10	6	8-200 Weighted Avg: 32	0	$752	$11.70*

*It will be made a condition of contract that trainees will never be paid less than the State or local minimum wage rate as in effect at the end of retention (Final Payment) regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: $11.70 per hour for Kings and Tulare Counties.

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe

Participating Employers may use health benefits to meet the Post-Retention Wage for Job Numbers 2 & 4.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Numbers 1 & 3 (Large Business/ HUA)		
Administrative Staff		23
Service Technician		26
Production Technician		30
Maintenance Mechanic		22
Welder		20

Pipefitter		11
Operation Staff		42
Supervisor		31
Job Numbers 2 & 4 (Small Business/HUA)		
Service Technician		25
Welder		3
Administrative Staff		4

INTRODUCTION

Founded in 1940 and located in Visalia, College of the Sequoias (COS) (www.cos.edu) is a 2-year community college that provides educational and training classes to the local community. The College operates a full-service College Center in the City of Hanford in addition to the main campus in Visalia. Aside from servicing the general population, the COS Training Resource Center provides customized workforce development training service to California Central Valley organizations. The College specifically trains business and industry employers in the manufacturing and service sectors in Kings and Tulare counties. COS also serves other counties in coordination with other California Community Colleges.

PROJECT DETAILS

In this proposal, COS plans to deliver training to frontline workers and supervisors from both large and small private businesses. These industries will include agriculture, food processing, manufacturing, and service firms in the local region.

The COS Training Resource Center has identified an increased need among local employers for customized training programs that can help them meet demand for skilled workers and compete with international competitors. A survey was completed that determined training needs by participating employers in areas such as workforce soft skills, industrial electricity, industrial motor controls, programmable logic controllers, welding, computer skills, food safety and continuous improvement. Many employers are also investing in automated systems and software packages to increase productivity and accuracy. Training is essential to help companies increase efficiencies and to improve operational effectiveness.

In addition, participating employers are preparing for the retirement of high-skilled staff in the next few years. To remain competitive, employers plan to extensively train incumbent workers and new employees on advanced skills to deliver the same level of service as retiring employees.

Training Plan

Business Skills (30%): Training will be provided to Administrative Staff, Service Technicians, Operation Staff, Welders, Maintenance Staff and Supervisors. Training will enable workers to manage company resources, improve communication, and increase efficiencies. Training will also ensure workers are able to timely plan projects and manage conflicts at work. Training topics will include Communication Skills, Coaching, Decision Making and Customer Service.

Computer Skills (10%): Training will be provided to Administrative Staff, Service Technicians and Supervisors to enhance their skill sets in computer software and marketing services. Training topics will include Microsoft Office Suite (Intermediate/Advanced) and Social Media for Business.

Continuous Improvement (15%): Training will be provided to Maintenance Mechanics, Operation Staff, Service Technicians, Administrative Staff and Supervisors to improve productivity and increase product quality. Training topics will include Practical Project Management, Maximizing Team Performance, Equipment Inspection and Management, Managing the Metrics and ISO 9000 Lean Enterprise.

Manufacturing Skills (25%): Training will be provided to Maintenance Mechanics, Service Technicians, Welders, Pipefitters, Operation Staff and Supervisors to ensure staff can operate multiple pieces of equipment. This will increase flexibility and capacity in production processes. Training topics will include Welding, Blueprint Reading, Shop Measurements and Industrial Motor Controls.

Management Skills (10%): Training will be provided to Supervisors to improve leadership skills and help them become effective leaders in a complex workplace. Training topics will include Supervisory Management Skills, Frontline Supervisory Skills, and Leadership Skills.

Literacy Skills (5%): Training will be provided to Operations Staff. Trainees will receive English as a Second language training to improve communication and understanding on the job. Training will also include Basic Math.

Certified Safety Training (5%)

OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training for all occupations except Administrative Staff results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Commitment to Training

ETP funds will not displace COS's existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. Training by participating employer is both job specific and companywide and includes new hire orientation, sexual harassment prevention, best practices, first aid, and legal compliance.

- Training Infrastructure

COS has invested in the development of a trainee tracking database to track ETP enrollees and class attendance. The College will also utilize ETP training rosters to document training and submit all information on to the ETP tracking system in a timely manner. COS has designated the Training Resource Center Specialist and Administrative Technician to administer this ETP project. Staff will be responsible for enrolling trainees, tracking hours, scheduling courses, marketing, and meeting with ETP Staff.

High Unemployment Area

All trainees work in Kings and Tulare Counties, High Unemployment Areas (HUA) with unemployment exceeding the state average by at least 25%. For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. The Company requests a wage modification from $15.60 to $12.00 for Job Numbers 1 & 3 and to $11.70 for Job Numbers 2 & 4.

Impact/Outcome

COS will provide NCEER certificates for their electrical safety and motor controls training. For all other trainings, COS Training Resource Center will provide certificates upon completion.

Marketing and Support Costs

Marketing of training programs takes place through regular and ongoing communications via meetings, emails and phone calls. COS is an active member of the Visalia Economic Development Corporation (VEDC) Education and Training Committee. The College participates in initiatives with the VEDC to increase the economic and workforce development of local employers. This includes on-site surveys to identify employers' training needs and marketing of the College's classes to their members. COS also partners with the local workforce investment board (WIB) and are also members of the Tulare WIB industrial sector committee, both of which market classes for COS.

COS staff regularly follows up with participating employers to confirm observable improvements in job performance and assess the long-term success of training programs. Feedback and surveys are vital to the success of training programs and will allow employers to be competitive. COS is requesting and staff recommends 8% support costs to help with marketing and feedback.

Trainer Qualifications/Training Coordinator

Training for the proposed curriculum will be delivered by subject matter experts from the COS Training Resource Centers. Trainers' qualifications range from Masters Degrees to skills certifications in manufacturing. Some training may also be provided by experienced trainers who work for participating employers.

Tuition Reimbursement

In accordance with Title 22, CCR, Section 4412.1, COS represents that students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Agreement.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS
- Human Relations Skills
- Communication Skills
- Conflict Management
- Coaching
- Motivating People
- Managing Change
- Teamwork
- Generational Diversity
- Decision Making
- Problem Solving
- Organizational Skills
- Planning & Time Management
- Working in Cultural Diverse Workplace
- Customer Service
- Essential Workplace Skills

COMPUTER SKILLS
- Microsoft Skills (Intermediate/Advanced)
- Social Media for Business

CONTINUOUS IMPROVEMENT
- Quality Management Systems
- ISO 9001
- Internal Quality Audits
- Corrective Actions
- Problem Solving Tools
- Root Cause Analysis
- Failure Mode and Effect Analysis (FMEA)
- Lean Manufacturing
- Six Sigma
- Statistical Process Control (SPC)
- Quality Control
- Process Improvement
- Total Quality Management
- Project Management

MANAGEMENT SKILLS (for Supervisors only)
- Supervisory Management Skills
- Frontline Supervisory Skills
- Leadership Skills

MANUFACTURING SKILLS
- Welding
- Blueprint Reading

- Shop Measurements
- Certified Production Technician
- Basic Industrial Electricity
- Industrial Motor Controls
- Programmable Logic Controllers (PLC)
- Hazard Analysis and Critical Control Points
- Preventive Controls for Human Food
- Food Safety Internal Auditor

OSHA 10/30 (OSHA Certified Instructor)
- OSHA 10 (requires completion of full 10-hour course)
- OSHA 30 (requires completion of full 30-hour course)

LITERACY SKILLS
- Basic Math
- Vocational English as a Second Language

Literacy Training cannot exceed 45% of total training hours per-trainee
Safety Training will be limited to 10% of total training hours per-trainee (This cap does not apply to OSHA 10/30)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

Participating Employers in Retrainee
Multiple Employer Contracts

Contractor's Name: College of the Sequoias | CCG No.: ET17-0318

Reference No: 16-0640 |

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: American Inc.

Address: 1345 N. American St.

City, State, Zip: Visalia, CA 93291

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 92

Total # of full-time company employees worldwide: 450

Total # of full-time company employees in California: 450

Company: Electric Motor Shop

Address: 8242 W. Doe Ave.

City, State, Zip: Visalia, CA 93291

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 27

Total # of full-time company employees worldwide: 135

Total # of full-time company employees in California: 135

Company: Ingram Equipment Co

Address: 1748 E. Caldwell Ave.

City, State, Zip: Visalia, CA 93292

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 16

Total # of full-time company employees worldwide: 19

Total # of full-time company employees in California: 19

Company: JoAnn Fabrics

Address: 2500 N. Plaza Drive

City, State, Zip: Visalia, CA 93291

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 56

Total # of full-time company employees worldwide: 24,000

Total # of full-time company employees in California: 280

Participating Employers in Retrainee
Multiple Employer Contracts

Contractor's Name: College of the Sequoias	CCG No.: ET17-0318
Reference No: 16-0640	Page: 2 of 2

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Jostens

Address: 231 S. Kelsey St

City, State, Zip: Visalia, Ca 93291

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 25

Total # of full-time company employees worldwide: >1,000

Total # of full-time company employees in California: 190

Company: Western Utilities Transformer Services

Address: 1010 N. Plaza Drive

City, State, Zip: Visalia, CA 93291

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 15

Total # of full-time company employees worldwide: 20

Total # of full-time company employees in California: 20

Training Proposal for:

Hathaway Dinwiddie Construction Company

Agreement Number: ET17-0309

Panel Meeting of: December 16, 2016

ETP Regional Office: San Francisco Bay Area **Analyst:** R.Jackson

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Construction Services Priority Industry: ☒ Yes ☐ No
Counties Served:	San Francisco, Santa Clara, Los Angeles	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☒ Yes ☐ No Carpenters 46 Northern Counties Conference Board		
Number of Employees in:	CA: 600	U.S.: 600	Worldwide: 600
Turnover Rate:	14%		
Managers/Supervisors: (% of total trainees)	9%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$172,044		$0	$0		$172,044

In-Kind Contribution:	100% of Total ETP Funding Required	$172,044

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, OSHA 10/30, HAZWOPER	531	8-200	0-40	$324	$18.00
				Weighted Avg: 18			

Minimum Wage by County: $17.02 per hour for San Francisco and Santa Clara Counties and $16.48 per hour for Los Angeles County.

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☐ Yes ☒ No ☐ Maybe

Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Foreman		106
Safety Coordinator		3
Superintendent I		40
Superintendent II		26
Administrative Staff		51
Estimators		19
IT Staff		2
Laborer		20
Laborer II		5
Laborer III		53
Journeyman		20
Project Coordinator		110
Project Coordinator II		28
Manager		48

INTRODUCTION

Founded in 1911 and headquartered in San Francisco, Hathaway Dinwiddie Construction Company (HDCC) (www.Hdcco.com)provides general contracting, planning (design), and management services in the commercial construction field. Past customers include both private and public sector entities such as Transamerica Pyramid, Grace Cathedral and University of California. The Company has additional offices in Santa Clara and Los Angeles.

PROJECT DETAILS

Due to increased competitive bidding from out-of-state competitors and a lack of local skilled labor, HDCC must improve efficiency and lower operational costs. The Company has identified specific skills gaps and set goals to reduce errors and injury rates which have contributing to operational delays and increased costs. Training is designed to add skills to increase efficiency, speed, and precision at construction sites.

Additionally, HDCC is cross-training employees to diversify skills and decrease down-times at worksites, i.e. training Laborer Painters on how to perform additional Laborer functions within a construction project such as drywall installing, allows for greater flexibility to meet client requested deadlines. The goal is to keep employees productive in the event of delays. Training may also provide a pathway to promotion into higher positions with the Company.

Training Plan

Training will equip workers with additional transferable skills and will complement existing on-the-job training with supplemental formalized classroom training. Training will be delivered by in-house trainers and vendors starting early January 2017. Most training will be delivered through Class/Lab; however Certified Safety training will be delivered via Computer-Based Training.

Business Skills (1%): Training will be offered to Administrative Staff, Estimators, Superintendents, and Managers. Topics such as Job Costing, Billing, Communications, and Project Management aim to improve the tracking of projects and ensure proper budgets, expense reporting and procedures are followed. Estimators will receive training on project proposal analysis and documentation. Superintendents will get Materials Sourcing training.

Commercial Skills (95%): Training will be offered to Safety Coordinators, Laborers, Foreman, Project Coordinator, Journeymen, and Managers. Topics such as Tools and Equipment, Scaffolding, Rigging, and Heavy Equipment Moving will be provided.

Computer Skills (2%): Training will be offered to IT Staff, Managers, and Estimators. HDCC created a software virtual design tool combining Building Information Modeling (BIM) with 3D architectural and structural design models for mechanical, electrical, and plumbing design, detailing and coordination. Skills will help trainees improve processes.

Certified Safety Training (2%)

1. OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. Training will be offered to Superintendents. Training consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. Training consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each

certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

CBT

HDCC is committed to workplace safety and uses Computer-Based Training (CBT) to compliment Classroom OSHA training. Therefore, some OSHA topics will be available via Computer-Based Training. The OSHA Certified Program offered by the vendor, Click Safety via www.clicksafety.com, is an OSHA approved vendor.

Commitment to Training

ETP funds will not displace HDCC's existing financial commitment to training. The Company estimates an annual training budget of $600,000 distributed evenly between San Francisco, Santa Clara and Los Angeles. The training provided includes Sexual Harassment Prevention, New Hire Orientation, Diversity, Conflict Resolution, Hiring and Firing Employees, Defensive Driver First Aid, CPR, and General Safety. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  HDCC is ready to start training in early January 2017. The Company has retained an experienced administrative subcontractor, Training Refund Group, familiar with ETP's requirements. A dedicated contact Manager from Human Resources will lead the training program and remain involved.

Union Support Letter

The training project is supported by Carpenters 46 Northern California Counties Conference Board whom represents the unionized laborers, foreman and Journeymen within the workforce.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

HDDC retained Training Refund Group in Anaheim to assist with development of this proposal for a flat fee of $5,000.

ADMINISTRATIVE SERVICES

HDDC also retained Training Refund Group to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

Morgan Training Company LLC of Avilia Beach, CA, has been retained to provide training for a fee of $42,000 to provide Commercial Skills.

Realignment Group of San Diego, CA, has been retained to provide training for a fee of $37,500 to provide Commercial Skills training.

Other trainers will be identified as they are retained.

Exhibit B: Menu Curriculum

Class/Lab Hours
8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Business Communication
- Best Practices
- Leadership
- Owner Contract Review
- Workplace Change Management
- Managing Subcontracts
- Project Setup & Billing
- Projections
- Construction Job Scheduling

COMMERCIAL SKILLS

- Rigging & Signal
- Accident Case Study
- Auger Cast Piles
- Proper Lifting
- Basic Scheduling Session 102
- Blood borne Pathogens
- Boom Lift
- Building Systems Microsoft Project
- Caissons/Drill Shaft
- Competent Person Training
- Concrete Mat Pour
- Confined Space Training
- Cranes, Hoisting & Rigging
- Crisis Management Training
- Crisis Management Training
- Cutting Torch
- Electrical Safety
- Emergency Action Response
- Excavation
- Fall Protection
- Forklift
- Globalized Harmonized System for Managers
- Heat Illness Prevention
- Hilti Powder Actuated Tool
- Lean
- Job Cost Training
- Job Hazard Analysis
- Lead Awareness
- Lockout Tagout
- Noise/Hearing Protection
- Power Tools
- Respiratory Protection
- Rigging
- Scaffolding
- Scissors lifts

- Shoring & Underpinning
- Silica Training
- Skid Steer
- Stairs/Ladder Safety
- Safety Trained Supervisor
- Subcontract Training
- Swing Stage
- Heavy Equipment Movement
- Vista Change Management

COMPUTER SKILLS
- Job Safety Analysis
- Microsoft Project
- Mobile Equipment
- Moldeling in Construction

OSHA 10/30 (OSHA Certified Instructor)
- OSHA 10 (requires completion of full 10-hour course)
- OSHA 30 (requires completion of full 30-hour course)

HAZWOPER (OSHA Certified Instructo)
- HAZWOPER

Safety Training cannot exceed 10% of total training hours per-trainee (This cap does not apply to OSHA 10/30 or HAZWOPER)

CBT Hours
0-40

OSHA 10/30 (OSHA Certified Instructor)
- OSHA 10 (requires completion of full 10-hour course)
- OSHA 30 (requires completion of full 30-hours course)

HAZWOPER (OSHA Certified Instructor)
- HAZWOPER (40 hours)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per-trainee excluding OSHA 10/30 and HAZWOPER.

ET17-0309

CARPENTERS

46 Northern California Counties Conference Board

BILL FEYLING
Executive Director

July 14, 2016

Patrick L. Callahan
Senior Vice President
Hathaway Dinwiddie
275 Battery Street, Suite 300
San Francisco, CA 94111

RE: Employment Training Panel (ETP) Funding

Dear Mr. Callahan:

In reference to the Hathaway Dinwiddie request for support of the Employment Training Panel Program, State Funded by the California Labor and Workforce Development, that Hathaway Dinwiddie wants to administer in their facility, please be advised that Carpenters 46 Northern California Counties Conference Board is in full support of such request based on the understanding and assurance that affected employees will be compensated as per the collective bargaining agreement.

Should you have any questions regarding this matter, please feel free to contact this office.

Sincerely,

William Feyling
Executive Director

WF: jcm

RETRAINEE - JOB CREATION

Training Proposal for:

Hyperloop Technologies, Inc. dba Hyperloop One

Agreement Number: ET17-0335

Panel Meeting of: December 16, 2016

ETP Regional Office: North Hollywood **Analyst:** M. Webb

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Engineering Manufacturing Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 152	U.S.: 182	Worldwide: 182
Turnover Rate:	0%		
Managers/Supervisors: (% of total trainees)	7%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$239,540		$0	$0		$239,540

In-Kind Contribution:	100% of Total ETP Funding Required	$1,094,696

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Advanced Technology, Business Skills, Computer Skills, Continuous Improvement, Mfg. Skills	140	8-200	0-3	$1,044	$16.48
				Weighted Avg: 58			
2	Retrainee Job Creation Initiative	Advanced Technology, Business Skills, Computer Skills, Continuous Improvement, Mfg. Skills	75	8-200	0-3	$1,160	*$13.73
				Weighted Avg: 58			
3	Retrainee Priority Rate Veterans	Advanced Technology, Business Skills, Computer Skills, Continuous Improvement, Mfg. Skills	5	8-200	0-3	$1,276	$16.48
				Weighted Avg: 58			

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention (Final Payment) regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: Job Number 1: $16.48 per hour for Los Angeles County.

Job Number 2 (Job Creation): $13.73 per hour for Los Angeles County.

Job Number 3 (Veterans): $16.48 per hour for Los Angeles County.

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☐ Yes ☒ No ☐ Maybe

Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Administration Staff I		21
Administration Staff II		15
Engineer I		48

Engineer II		32
Production Staff		13
Supervisor		11
Job Number 2 (Job Creation)		
Administration Staff I		7
Administration Staff II		7
Engineer I		29
Engineer II		17
Production Staff		10
Supervisor		5
Job Number 3 (Veterans)		
Administration Staff		1
Engineer I		2
Production Staff		2

INTRODUCTION

Founded in 2014 and headquartered in Los Angeles, Hyperloop Technologies, Inc. dba Hyperloop One (Hyperloop One) (www.hyperloop-one.com) is a manufacturer and Engineering Services Company. Hyperloop One has invented and manufactures a new mode of transportation for passengers and cargo via an autonomous vehicle or tube in a low pressure environment. Within an enclosed tube at 1/1000th of atmospheric pressure, levitated pods are driven and braked by electric propulsion. Due to minimal air resistance and friction, pods can travel underground via tunneling or underwater. Parts are designed, fabricated, and tested at the Los Angeles facility, and the Company's three facilities in Las Vegas (manufacturing and test sites). A pre-feasibility study projects the Hyperloop system will cost 60% less per mile compared to high-speed rail systems.

Hyperloop One has signed Agreements with customers that include Arcturan Sustainable Cargo (Ports of Los Angeles and Long Beach), DP World (Port of Jebel Ali), FS Links, and Summa Group. The Company's most recent contract is with Dubai Roads and Transport Authority. While awaiting final commitments in both the U.S. and California, the Company plans to hire and train staff to fulfill anticipated demand in the near future.

The Company's engineering team have successfully designed, fabricated, and built levitation rigs; art wind tunnels; and, carbon steel vehicles that weigh approximately 70,000 lbs., are 50 feet long and 12 feet in diameter. In the last two years, Hyperloop One has grown from three to 182 full-time employees. Training needs for the company have been assessed by company leaders; curriculum topics to be delivered, following Panel approval, target all training needs of Hyperloop One that include increasing worker skill sets and knowledge, as well as meet company goals. This will be Hyperloop One's first ETP Agreement.

PROJECT DETAILS

Over the next two years, Hyperloop One will move from developing system components and open-air tests, to running full-scale, full-system testing of levitated pods at increased velocity

within the tubes. With full scale testing to ensue from 2017 to 2018, the Company plans to hire and train new and incumbent staff. Trainees will learn to design, manufacture, and test Hyperloop parts. Parts designed and manufactured by the Company include motors, test sleds, compressor blades, tube structures, and frequency drives.

The Company will continue to hire Engineers to expand their Engineering department. Training in topics such as modern design, manufacturing, and analysis will be delivered to increase engineering skills and overall knowledge. Mid-level Engineers and Supervisors will also receive training in advanced engineer subject-matter to develop and manufacture new parts, as well as ensure staff is up-to-date on new technologies. In addition, Production Staff will receive training in Manufacturing Skills to learn company manufacturing and construction techniques.

New equipment and computer software programs recently purchased by the Company will require a substantial amount of workforce training in upcoming months. New equipment and programs purchased include Flow Waterjets ($864K), a new Human Resources Information System (UltiPro-$29K), a Mill Pendant ($8K), Robot Cell and Components ($19K), Robots ($176K), and a Mechanical Actuator with motor ($26K). Training will ensure workers are capable of utilizing equipment properly. As Hyperloop One advances beyond the test phase of production, it is important that trainees possess the skills to operate equipment, and use computer programs to support the business and meet production needs.

Training Plan

Training provided under this project will be delivered by in-house instructors and vendors.

Business Skills (20%): Training will be offered to all occupations to improve communication and management skills. Course topics such as Conflict Resolution, Feedback, and Time Management will enhance employee capabilities to complete tasks on-time and communicate effectively.

Computer Skills (15%): Training will be offered to all occupations to ensure staff is able to utilize computer programs such as Microsoft Office, Human Resources Information System and other Web Applications.

Manufacturing Skills (25%): Training will be offered to Engineers, Production Staff, and Supervisors. Training topics will ensure employees are aware and mindful of company inspection techniques, manufacturing processes, and equipment operation.

Continuous Improvement (15%): Training will be offered to all occupations to improve staff's ability to make better decisions in the production process, and problem solve.

Computer-Based Training

Computer-Based Training (CBT) will be utilized as a training method under this Agreement. CBT will not exceed 50% of the trainee's total number of training hours.

Advanced Technology (25%):

A total of 98 Engineers, Production Staff, and Supervisors will receive Advanced Technology training that entails highly technical course work on engineering, software design/programming, and high voltage electronics. Course topics will include AutoCAD, Weld Robotics, and Geometric Dimensioning and Tolerancing.

Training topics will be delivered by instructors who are considered experts in 3-D and electrical technologies. Hyperloop One will utilize in-house specialists when available, however, some AT

training topics will require training vendors with the expertise to train staff on industry new technologies. Although training vendors have not been identified at this time, the Company estimates that training costs for these courses will range from $50-$200 per trainee/hour. The trainer-to-trainee ratio for AT is 1:10 to allow in-depth coverage and personal attention from the instructor.

Commitment to Training
Having just been established in 2014, Hyperloop One currently does not have a training budget The Company will provide on-the-job training, safety training, and state mandated training alongside ETP funded training.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  Hyperloop One has hired a third party administrator to provide administrative services. A contract representative has been assigned to schedule training, collect rosters, and work with admin and ETP Staff.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

Hyperloop one has committed to hiring 75 new employees (Job Number 2). The Company recently renovated four structures and plans to renovate two additional buildings within the next year. These buildings will be used for manufacturing, engineering/testing, and office space. Hyperloop anticipates new clientele and plan to hire new workers to meet upcoming demand. The Company will hire new Production Staff, Engineers, Administration Staff, and Supervisors. Newly-hired employees will receive training in all areas such as Equipment Operations (Manufacturing Skills), Performance Management (Business Skills), Welding Robotics (AT) and Engineering Software (Computer Skills).

The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract.

Veterans Program

A total of 5 Veterans will be trained (Job Number 3). The Panel has established a higher reimbursement rate and other incentives for training California veterans.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Hyperloop One retained Training Funding Source in Seal Beach to assist with development of this proposal for a flat fee of $9,500.

ADMINISTRATIVE SERVICES

Training Funding Source will also perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Coaching
- Conflict Resolution
- Communication Skills
- Effective Meetings
- Giving and Receiving Feedback
- Motivation and Goal Setting
- Management Skills
- Performance Management
- Planning
- Problem Solving
- Product Knowledge
- Project Management
- Time Management

COMPUTER SKILLS

- Agiloft-Business Software
- Database Administrator Skills
- Financial/Accounting
- Human Resources Information System (HRIS)
- Information Technology
- Learning Management System (LMS)
- Microsoft Office-Intermediate/Advanced
- Operating Systems
- Web Applications

CONTINUOUS IMPROVEMENT

- Decision Making
- Problem Solving
- Process/Quality Improvement
- Teambuilding

MANUFACTURING SKILLS

- Computer Numerical Control (CNC) Bed Mill
- Coordinate Measuring Machines (CMM)
- Equipment Operations
- Good Manufacturing Practices
- Hazard Analysis & Critical Control Point (HACCP)
- Inventory Management
- Inspection Techniques
- Laser Tracker
- Lathes
- Line Balancing
- Lean Manufacturing
- Lean Waste Reduction

- Manufacturing Processes & Procedures
- Mills
- Production Equipment/Tools (Preventive Maintenance)
- Production Scheduling/Operation/Workflow/Process Flow Analysis
- Quality Systems
- Reducing Scrap
- Shop Floor Control
- Standard Operating Procedures
- Shop Floor Data Collection
- Tooling
- Troubleshooting
- Waterjets
- Welding
- Work Procedures

Safety Training cannot exceed 10% of total training hours per-trainee

CBT Hours

0-3 **CONTINUOUS IMPROVEMENT**

- Export Controls (1 hr.)
- Foreign Corrupt Practices Act (1 hr.)
- Office of Foreign Assets Control Sanctions & Embargos (OFAC) (1 hr)

AT Hours

8-200 **ADVANCED TECHNOLOGY (LIMITED RATIO 1:10)**

- AutoCAD (CAD/CAM)
- Geometric Dimensioning & Tolerancing (GD&T-Engineering Tolerancing)
- Coordinate Measurement Machine Inspection (CMMI)
- Advanced Programming
- Automated Manufacturing/Inspection
- SolidWorks
- Robotics/Welding Robotics

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per trainee excluding OSHA 10/30, HAZWOPER or HAZMAT.

RETRAINEE - JOB CREATION

Training Proposal for:

NIACC-Avitech Technologies Inc.

Agreement Number: ET17-0321

Panel Meeting of: December 16, 2016

ETP Regional Office: Sacramento **Analyst:** D. Jordan

PROJECT PROFILE

Contract Attributes:	HUA Job Creation Initiative Priority Rate Retrainee	Industry Sector(s):	Aerospace and Defense Manufacturing Services Priority Industry: ☒ Yes ☐ No
Counties Served:	Fresno	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 949	U.S.:4,225	Worldwide: 5,191
Turnover Rate:	10%		
Managers/Supervisors: (% of total trainees)	9%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$104,800		$0	$0		$104,800

In-Kind Contribution:	100% of Total ETP Funding Required	$108,700

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee HUA Priority Rate	Business Skills, Computer Skills, Continuous Imp., HazMat, Mgmt Skills, Mfg. Skills, PL-Mfg Skills	88	8 - 200 Weighted Avg: 50	0	$900	*$11.70
2	HUA Job Creation Initiative Priority Rate	Business Skills, Computer Skills, Continuous Imp., HazMat, Mgmt Skills, Mfg. Skills, PL-Mfg Skills	7	8 - 200 Weighted Avg: 120	0	$2,400	*$10.00
3	HUA Veterans Priority Rate	Business Skills, Computer Skills, Continuous Imp., HazMat, Mgmt Skills, Mfg. Skills, PL-Mfg Skills	10	8 - 200 Weighted Avg: 40	0	$880	*$11.70

*It will be made a condition of contract that trainees will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: Job Number 1 & 3: $11.70 per hour in Fresno County. Job Number 2: $10.00 per hour in Fresno County.

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe

Up to $1.70 per hour may be used to meet the Post-Retention Wage for trainees in Job Numbers 1 & 3.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Accounting / Administration Staff		7
Customer Service		5
Repair Technician	*	35
Manufacturing Technician	*	17
Inventory Control		7
Purchasing Staff		3
Quality / Inspector Staff		5

Engineering Staff		2
Supervisor		7
Job Number 2		
Accounting / Administration Staff		1
Repair Technician	*	6
Job Number 3		
Engineering Staff		1
Repair Technician	*	8
Supervisor		1

*Trainees must be earning at least $10.50 by January 1, 2017.

INTRODUCTION

Founded in 1983, NIACC-Avitech Technologies Inc. (NIACC), (www.heico.com), is a manufacturing company located in Clovis, with a satellite location Las Vegas. NIACC's parent company, HEICO Aerospace Corporation, is headquartered in Hollywood, FL. NIACC is also a manufacturer of power generation components and electrical harnesses. NIACC also provides maintenance, repair, and operations services for a wide range of electrical, electronic, fuel, hydraulic, and pneumatic aircraft components for the airline, aerospace, and defense industries. Customers include United Airlines, SkyWest Airlines, and American Eagle.

PROJECT DETAILS

This is NIACC's second ETP Agreement. The prior agreement focused on the knowledge and skills to institute high-quality programs, increase productivity, and improve employee and customer satisfaction. For this proposal, the Company recently lost a main manufacturing customer due to the customer opening a manufacturing plant overseas. Consequently, the Company is downsizing its manufacturing department. However, business at its repair departments has been increasing. Instead of hiring all new Repair Technicians, the Company has decided to transfer employees from its manufacturing department to the repair departments. These employees will require extensive training to prepare them for the transfer.

Employees will also need training on new equipment, Lube Scavenge Pump Test Stand and Fuel Pump Test Stand, that will be purchased during the term of the contract (Spring 2017). The purchase of equipment includes only minimal training (not included in the ETP-funded training Curriculum). Trainees require extensive training on the new equipment. Employees will receive Class/Lab training, followed by hands-on, Productive Lab training.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

NIACC's expansion of its repair departments has created a need to hire new employees. The Company has committed to hiring 7 new employees, six Repair Technicians and one Accounting/Administration Staff (Job Number 2). These new employees will require extensive training in maintenance, repair, and overhaul/build processes shops. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. Trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Training will be performed by in-house Lead Technicians deemed subject-matter experts. Vendors may also be used.

Business Skills (5%): Training will be provided to all occupations to focus on communication and negotiation tactics. Financial analysis training will also be included on balance sheets, profit and loss statements, and accounting analysis.

Management Skills (5%): Training will be provided to Supervisors. Trainees will receive leadership, motivation, project management, and communication skills necessary to be effective leaders in a high-performance workplace.

Computer Skills (10%): Training will be provided to trainees from all occupations. Training will focus on Solidworks software and Intermediate & Advanced Microsoft Excel classes. Training will increase efficiency and help with financial analysis.

Manufacturing Skills (15%): Training will be provided to all occupations except Accounting and Administration Staff. Training will focus on production improvements, equipment operation, and maintenance techniques.

Continuous Improvement (10%): Training will be provided to all occupations to keep up with changes to AS9100 standards and FAA industry standards. Trainees will also receive skills on operational efficiencies and communication.

Hazardous Materials (5%): Training will be provided to all occupations except Accounting/Administration and Customer Service Staff. Training will focus on safely handling and disposal of dangerous chemicals within the shop.

Productive Laboratory (50%):

Trainees may produce goods for profit as part of Productive Lab (PL) training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training.

PL will be provided to all occupations except Accounting/Administration Staff and Customer Service. Manufacturing Skills PL training will focus on equipment usage, including the new Lube Scavenge Pump Test Stand and Fuel Pump Test Stand and other equipment designed, engineered and manufactured by NIACC Engineers and Designers. During PL training, the pace of production will be controlled for consistent evaluation of product output and feedback. Trainees will receive up to 60 hours of PL at a 1:1 trainer-to-trainee ratio. PL trainers will be lead personnel or frontline supervisors.

Commitment to Training

ETP funds will not displace the Company's existing financial commitment to training. The Clovis facility has an annual training budget of $100,000. Ongoing training efforts consist of new-hire orientation, FAA mandated training, safety training, and Non-Destructive Testing. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  NIACC has designated 3-4 employees dedicated to enrolling trainees, tracking training hours, and meeting with ETP staff. The Company's Quality Department staff, with assistance from accounting, will oversee training.

High Unemployment Area

All trainees work in Fresno County, a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. (Job Creation trainees do not need to show an increase to start-of-training wages).

- Wage Modification

  The Company is requesting a wage modification, from $15.60 per hour to $11.70 per hour for 64 trainees in Job Number 1 and 8 trainees in Job Number 3 and from $12.77 per hour to $10.00 per hour for 6 trainees in Job Number 2 (Job Creation).

Veterans Program

The Company will train 10 Veterans (Job Number 3). The Panel has established a higher reimbursement rate and other incentives for training California veterans.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by NIACC under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
*ET14-0151	Fresno	08/26/2013–08/25/15	$436,800	$104,588 (23%)

ET14-0151: This Agreement was administered only by the Company's Controller. The Controller overstated the amount of training needed and consequently, there was insufficient time to conduct training. Additionally, the Company did not hire as many employees as it had hoped (17 instead of 40).

For this proposal, NIACC has conducted a comprehensive training assessment. Hours of training have been significantly reduced from the prior Agreement based on the assessment. Job Numbers 1 and 3 hours have been reduced significantly (from 168 to 50 and 40 respectively). Job Number 2 hours have been right-sized to the average hours completed in the previous Agreement. This proposal has been right-sized to the amount earned in ET14-0151. Training will be administered by up to four employees with oversight from the Quality Department and Accounting to ensure performance.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS
- Product Knowledge
- Communication Skills
- Negotiating Tactics
- Time Management
- Financial Analysis

COMPUTER SKILLS
- Advanced ERP Systems (Pentagon Software)
- Intermediate and Advanced MS Excel Training
- Computer-Aided Design (Solidworks Software)
- Paperless Document Management

CONTINUOUS IMPROVEMENT
- 5S Programs
- Lean Manufacturing
- Total Quality Management
- AS9100 Standards
- Teambuilding
- Supply Chain Elements
- Decision Making
- Financial Analysis - Costing Management
- FAA Industry Standards
- Six Sigma
- Problem Solving
- Human Resource Factors
- Scheduling and Planning

HAZARDOUS MATERIALS
- Chemical Handling
- Waste Management
- Hazmat Handling

MANAGEMENT SKILLS (Managers/Supervisors only)
- Coaching / Strategic Motivation Techniques
- Leadership Training
- Conflict Management
- Communication Training
- Human Resource Training

MANUFACTURING SKILLS
- Winding Manufacturing Processes and Practices
- Blueprint Reading
- Maintenance
- Inventory Control

- Equipment Operation
- Warehousing
- Non-Destructive Testing Training
- Safety Training

Safety Training will be limited to 10% of total training hours per-trainee

PL Hours

0-60

MANUFACTURING SKILLS (1:1 trainer-to-trainee ratio)

- New Machinery / Test Equipment Training
- Non-Destructive Testing Training
- Production / Operation Techniques
- Manufacturing Drawing Interpretation
- Maintenance
- Equipment Operation

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. PL is capped at 60 hours per trainee.

Training Proposal for:

Northern California Construction Training, Inc.

Agreement Number: ET17-0241

Panel Meeting of: December 16, 2016

ETP Regional Office: Sacramento **Analyst:** D. Jordan

PROJECT PROFILE

Contract Attributes:	New Hire HUA SET Multiple Barriers	Industry Sector(s):	Construction Priority Industry: ☒ Yes ☐ No
Counties Served:	Sacramento, San Joaquin, Stanislaus, Mendocino, Placer, Yolo	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
$198,720		$12,672 8%		$211,392

In-Kind Contribution:	50% of Total ETP Funding Required	Inherent

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	New Hire SET	Commercial Skills	48	8- 260	0	$4,004	*$12.77
				Weighted Avg: 207			

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: ETP minimum hourly new-hire wages are $13.42 for Sacramento County and $12.77 for San Joaquin, Mendocino, Placer, and Yolo Counties.

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe

Employer-paid health, dental, and/or vision benefits of up to $2.77 per hour may be added to the trainees wage to meet the ETP minimum wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Pre-Apprentice Brick Layer		5
Pre-Apprentice Carpenter		3
Pre-Apprentice Carpet Layer		3
Pre-Apprentice Cement Mason		1
Pre-Apprentice Electrician		5
Pre-Apprentice Glazier		1
Pre-Apprentice Ironworker		3
Pre-Apprentice Laborer		3
Pre-Apprentice Operating Engineer		3
Pre-Apprentice Painter		2
Pre-Apprentice Plasterer		5
Pre-Apprentice Plumber		3
Pre-Apprentice Roofer		3
Pre-Apprentice Sheet Metal Worker		4
Pre-Apprentice Tile Setter		3
Pre-Apprentice Millmen		1

*Trainees must be earning at least $10.50 by January 1, 2017.

INTRODUCTION

Founded in 1996, Northern California Construction & Training, Inc., (NCCT) (www.ncct.ws) NCCT is a non-profit community-based organization. NCCT is headquartered in Sacramento and provides employment training and pre-apprenticeship programs in Sacramento, San Joaquin, and Yolo Counties. The pre-apprenticeship program helps prepare individuals for entry into a variety of construction trades. At the completion of training, it is planned that trainees will be placed in a Department of Apprenticeship Standards apprenticeship program and begin their retention period with employers in the building trades industry. NCCT is recognized as a Regional Occupational Center (ROC). As such, NCCT is eligible to contract with ETP as a Training Agency by the Sacramento County Office of Education. NCCT is also approved by the Division of Apprenticeship Standards for training as a Highway Maintenance Worker. This is NCCT's 5th ETP contract, its 2nd in the last five years.

NCCT is licensed to operate as a general contractor as approved under the Sacramento County Office of Education, Regional Occupational Program (SCOE/ROP).

NCCT, a repeat contractor and is eligible to contract with ETP as a private non-profit training agency. The proposal is for Special Employment Training funds for individuals who might not otherwise meet trainee eligibility requirements. These trainees will have multiple barriers to employment. Barriers may include but are not limited to mental or physical disability, illiteracy, limited English proficiency, limited math skills, or similar impediments.

NCCT is proposing to train 48 individuals for placement with employers in the construction industry.

PROJECT DETAILS

NCCT seeks funding for New-Hire training to be placed through its established relationships with employer associations, apprenticeship programs, and local unions in the construction industry. NCCT's curriculum consists of commercial skills required for placement into construction related employment.

NCCT will provide a Commercial Skills curriculum that includes a range of skills that has been developed using input from employers and labor unions in the construction industry. The NCCT program is oriented to construction and consists of a total of 800 training hours, of which 520 hours are classroom, funded with SCOE/ROP funds. NCCT is proposing an ETP-funded new hire program, to include 260 laboratory training hours. There will be no overlap with SCOE/ROP funding.

Students will alternate between two weeks in SCOE/ROP-funded class and one week of ETP-funded laboratory training at NCCT's facility. In the SCOE/ROP-funded class training, trainees learn reading, math, safety, life skills and related requirements necessary for a career in construction, such as getting to work at an early hour, being drug free and working cooperatively with others. The ETP-funded lab training is summarized below.

Training Plan

Commercial Skills (100%) – Training will be provided to all trainees. Training includes hand and power tool terminology and identification, worksite conditions and requirements, basic masonry, carpentry, plumbing, electrical, painting, glazing, landscaping, hazardous material safety, and related skills at pre-apprentice levels.

Training Format

During the ETP-funded training, trainees build homes according to building code requirements, and learn specialties such as plumbing and wall texturing. The homes are sold to low-income or first-time homebuyers at cost.

NCCT is proposing laboratory-jobsite training consisting of commercial skills training for new-hires. The proposed training meets ETP's definition of laboratory training in a "non-productive environment" because: (1) the training agency is not in the normal business of building construction; and (2) there will be no profit or other monetary gain because the structures are to be sold at cost. ETP-funded trainees shall not use laboratory time to produce goods or provide services for profit.

Curriculum Development

The curriculum has been developed and is periodically reviewed with input from employers and unions. The curriculum includes specific, updated trade terminology and standard processes for the construction industry. It contains viable workplace simulations which replicate problem-solving situations and general conditions encountered by trade's people. From on-site visits, class presentations and interviews, continuous feedback is provided by participating employers, associations and unions.

New Hire Recruitment Plan

NCCT participates monthly in Job Talks with local EDD offices, high schools, colleges, jails, and group homes. NCCT also participates in Career Fairs conducted by One-Stop Centers, specifically SETA, EDD, local county offices and districts.

Employer Demand

Marketing and employer recruitment efforts have been achieved through NCCT's historical relationships established with Building Trades Apprenticeship Training Programs in northern California. NCCT has also established referral relationships with multi-employer associations and local unions engaged in the construction industry.

SET/HUA

Trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by 25%. The companies located in Sacramento, San Joaquin, Stanislaus, Mendocino, County qualifies for the ETP Reduced Standard Wage rather than the Standard Wage. The Panel may modify the ETP Standard Wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages. However, NCCT is asking for a wage modification for trainees in Sacramento, San Joaquin, Stanislaus, and Mendocino County.

Impact/Outcome

Training will develop trainee skills to meet specific needs of employers, and help manufacturers and small businesses increase business.

Marketing and Support Costs

Marketing activities include mail, email, and website marketing. Members of NCCT will also market directly to their associates, high schools, colleges, jails, group homes, and probation offices.

Support costs of 8% will be used to recruit additional participating employers and assess employer-specific job training requirements throughout the term of the project. Staff recommends the 8% support costs.

Trainer Qualifications

All NCCT training instructors are Journeymen Carpenters. These trainers are subject matter experts who will attest to trainee's progress and proficiency.

According to the Sacramento County Office of Education, all NCCT trainers are credentialed by the State of California.

Training Coordinator

NCCT has 10 employees dedicated to marketing, recruitment, needs assessment, scheduling and ETP administration.

Tuition Reimbursement

Students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Agreement.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by NCCT under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET12-0238	Sacramento	12/19/11 – 12/18/13	$249,600	$166,776 (68%)

NCCT is requesting more funds than previously earned under the last Agreement. During NCCT's previous contract the construction industry declined resulting in difficulty placing trainees and low project performance. However, since the last contract, the construction industry has recovered and the demand for trained workers has significantly increased. NCCT has placed over 85% of their graduates in the last year and is confident they will successfully place all trainees.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

8-260 Trainees may receive any of the following:

COMMERCIAL SKILLS:

- Hand Tool Terminology
- Hand Tool Identification
- Hand Tool Review
- Power Tool Terminology Worksheets
- Power Tool Identification
- Power Tool Review
- Masonry Terminology Worksheets
- Basic Masonry
- Hands on Masonry Instruction
- Masonry Review
- Building Construction Terminology Worksheets
- Building Materials
- Building Materials Review
- Building Layout
- Building Layout Review
- Basic Carpentry
- Basic Carpentry Review
- Electrical and Mechanical Terminology Worksheets
- Basic Electrical
- Electrical Review
- Critical Thinking
- Basic HVAC
- HVAC Review
- Welding Workshop
- Painting Trades Terminology Worksheets
- Basic Painting
- Media Marketing
- Painting Review
- Basic Glazing
- Glazing Review
- Basic Floor Covering
- Floor Covering Review
- Landscaping Test and Review
- BATC Training- Petro-Chemical
- Basic Hazmat Safety

Note: Reimbursement for retraining is capped at 260 total training hours per trainee, regardless of the method of delivery.

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Perrin Bernard Supowitz, Inc. dba Individual FoodService

Agreement Number: ET17-0330

Panel Meeting of: December 16, 2016

ETP Regional Office: North Hollywood **Analyst:** M. Reeves

PROJECT PROFILE

Contract Attributes:	Retrainee	Industry Sector(s):	Wholesale Trade Priority Industry: ☐ Yes ☒ No
Counties Served:	Los Angeles	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No Teamsters Local Union No. 63		

Number of Employees in:	CA: 340	U.S.: 340	Worldwide: 340
Turnover Rate:	11%		
Managers/Supervisors: (% of total trainees)	8%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$151,680		$0	$0		$151,680

In-Kind Contribution:	100% of Total ETP Funding Required	$252,800

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee	Business Skills, Commercial Skills, Computer Skills, Continuous Imp., Mgmt. Skills	316	8-200 Weighted Avg: 32	0	$480	*$16.48

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: $16.48 per hour for Los Angeles County
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe
Up to $3.48 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Warehouse Staff		93
Driver/Transportation Staff		83
Office/Customer Service Staff		55
Sales/Purchasing Staff		60
Manager/Supervisor		25

INTRODUCTION

Founded in 1926, Perrin Bernard Supowitz, LP dba Individual FoodService (IFS) is a high volume distributor of paper goods, food products, janitorial supplies, and smallwares. The Company's product index includes cups, plates, containers, trays, boxes, condiments, beverages, flatware, dinnerware, aerosols, cleaners, dispensers, and kitchen equipment. The Company serves more than 3,700 customers including independent restaurants, healthcare facilities, hospitality establishments, country clubs, caterers, bakeries, schools, universities, government institutions, and wholesalers.

IFS is eligible for standard retraining under the out-of-state competition provisions as a company primarily engaged in providing services directly to customers located both inside and outside of California.

PROJECT DETAILS

This will be the Company's third ETP Agreement, the second within the last five years (See Prior Projects Table). The prior Agreement focused on new process improvements and technology innovations. This proposal will focus on new software systems skills and upgraded warehouse equipment training not provided in the past. Some Curriculum topics are repeated from prior

agreements. However, the subject matter has been updated and/or changed. There will be no duplication of training.

IFS has invested over $300,000 in a new productivity software system, Mobile Work Execution Solutions by Lucas Systems, designed to streamline processes and help workers perform their jobs more efficiently. Lucas Systems' technology includes an intelligent voice-directed system with multiple work optimization tools to improve workflow. This system also features visual dashboards that provide management with real-time visibility, tracking, and control over operations. Statistics have shown that companies that have used the system have been able to achieve 36% productivity gains on average, while reducing material handling errors by as much as 50% across all warehousing tasks. The Company plans to begin implementing its new warehouse technology by mid-December 2016. Employees will need to learn the functionality of various applications and the day-to-day impact the system will have on their responsibilities.

In addition to the extensive training to facilitate the Lucas Systems rollout, IFS has developed a comprehensive training plan to ensure that all processes and procedures continue to move the Company towards becoming a high performance workplace.

Training Plan

Training will take place at the Company's facility in Bell, and will be delivered by a combination of in-house subject matter experts and vendors to be identified during the contract term.

Business Skills (10%) – Training will be offered to all trainees. Training will focus on communication skills, sales methods, product knowledge, and customer/vendor interaction. This training will equip employees with the skills to provide knowledgeable product insight and recommendations.

Commercial Skills (35%) – Training will be offered to Warehouse Staff, Sales/Purchasing Staff, and Driver/Transportation Staff. Workers will receive training on company-specific item selection procedures. Training will also include proper use of warehouse and storage equipment.

Computer Skills (40%) – Training will be offered to all trainees to facilitate the successful implementation of the new Lucas Systems applications that will fully integrate all aspects of the Company's processes and infrastructure. Training will help workers become more proficient with business software solutions in the areas of resource planning, inventory control, order tracking, and shipping/receiving.

Continuous Skills (10%) - Training will be offered to all trainees. This training is designed to improve worker productivity through effective problem solving and project management techniques.

Management Skills (5%) – Training will be offered to Managers/Supervisors. Training will equip the Company's leadership team with management skills to effectively lead employees through changes in technology and business processes.

Union Support

IFS has provided a letter of support from the Teamsters Local Union No 63, which represents the Warehouse and Driver/Transportation Staff in this proposal.

Commitment to Training

ETP funds will not displace the Company's financial commitment to training. The Company spends an estimated $200,000 annually on training. Ongoing training consists of new-hire onboarding, food safety regulation, driver training, and human resources related training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by IFS under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET12-0226	Bell	12/19/2011–12/18/2013	$202,500	$156,014 (77%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8 - 200 Trainees may receive any of the following:

BUSINESS SKILLS
- Communication Skills
- Customer Service
- Etiquette Email Writing Skills
- Product Knowledge
- Sales Techniques
- Vendor Relations

COMMERCIAL SKILLS
- Lucas Systems – Item Selection
- Warehouse Equipment Skills/Operation

COMPUTER SKILLS
- A/R Auto Release Online System
- Target Software
- Lucas Systems Software
- Tablet/Laptop Use (item codes, inventory look up, order entry)

CONTINUOUS IMPROVEMENT
- Conflict Resolution
- Critical Thinking and Decision Making Skills
- High Performance Workplace Skills
- Managing Multiple Priorities and Deadlines

MANAGEMENT SKILLS (Managers/Supervisors only)
- Leadership Principles
- Boosting Performance
- Building High Performance Teams

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

ET17-0330

TEAMSTERS
LOCAL UNION NO. 63

Freight, Parcel, Bakery, Dairy, Meat, Poultry and Factory Workers in the Los Angeles Metropolitan Area.

General Truck Drivers, Warehousemen and Helpers in Los Angeles, San Bernardino, Riverside Counties, California.

Agricultural and Related Product Workers in the California Counties of San Diego, Imperial, Orange, Alameda, Los Angeles, San Bernardino, Ventura, Santa Barbara, Kern, San Luis Obispo, Tulare, Kings, Monterey, San Benito, Fresno and Merced.

927 Village Oaks Drive
Covina, CA
91724
(626)859-4005
FAX
(626)859-4084

.....

379 W. Valley Blvd.
Rialto, Calif.
92376
(909) 877-4760
FAX
(909) 877-2452

Date: September 27, 2016

To: Employment Training Panel

To Whom It May Concern:

Please be advised that Teamsters Local 63 is aware of the ETP Program and fully supports its implementation on behalf of our members at Individual Food Service.

If you have any questions, please call our office at (626) 859-4005.

Sincerely,

Randy Cammack
Secretary-Treasurer
Teamsters Local No. 63

RC/ls

RETRAINEE - JOB CREATION

Training Proposal for:

Syntrol Plumbing, Heating & Air, Inc.

Agreement Number: ET17-0343

Panel Meeting of: December 16, 2016

ETP Regional Office: Sacramento **Analyst:** W. Sabah

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative HUA Veterans	Industry Sector(s):	Services Construction Green Technology Priority Industry: ☒ Yes ☐ No
Counties Served:	Butte, Fresno, Kern, Placer, Sacramento, Santa Clara, Sonoma	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 211	U.S.: 211	Worldwide: 211
Turnover Rate:	18%		
Managers/Supervisors: (% of total trainees)	16%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$195,990		$0	$0		$195,990

In-Kind Contribution:	100% of Total ETP Funding Required	$250,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., Mgmnt. Skills, HazMat, OSHA 10/30	117	8-200 Weighted Avg: 60	0-30	$1,080	$15.60*
2	Retrainee Priority Rate Job Creation	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., Mgmnt. Skills, HazMat, OSHA 10/30	37	8-200 Weighted Avg: 70	0-30	$1,400	$12.77*
3	Retrainee Priority Rate HUA	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp.	6	8-200 Weighted Avg: 60	0-30	$1,080	$12.00*
4	Retrainee Priority Rate Job Creation HUA	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp.	3	8-200 Weighted Avg: 70	0-30	$1,400	$10.00*
5	Retrainee Priority Rate Veterans	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., Mgmnt. Skills, HazMat, OSHA 10/30	5	8-200 Weighted Avg: 65	0-30	$1,430	$15.60*

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: Job 1 (Priority): $15.60 in Placer, Butte, and Sonoma counties, $16.10 in Sacramento County, $17.02 in Santa Clara County.

Job 2 (Priority - Job Creation): $12.77 in Placer, Butte, and Sonoma counties, $13.42 in Sacramento County, $14.19 Santa Clara County.

Job 3 (HUA): $11.70 in Kern and Fresno counties.

Job 4 (HUA Job Creation): $10.00 in Kern and Fresno counties.

Job 5: (Veterans): $15.60 in Placer, Butte, and Sonoma counties, $16.10 in Sacramento County, $17.02 in Santa Clara County.

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe

Up to $0.60 per hour may be used to meet the Post-Retention Wage for trainees in Job Numbers 1, 2 & 5.

Commission: Additionally, some Sales Staff in Job Numbers 1, 2 & 5 may also use commissions paid of up to $3.00 per hour to meet the Post-Retention Wage.

*The Company is not in Retail Trade. As such, occupations paid by commission (Job Number 1 only) do not fall under the Panel's "lowest priority" for FY 2016/17.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Accounting Staff		6
Engineer		6
Operation Staff		18
Administration Staff		1
Labor Staff		22
Sales Staff		32
HR Staff		2
Marketing Staff		3
Customer Service Staff		3
Manager Level 1		16
Manager Level 2		8
Job Number 2 (Job Creation)		
Accounting Staff		1
Engineer		1
Operation Staff		6
Labor Staff		7
Sales Staff		17
HR Staff		1
Marketing Staff		1

Customer Service Staff		1
Manager Level 1		2
Job Number 3 (HUA)		
Operation Staff		4
Sales Staff		2
Job Number 4 (Job Creation/HUA)		
Operation Staff		2
Sales Staff		1
Job Number 5 (Veterans)		
Operation Staff		1
Labor Staff		1
Sales Staff		2
Manager		1

*Trainees must be earning at least $10.50 by January 1, 2017

INTRODUCTION

Founded in 2010 and headquartered in Roseville, Syntrol Plumbing, Heating & Air, Inc. (Syntrol) (www.syntrol.net) provides full services for heating & air, plumbing, windows, roofing and solar. The Company is environmentally friendly, and licensed and certified by GreenPlumbersUSA in the latest water saving design technologies and equipment. Their customers include individual homeowners. However, the Company's highest volume is in the commercial sector: housing developers, warehouses, gas stations, mini-marts, agricultural companies and other commercial buildings. Syntrol has seven training facilities located in Roseville, Bakersfield, Chico, Sacramento, Gilroy and Santa Rosa. All locations will participate in ETP training.

PROJECT DETAILS

Industry demand for heating, ventilation and air conditioning (HVAC) service is projected to increase in the next five years due to the growing popularity of energy-efficient systems for home and commercial installation. Products and installation requirements also change on a regular basis and training is needed to upgrade skills of Installers and Technicians to remain current on new regulations and systems.

Syntrol is in the process of expanding its commercial services by adding solar power to its installation packages. As a result, the Company must train workers on a wider variety of solar system products and installation.

Training will increase skills as workers learn various trades including heating & air, plumbing, electrical and solar. The Company also has a fleet of 52 Class C vehicles, which will require staff to train on best practices, transporting materials and proper loading techniques. The Company qualifies for standard retraining based on competition from other large HVAC service companies located out-of-state. Priority Industry status is due to Green Technology in the construction industry.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

Syntrol is expanding existing locations and opening new facilities. The Company plans to purchase a larger building in the Natomas area as its main headquarters next year. The Company will ultimately fill 50 positions. However in this proposal, Syntrol has committed to hiring 40 new employees (Job Numbers 2 and 4).

The date-of-hire for these trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract.

Training Plan

Syntrol will deliver Classroom/Lab, E-Learning, Video Conference and Computer-Based training in the following:

Business Skills (35%): Training will be offered to all occupations. Training will upgrade skills such as customer service, communication skills, dealing with difficult people, upgraded product knowledge and service skills. Training will help employees better assist customers in the new commercial market and dispatch functions appropriately.

Commercial Skills (40%): Training will be offered to Engineers, Managers, Operation, Labor and Sales Staff. Trainees will receive courses related to serving customers with their plumbing, air and heating needs. Training will include solar energy, environmental designs for green buildings, construction techniques, logistics and installation of equipment.

Computer Skills (5%): Training will be offered to all occupations. The training will be provided based specifically on the systems that each individual trainee utilizes. Training will also include Intermediate/Advanced Microsoft Office (Word, Excel and PowerPoint) and client Relationship Management Software training.

Continuous Improvement (5%): Training will be offered to all occupations to improve efficiency and productivity by implementing improved processes throughout the organization. As the Company continues to grow and add new technologies, skills such as change management, leadership skills, process mapping/process improvement, project management, and time management will help the Company work efficiently.

Management Skills (5%): Training will be offered to Managers to improve team management and develop the next level of leaders so that the organization can continue to grow.

Hazardous Materials (5%) Training will be offered to Labor Staff. Training will provide proper techniques and procedures required for handling or disposing of hazardous materials.

Certified Safety Training

OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Veterans Program

The Panel has established a higher reimbursement rate and other incentives for training California veterans. Syntrol appreciates the qualities and skills that veterans gain from their military service. In this proposal, the training plans reflect five Veteran trainees in Job Number 5 that will receive ETP-funded training.

Green/Clean Operations

The Company installs solar panels at residential and commercial buildings to produce electricity. The use of solar panel and solar powered equipment will lower the Company's production costs and directly benefit the environment.

High Unemployment Area

Trainees in Job Numbers 3 and 4 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in Kern and Fresno counties qualify for HUA status under these standards. For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. The Company requests a wage modification in Job Number 3 from $15.60 to $12.00, and $12.77 to $10.00 in Job Number 4.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. The Company spends approximately $250,000 annually on training in mandatory compliance training, on-the-job training and job-specific training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

Syntrol will begin training upon Panel approval with qualified in-house trainers. The Company may hire outside training vendors if necessary during the term of the contract. Syntrol has designed three internal employees to oversee the administration and implementation of ETP training. The Company also retained the services of Sierra Consulting Services to provide administration services.

Impact/Outcome

The Company's goal is to increase efficiency and reduce sales cycle time. With ETP training, Syntrol expects each crew to increase from completing one project per day to two per day.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Sierra Consulting Services in El Dorado Hills assisted with development for a flat fee of $15,000.

ADMINISTRATIVE SERVICES

Sierra Consulting Services will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours/Videoconferece/E-Learning

8 - 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting
- Business Fundamentals
- Business Performance
- Business Writing
- Behavior Style Strategies
- Conflict Resolution
- Creative Marketing
- Customer Relationship Management
- Customer Service
- Communication Skills
- Cost Control
- Dealing with Difficult People
- Employee Coaching
- Essential Skills for the New Supervisor
- Financial Analysis
- Interpersonal Communications
- Leadership
- Marketing/SalesTechniques
- Negotiating
- Operational Skills
- Personal Image
- Planning and Organization
- Product Knowledge
- Project Management and Methodology
- Project Requirements Analysis and Specifications
- Property and Resource Management Skills
- Retaining Customers
- Relationship Building
- Sales
- Strategic Planning
- Successful Selling Techniques/Sales
- Time Management

COMMERCIAL SKILLS

- Agriculture Solar
- Building Systems
- Electricity Overview
- Energy & Environmental Design for Green Building
- Environment Impact Planning

- Engineering Theory/Planning/Design
- Home Energy Efficiency Strategies
- HVAC
- Leasing Strategies and Techniques
- Light Construction: Job Site Preparation
- Light Construction Methodologies
- Light Construction Job Site Sequencing
- Light Construction Team Support
- Logistics
- Plumbing
- Procurement
- Solar Engineering & Design
- Solar installation
- Solar Overview
- Telecommunications
- Work Order Processing

COMPUTER SKILLS

- Intermediate & Advanced Microsoft Office
- Autodesk/AutoCAD
- Client Relationship Management Software
- Computer Networking
- Reports
- Financial Management System
- Quickbooks
- SQL Server (Management Studio)
- Software Applications and Equipment

CONTINUOUS IMPROVEMENT

- Cross-Training
- Communication Skills
- Creating a Quality Organization
- Change Management
- Decision Making
- How to Coach and Mentor
- Leadership Skills for Frontline Workers
- Lean Manufacturing
- Lean Procedures Practices
- Meeting Management
- Production Scheduling
- Production Operations/Workflow
- Process Improvement
- Project Management
- Problem Solving and Decision Making
- Quality Measurement Systems
- Quality Management
- Root Cause Analysis

- Statistical Process Control
- Systems Failure Analysis
- Strategic Planning
- Team Building
- Teamwork Development Skills
- Time Management
- Visual Controls

HAZARDOUS MATERIALS

- Hazardous Materials Handling
- Hazardous Chemical Cleaning/Handling
- Hazardous Waste Cleaning

MANAGEMENT SKILLS (Managers Only)

- Administration
- Coaching Procedures
- Decision Making
- Effective Meetings for Leaders
- Finance for Technical Managers
- Leadership
- Motivation
- Supervisor Skills
- Teambuilding

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10 (requires 10hrs completion)
- OSHA 30 (requires 30hrs completion)

CBT Hours

0-30

BUSINESS SKILLS

- Salesforce Training (2 hours)
- Partner Intro (1 hours)
- Partner's Best Practices for Selling (2 hours)
- Partner's Proposal Processing (1.5 hours)
- Partner's Design Requirements (1 hour)
- Partner's Milestone Requirements (2 hours)
- Product Knowledge (2 hours)
- Administrative Office Procedures (2 hours)
- Anger Management (2 hours)
- Business Etiquette (2 hours)
- Business Writing (2 hours)
- Developing a Lunch and Learn (1 hour)
- Leadership and Influence (2 hour)
- Measuring Results From Training (1 hour)
- Sales Fundamentals (2 hours)
- Continuing Education for CPR/First Aid (1 hour)
- Company Updates (2 Hours)

Safety Training cannot exceed 10% of total training hours per-trainee (This cap does not apply to Hazmat, OSHA 10/30 or HAZWOPER)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per trainee excluding OSHA 10/30, HAZWOPER or HAZMAT.

Training Proposal for:

The Sherwin-Williams Company

Agreement Number: ET17-0336

Panel Meeting of: December 16, 2016

ETP Regional Office: San Diego **Analyst:** M. Ray

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Manufacturing Retail Services Priority Industry: ☒ Yes ☐ No
Counties Served:	Statewide	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 1,400	U.S.: 20,000	Worldwide: 30,000
Turnover Rate:	2%		
Managers/Supervisors: (% of total trainees)	20%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$204,768		$0	$0		$204,768

In-Kind Contribution:	100% of Total ETP Funding Required	$361,984

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Mgmnt. Skills, Cont. Imp., Mfg. Skills, Comm'l Skills	711	8 - 200	0 - 15	$288	$16.30
				Weighted Avg: 16			

Minimum Wage by County: $17.02 per hour for Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Santa Clara Counties; $16.48 per hour for Los Angeles County; $16.51 per hour for Orange County; $16.46 per hour for San Diego County; and $16.10 per hour for Sacramento County; and $15.60 per hour for all other counties.

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe

Up to $0.72 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Assistant Store Manager		120
Financial Associate		2
Financial Manager		3
Financial Representative		3
Financial Supervisor		1
Human Resources Manager		1
Human Resources Specialist		5
Marketing Account Executive		2
Marketing Consultant		1
Marketing Manager		5
Marketing Specialist		2
Mfg. Operations Manager		27
Mfg. Operations Technician		110
Purchase Buyer		4
Research & Development Chemist		2
Store Sales Manager I		36
Store Sales Manager II		36
Store Sales Representative I		45

Store Sales Representative II		44
Store Sales Trainee		20
Store Sales Assistant Manager		36
Driver/Hazmat		3
Store Sales Specialist		121
Warehouse Staff		19
Services Coordinator		4
Services Installer		1
Store Manager		58

INTRODUCTION

The Sherwin-Williams Company (Sherwin-Williams) (www.sherwin-williams.com) launched in 1866 with the development of ready-mixed paint. Since then the Company has developed a wide array of proprietary products including custom paints, finishes and coatings. Headquartered in Ohio, the Company remains tightly vertically integrated, although it has grown to include many divisions for development, manufacturing and distribution.

Sherwin-Williams customers are in the professional, industrial, commercial and retail industries primarily in North and South America. The Company also has a presence in the Caribbean, Europe and Asia. There are four marketing segments: Paint Stores Group, Consumer Group, Global Finishes Group and Latin America Coatings Group.

The Company sells its brand-name paints, tints, fillers and coatings directly to consumers in retail outlets worldwide. In addition to its own brand-name products, Sherwin Williams manufactures other brands for third party sales such as Duron, Miniwax, Krylon, Thompson's WaterSeal, Martin-Seymour and Dutch Boy. The Company manufactures Easy Living and Weatherbeater brands as marketed exclusively through Sears and Kmart. The Company also wholesales to various industry sectors: automotive, aerospace, architects, builders and specialty manufacturers.

In California, the Company operates three manufacturing plants (San Diego, Victorville and Ontario), one distribution center (Moreno Valley) and 300 retail outlets. The proposed training plan targets 711 workers at the manufacturing plants in San Diego and Victorville that were recently acquired, as described under Project Details. Training will also take place at its distribution center in Moreno Valley; and at seven district offices and 240 retail outlets throughout California.

Sherwin Williams qualifies for standard ETP funding as a manufacturing company facing out-of-state competition under Title 22, California Code of Regulations (CCR) Section 4416. Sherwin Williams is assigned NAICS Code 325510 – Paint and Coating Manufacturing.

PROJECT DETAILS

In 2013, Sherwin-Williams completed the acquisition of U.S. operations for a Mexico-based paint manufacturer, Consorcio Comex (Comex). This acquisition included Comex's manufacturing facility in San Diego and distribution center in Moreno Valley. Sherwin Williams decided to keep these facilities in operation rather than moving them to Nevada.

The Company has developed a strategic plan to incorporate these new California facilities into its overall business model. This includes training consistent with the Company's overall manufacturing and distributing processes, for both frontline workers and management. Training will be comprehensive in subject matter, and will track the full manufacturing process beginning at the plants and finishing at the outlets.

As discussed above, the Sherwin-Williams' manufacturing process is "decentralized" meaning it begins in the plants and finishes at the distribution center and retail outlets. The Company uses this model to control quality and reduce waste (manage inventory), given the wide array of custom colors and composites under its various brands.

Sherwin-Williams represents a corporate culture of promoting from within. As such, the Company intends to use ETP-funded training to provide employees with the tools and skills needed to excel in their current positions, and prepare for advancement. In summary, the training plan is driven by transition of the Company's newly acquired facilities, and a commitment to enhance worker skills.

Training Plan

ETP training will begin upon approval and will be delivered by in-house trainers via class/lab and Computer-Based Training (CBT) in the following:

Manufacturing Skills (5%): Training will be offered to Operations, Warehouses and select Managers. Course topics are specific to the Company's Standard Operating Procedures and Filler Line, Light Control in order to successfully incorporate newly acquired manufacturing plant and distribution center in its overall business processes.

Commercial Skills (25%): Training will be offered to all occupations. A comprehensive training program will be delivered specifically to those trainees working at the manufacturing plants. Training topics include Hydraulics/Pneumatics, Robot Palletizer and Filler Line/Light Control. Training to properly load and unload trailers while docked in the warehouse will allow workers to improve productivity and efficiency.

To support Class/Lab training, Sherwin-Williams will also provide CBT Commercial and Business Skills. CBT will allow workers to train at their own pace and will be provided prior to or subsequent to a Classroom/Instructor-Led training to ensure learning/skills transfer has occurred. Trainees may receive up to 15 hours of CBT training and will not exceed 50% of total training hours per trainee.

Business Skills (30%): Training will be offered to all occupations. Topics include Effective Workplace Communication, Time Budgeting, Managing for Top Performance, New Store Manager Inventory Training, Credit Training, New Sales Representative Training and Sales Representative Level II Training. Training will allow workers to improve efficiencies in financial planning and inventory management.

Management Skills (30%): Training will be offered to Assistant Store and Store Managers. Course topics include New Leadership Training, Emerging Leaders, High Performance Leadership and Strategic Leadership Experience. Training will equip new Managers with skills necessary to successfully run a Sherwin-Williams store location and provide excellent customer service to effectively communicate and sell company products.

Continuous Improvement (10%): Training will be offered to all occupations. Topics include Reliability Excellence training, Inductive Automation and Programmable Logic Controller training.

High Unemployment Area

Of the 711 proposed retrainees, 120 trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in Kern, Butte, Fresno, Los Angeles, San Diego, Imperial, Santa Cruz, Kings, Riverside, San Bernardino, San Joaquin, Merced, Madera, Stanislaus, El Dorado, Tulare, Shasta, Solano, and Sutter qualify for HUA status under these standards. However, Sherwin-Williams is not asking for a wage modification.

Frontline Worker

Sherwin-William requests to train a significant number of Assistant Store and Store Managers. According to the information provided by the Company, these positions are non-exempt from overtime and manage staff less than 50% of their overall job duties. Therefore, these occupations meet the Panel's definition of frontline workers under Title 22, California Code of Regulations (CCR), Section 4400(ee).

Out-of-State Training

Sherwin-Williams requests to provide training outside of California. The Company reports that it provides training at its headquarters in Cleveland, Ohio, and at its Sherwin-Williams University located in Garland, Texas. It is the Company's customary practice for the purpose of consistency and cost-effectiveness due to the magnitude of its locations statewide and nationwide. Training in these locations is customized and integral to the success of the training project in the following:

1. Sales Skills will be provided to approximately 45 new Sales Representatives at the Cleveland, Ohio, headquarters. The training program takes approximately 40 hours (per trainee) to complete; and
2. Various business, management, and continuous improvement skills training will be provided to approximately 237 core Managers, Assistant Managers and Sales Representatives at the Company's University campus located in Garland, Texas. The training program takes approximately 44 hours (per trainee) to complete.

The out-of-state training hours requested for ETP reimbursement will not exceed 10% of the total vocational skills training hours for the entire project. The trainer-to-trainee ratio will be no more than 1:20 and training will be documented via an ETP-approved paper-based attendance roster.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

Sherwin-Williams' training budget ranges from $1,400 per person to $34,000 per class, depending on location. The Company provides a robust training curriculum that varies depending on occupation. Training covers basic job skills to advanced skills including managerial, financial, sales, other pertinent job skills, and mandatory safety and human resources training.

- Training Infrastructure

  Sherwin-Williams has identified a number of staff dedicated to scheduling, enrolling trainees, tracking training hours, and meeting with ETP staff. The Company's training department, coupled with various individuals in the Human Resources Department, will oversee and administer training. This department is also responsible for providing the third-party administrative administrator in uploading training data in the ETP Online Systems.

Other Resources

In November 2015, Sherwin-Williams was awarded $750,000 through the California Competes Tax Credit Program. The award allowed the Company to continue its operations in its new San Diego and Moreno Valley facilities rather than absorbing it in with its Nevada facilities. Also in 2015, the Company participated in the California Enterprise Zone program; however, a legislative action resulted in the repeal of the program for all its participants.

Sherwin-Williams also benefits from the Federal Work Opportunity Tax Credit, with the entire company receiving $400,000 in available credit, a small percentage of this amount is being attributed to California employees.

Note: These other government funds are not used for training. As such, ETP funding does not displace these other sources.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

ADP in San Dimas assisted with development for a flat fee of $23,688.

ADMINISTRATIVE SERVICES

ADP will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

8 – 200 Trainees may receive any of the following:

BUSINESS SKILLS

- Effective Workplace Communication
- Time Budgeting
- Managing for Top Performance
- New Store Manager Inventory Training-Store Readiness
- New Store Manager Inventory Training-Profit & Loss Statement Review
- New Store Manager Inventory Training-Planning for Physical Inventory
- New Store Manager Inventory Training-Reading and Understanding Inventory Reports
- Credit Training
- New Sales Representative Training
- Sales Representative Level II Training
  - Negotiation Skills
  - Presentation Skills
  - Digital Sales Tools
  - Planning

MANAGEMENT SKILLS (Managers/Supervisors Only)

- New Assistant Manager Training
  - Financial Management
  - Product Knowledge & Diversified Brands
  - Loss Prevention
  - Lead Generation
  - Marketing
- New Store Manager Training
  - Financial Management
  - National Accounts
  - Protective & Marine Products
  - Selling Skills & Marketing
- New Leadership Training
- Emerging Leaders
- High Performance Leadership
- Strategic Leadership Experience

CONTINUOUS IMPROVEMENT

- Understanding Steps in Effective Coaching
- Reliability Excellence Training

MANUFACTURING SKILLS

- Standard Operating Procedures (Morehouse)
- Filler Line, Light Control

COMMERCIAL SKILLS

- Hydraulics/Pneumatics
- Robot Palletizer
- Inductive Automation
- Programmable Logic Controller Training
- Loading and Unloading of Trailers

CBT Hours

0 – 15

COMMERCIAL SKILLS

- Trademark Service Training Group
  - TMS 1 - Market Overview - 0.17
  - TMS 2- More than a GUEST - 0.17
  - TMS 3 - Conducting Color Conversation - 0.25
  - TMS 4 - Evaluating Product Needs - 0.25
  - TMS 5 - Fulfilling Customer Needs - 0.28
  - TMS 6 - Selling Complete Project - 0.27
  - TMS 7 - Delivering Value Message - 0.17
  - TMS 8 - Handling Customer Complaints - 0.21
  - TMS 9 - Using TMS with Contractors - 0.22
  - TMS 10 - Lead Generation - 0.25
- Product Knowledge Training Group
  - PK 1 - Understanding the Makeup of Paint - 0.13
  - PK 2 - Common Paint Terms - 0.13
  - PK 3 - Review of Paint Formulations - 0.13
  - PK 4 - Paint Manufacturing Process - 0.10
  - PK 5 - Film Formation - 0.07
  - PK 6 - Review of Product Types and Finishes - 0.17
  - PK 7 - National Products - 0.50
  - PK 8 - How Much Paint is Needed - 0.17
  - PK 9 - Painting Tips and Techniques - 0.22
  - PK 10 - Where to Find More Information - 0.13
  - PK 11 - Color Basics - 0.25
  - PK 12 - How We Talk About Color - 0.12
  - PK 13 - Tint Bases - 0.12
  - PK 14 - Colorants - 0.15
  - PK 15 - Tinting Principles & Equipment - 0.28
  - PK 16 - Color Matching Paint - Auto Tinter - 0.15
  - PK 17 – Mistints - 0.12
  - PK 18 - Matching Custom Colors - 0.32
  - PK 19 - Color Matching Stain - 0.13
  - PK 20 - Applicators, Brushes & Rollers - 0.13
  - PK 21 - Associated Products & Sundries - 0.12
  - PK 22 - Common Paint Problems - 0.13
  - PK 23 - Spray Equipment & Application - 0.28
- Operations 2001-4090 Training Group
  - OP-2001 Introduction to Paint Store Group Computer Systems (SOURCE) - 0.25
  - OP-2002 Customer Orders - Entering Customer Orders - 0.33
  - OP-2003 Managing Point-of-Sale Transactions - 0.25
  - OP-2004 Sher-Color - Introduction to Sher-Color - 0.17

  - OP-2005 Merchandising - Introduction to Merchandising Strategy: First Impressions -0 .17
  - OP-2006 Facility Maintenance - 0.25
  - OP-3001 Managing Paint Store Communications - 0.17
  - OP-3002 PurchaseOrders - Checking In Internal POs - 0.25
  - OP-3003 PurchaseOrders - Creating Internal Purchase Orders - 0.17
  - OP-3004 Inventory - Basic Principles of Retail Inventory - 0.17
  - OP-3005 Inventory - Inventory Management Overview - 0.08
  - OP-4001 Customer Orders - Customer Orders for Delivery - 0.08
  - OP-4002 Introduction to Paint Store Reports and "Batching" - 0.17
  - OP-4003 Cycle Counts - 0.17
  - OP-4004 Merchandising - Paint Store Merchandising - 0.25
  - OP-4005 Sher-Color - Sher-Color Advanced Functions - 0.17
- Operations 5001-6003 Training Group
  - OP-5001 End of Day Activities - 0.17
  - OP-5002 PurchaseOrders - Internal Purchase Orders for Special Uses - 0.25
  - OP-5003 PurchaseOrders - External Purchase Orders - 0.17
  - OP-5004 Customer Orders - More on Customer Orders - 0.17
  - OP-5005 Inventory - Managing Paint Store Inventory - 0.25
  - OP-5006 PQR - Managing Product Quality - 0.33
  - OP-5007 Processes for Spray Equipment - 0.25
  - OP-6001 PurchaseOrders - Purchase Orders and Inventory Management - 0.17
  - OP-6002 Inventory - Monitoring and Adjusting Inventory - 0.25
  - OP-6003 PQR - Product Quality for Managers (PQR) - 0.25
- Driver Training - HazMat
  - Hazardous Material Spills - 0.10
  - Introduction to Hazardous Materials - 0.18
  - Safe Material Handling - 0.20
  - Shipping Hazardous Products - 0.15
  - Spill Cleanup Documentation - 0.18
- Assistant Manager Training
  - Accumulation & Disposal of Hazardous Waste - 0.17
  - Hazmat for Assistant Managers - 0.10
  - Spill Cleanup Documentation - 0.11
- Store Manager Training
  - Shipping Hazardous Products - 0.15

BUSINESS SKILLS

- Sales Training Series
  - Classified Sales Analysis Report - 0.10
  - Commercial Credit Applications - 0.08
  - Customer Analysis Report Series - 0.10
  - Introduction to Paint Store Financial Reports - 0.15
  - Key Financial Terms - 0.05
  - Market Segment Report - 0.10
  - Market Commercial Credit - 0.10
  - Marketing Retail Credit - 0.15
  - Monitoring Commercial and Retail Accounts - 0.10
  - P & L Line by Line: Expenses, Operating Profit and Key Ratios - 0.15
  - P & L Line by Line: Sales and Gross Margin - 0.15
  - Requests for Special Commercial Credit Approval - 0.08

  - Returned Checks - 0.10
  - Using FACTFinder for P & L Report - 0.08
- Management Training
  - Loss Prevention - 0.05

Safety Training cannot exceed 10% of total training hours, per-trainee

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT hours are capped at 50% of trainee's total training hours.

RETRAINEE - JOB CREATION

Training Proposal for:

AHMC Garfield Medical Center, LP dba Garfield Medical Center

Agreement Number: ET17-0331

Panel Meeting of: December 16, 2016

ETP Regional Office: North Hollywood **Analyst:** M. Reeves

PROJECT PROFILE

Contract Attributes:	Retrainee SET Medical Skills Training Job Creation Initiative Priority Rate	Industry Sector(s):	Healthcare Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No SEIU United Health Workers West, and SEIU Local 121RN		

Number of Employees in:	CA: 979	U.S.: 979	Worldwide: 979
Turnover Rate:	11%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$749,300		$187,650 50%	$0		$561,650

In-Kind Contribution:	100% of Total ETP Funding Required	$1,301,880

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET Medical Skills Training Priority Rate	MS Preceptor, MS Didactic, Computer Skills, Continuous Imp.	695	8-200 Weighted Avg: 30	0	*$270	$21.28
2	Retrainee SET Job Creation Initiative Medical Skills Training Priority Rate	MS Preceptor, MS Didactic, Computer Skills, Continuous Imp.	100	8-200 Weighted Avg: 187	0	$3,740	**$13.73

*Reflects Substantial Contribution

**It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: Job Number 1: $21.28 per hour Statewide Average Hourly Wage (Priority Industry). Job Number 2: $13.73 per hour for Los Angeles County (Job Creation).

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe

Up to $4.17 per hour for Job Number 1 and $1.42 per hour for Job Number 2 may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Registered Nurse		442
Licensed Vocational Nurse		19
Therapist		28
Technician I		59
Technician II		72
Phlebotomist		9
Dietician		1
Social Worker		5
Pharmacist		10
Medical Coder		2

Coordinator I		33
Coordinator II		5
Medical Transcriptionist		10
Job Number 2		
Registered Nurse		60
Licensed Vocational Nurse		6
Certified Nurse Assistant		10
Ancillary Support Staff		24

INTRODUCTION

AHMC Garfield Medical Center, LP dba Garfield Medical Center (Garfield Medical), located in Monterey Park, is a 210-bed acute care facility that has been serving the needs of the San Gabriel Valley since 1933. Garfield Medical (www.garfieldmedicalcenter.com) is a for-profit hospital accredited by The Joint Commission for specialized medical services. The Hospital is eligible for ETP funding under Special Employment Training (SET) for frontline workers, and qualifies for priority industry reimbursement as a healthcare employer.

The Hospital's services include medical/surgical, 24-hour emergency care, pediatric, cardiology, obstetrics, general surgery, radiology, neonatal intensive care, rehabilitation, and a stroke center. The Hospital is also a recognized American Heart Association CPR training center. The Hospital is eligible for ETP funding under Special Employment Training (SET) for frontline workers.

PROJECT DETAILS

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

Garfield Medical has committed to hiring and training 100 new employees, including 60 RNs, (Job Number 2). These new workers are needed for the Hospital to maintain adequate staffing ratios and increase capacity to meet growing patient care requirements.

The date-of-hire for all trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

The Hospital has identified the following changes in programs and services that are driving the current need for training:

- Obstetrics Complications and Emergencies – Training will focus on several conditions that can complicate a pregnancy and threaten the well-being of mother and child. This training will prepare nurses for high-risk cases such as obstetrics hemorrhage, shoulder dystocia, prolapsed cord, and pregnancy-induced hypertension.

- Electronic Medical Record (EMR) Utilization –The Hospital has converted to an electronic documentation system and must continue to provide training to staff on proper and effective utilization of the EMR system.

- Sepsis Bundle – The Hospital has developed a Sepsis program to establish detection and treatment protocols. Training is necessary to ensure employees remain competent regarding this life-threatening condition that can result in death if treatment is not administered quickly.

- Neurosurgery – This highly specialized area involves caring for patients with nervous system disorders including the brain, spinal cord, peripheral nerves, and extra-cranial cerebrovascular system. Comprehensive training is needed to equip staff with the skills to care for patients requiring neurosurgery.

- Safe Patient Handling Program – Proper utilization of patient handling equipment ensures safe patient transfer and lifting. Extensive training is necessary to maintain proper and safe operation of equipment.

- Open Heart Care Training – Care of the post heart surgery patient is accomplished through both classroom and hands-on training. Trainees will accompany the patient during pre-operation, intra-operation, and post-operation periods. Standard treatment plans and goals of therapy will be covered extensively.

Training Plan

Training will take place at the Hospital's facility in Monterey Park and possibly at off-site vendor locations in California. Training will be delivered by in-house subject matter experts and vendors (to be identified during the contract term).

Medical Skills Training (80%) – Approximately 500 RNs and 25 LVNs will participate in Clinical Preceptor and Didactic training classes. This training will ensure trainees are competent in advanced medical procedures. Technicians, Therapists, and other allied-health staff may receive limited medical skills training based on their respective job duties. This training excludes non-nursing Ancillary Support Staff.

Computer Skills (10%) - Training will be offered to all occupations. Training will cover software applications to support the Hospital's continued electronic medical records conversion efforts.

Continuous Improvement (10%) - Training will be offered to all occupations. These courses will focus on performance and quality of care improvements. Training will include case management, communication, leadership, and team building skills.

SET/Wage Modification

Under SET, employers are not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period. However, trainees employed in a Priority Industry qualify for a wage modification up to 25% below the statewide average hourly wage. The Hospital is requesting the wage modification from $28.37 to $21.28 for trainees in Job Number 1.

Substantial Contribution

Garfield Medical is a repeat contractor with payment earned in excess of $250,000 and a former Substantial Contribution at the 30% level within the past five years. Reimbursement for trainees in Job Number 1 will be reduced by 50% to reflect the Hospital's $187,650 Substantial Contribution to the cost of training. The Substantial Contribution requirement does not apply to Retrainee – Job Creation trainees (Job Number 2).

Prior Projects

This will be Garfield Medical's fourth ETP Agreement and the third within the past five years (See Prior Projects Table). Training in this new proposal differs from and/or expands on training delivered in the past. In addition to improved programs, the proposed project also features training on several new pieces of equipment/technology including a Philips Vital Sign Machine, Physio-contol LifePak 20 Defibrillator, GE Giraffe Incubator, Echo Cardiac System, GE Giraffe Omnibed, and a Spinal Table System.

This proposal includes employees who may have participated in a previous contract. Several Curriculum topics are repeated from prior agreements; however, the subject matter has been updated, so there will be no duplication of training.

Garfield Medical is a wholly-owned subsidiary of AHMC Healthcare, Inc. It operates as a Limited Partnership autonomous from other AHMC hospitals in the state. For FY2016/17, the Panel has approved other AHMC wholly-owned and operated subsidiaries. AHMC San Gabriel and AHMC Whittier were approved at the August Panel meeting, and AHMC Monterey Park was approved at the October Panel meeting.

Commitment to Training

Garfield Medical spends approximately $2 million annually on training. The Hospital's ongoing training includes new employee orientation, Annual Skills Day, management training, life support certification and recertification, and in-service training to disseminate new information. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Garfield Medical under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET14-0310	Monterey Park	02/24/14 – 02/23/16	$375,959	$375,959 (100%)
ET12-0336	Monterey Park	03/26/12 – 03/25/14	$179,690	$179,690 (100%)

DEVELOPMENT SERVICES

Training Funding Source in Seal Beach assisted with development for a flat fee of $8,500.

ADMINISTRATIVE SERVICES

Training Funding Source will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8 - 200

Trainees may receive any of the following:

MEDICAL SKILLS TRAINING – DIDACTIC

- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Basic Life Support (BLS)
- Body Mechanics and Safe Patient Handling
- Care of the Cardiac Patient
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginning & Advanced)
- Emergency Care of the Burn Patient
- Emergency Room Nursing Skills
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds and mattresses)
- Gastrointestinal Assessment and Management
- Infection Control
- Intravenous (IV) Insertion & Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support (NALS)
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider (NRP)
- Nurse Orientation Training (for New Grads only)
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support (PALS)
- PICC Line Insertion
- Pre and Post-Operative Care
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care

- Restraints
- Surgical Nursing Skills
- S.T.A.B.L.E.
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Triage Nursing Skills
- Ventilator and Tracheotomy Care
- New Graduate Program Skills
- Wound & Skin Care
- Defibrillator Training

MEDICAL SKILLS TRAINING – CLINICAL PRECEPTOR

- **Emergency Department Training**
  - Emergency Room Nursing Skills
  - Emergency Care of the Burn Patient
  - OB Trauma
  - Trauma Nursing Skills
  - Triage Nursing Skills
  - Care of Pediatric patients

- **Intensive Care Unit/Critical Care Unit Training**
  - Critical Care Nursing Skills
  - Patient Assessment & Care
  - Pre and Post-Operative Care
  - Ventilator & Tracheotomy Care
  - Hemodynamics Training

- **Long Term Care Unit** (Subacute, Skilled Nursing, Transitional Care & Hospice)
  - Patient Assessment & Care
  - Geriatric Nursing Skills
  - Med/Surg Nursing Skills
  - Hospice Nursing Skills

- **Medical/Surgical Unit Training**
  - Patient Assessment & Care
  - Medical/Surgical Nursing Skills
  - Pre and Post-Operative Care

- **Obstetrics Unit Training**
  - Patient Assessment & Care
  - Antepartum, Labor, Delivery and Postpartum Skills
  - Neonatal Nursing Skills
  - S.T.A.B.L.E.
  - Advanced & Electronic Fetal Monitoring
  - Neonatal Resuscitation Provider (NRP)

- **Operating Room and Post-Anesthesia Care Unit (PACU) Training**
  - Patient Assessment & Care
  - Care of the Burn Patient
  - Peri-Operative Nursing Skills
  - Pre and Post-Operative Care

- **Pediatric Services Unit**
  - Care of Pediatric Patients (Acute Care, Intensive Care)
  - Patient Assessment & Care
  - Pre and Post-Operative Care

- **Surgical Services Unit Training**
  - Patient Assessment & Care
  - Surgical Nursing Skills
  - Pre and Post-Operative Care

- **Telemetry Unit Training**
  - Care of the Cardiac Patient
  - EKG & Cardiac Monitoring
  - Dysrhythmia Interpretation
  - Telemetry Nursing Skills
  - Pre and Post-Operative Care
  - Intravenous (IV) Therapy

CONTINUOUS IMPROVEMENT

- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Communications Skills
- Conflict Resolution Skills
- CORE Measures
- Crisis Prevention Intervention (CPI)
- Critical Thinking Skills
- Culturally Appropriate Care
- Patient Satisfaction (HCAPHS) Training
- Value-Based Purchasing
- Documentation Skills
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Preceptor Skills (train-the-trainer)
- Performance and Quality Improvement and Procedures Skills
- Team Building Skills
- Utilization Review
- ED Assaultive Training
- Meaningful Use

COMPUTER SKILLS

- Electronic Medical Records Application Skills

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

SEIU-UHW
United Healthcare Workers West

UNITED HEALTHCARE WORKERS WEST
SERVICE EMPLOYEES INTERNATIONAL UNION, CLC

June 14, 2016

Stewart Knox
Executive Director
The Employment Training Panel
1100 J Street - Fourth Floor
Sacramento, California 95814

RE: Union Support for ETP Funding
Facility: Garfield Medical Center

Dear Mr. Knox;

This letter is to confirm support by SEIU-UHW for Garfield Medical Center proposed training to be submitted to Employment Training Panel.

Sincerely;

John Aho
Union Representative – Hospital Division
SEIU-United Healthcare Workers-West
5480 Ferguson Drive
Los Angeles, California 90022
Cell: (213) 280-3738
Fax: (323) 721-3538
E-mail: jaho@seiu-uhw.org

Cc: Judy Saito @ Judy.Saito@ahmchealth.com
Files

Dave Regan - President
Stan Lyles - Vice President

560 Thomas L. Berkley Way
Oakland, CA 94612
510-251-1250
FAX 510-763-2680

5480 Ferguson Drive
Los Angeles, CA 90022
323-734-8399
FAX 323-721-3538

www.SEIU-UHW.org

SEIU 121RN
Nurse Alliance

June 9th, 2016
Employment Training Panel

GAYLE BATISTE, RN
President

JEANNIE KING, RN
Vice-President

JAIME DELOERA, RN
Secretary-Treasurer

SUSAN B. WEINSTEIN, RN
Executive Director

To Whom It May Concern,

SEIU Local121RN is pleased to partner with Garfield Medical Center
To provide a structured Training program we hope to receive many
Benefits for our members which include:
Core foundational skills to all employee's allowing them to communicate
Better, handle conflict, deal with customer service/patient issues and work more harmoniously as a team.
Elevate basic skills where they are able to assimilate best practices into every Work situations.
Adequately train New Registered graduates and retain
them in employment.
We are able to provide input into the training that our members
Need to fulfill their everyday duties more successfully and look forward to favorable Approval of Garfield Medical Center approval by the Employment Training Panel.
Thank You for making a program like this available to California Employer's and Employee's.

Sincerely,

JoAnn Valdez

JoAnn Valdez
SEIULocal 121RN
Union Representative
(909)292-6915

1040 Lincoln Ave.
Pasadena, CA 91103
Phone: (626) 639-6200
Fax: (626) 395-7538

FIGHT FOR SAFE STAFFING AND QUALITY PATIENT CARE

RETRAINEE - JOB CREATION

Training Proposal for:

Edmunds.com, Inc.

Agreement Number: ET17-0332

Panel Meeting of: December 16, 2016

ETP Regional Office: North Hollywood **Analyst:** M. Reeves

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Services Technology/Other Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 534	U.S.: 696	Worldwide: 696
Turnover Rate:	12%		
Managers/Supervisors: (% of total trainees)	11%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$409,600		$0	$0		$409,600

In-Kind Contribution:	100% of Total ETP Funding Required	$618,240

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Imp., Mgmt. Skills	500	8-200 Weighted Avg: 32	0	$576	$19.00
2	Retrainee Job Creation Initiative Priority Rate	Business Skills, Computer Skills, Continuous Imp., Mgmt. Skills	152	8-200 Weighted Avg: 40	0	$800	$20.00

Minimum Wage by County: Job Number 1: $16.48 per hour for Los Angeles County.

Job Number 2 (Job Creation): $13.73 per hour for Los Angeles County.

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☐ Yes ☒ No ☐ Maybe

Although employer provides health benefits, they are not being used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Account Manager		31
Account Executive		63
Assistant Regional Director		12
Inter-Regional Sales Staff		20
Product Manager/Director		18
Front/Back End Developer		8
Designer		12
Editing Staff		23
Advertising Operations Staff		29
Business Analytics Staff		48
Data Development and Content Ops Staff		20
Edmunds Website Staff		32
Marketing/Industry Communication Staff		25
Product Design and Advertising Staff		15

Tier 3 Product Integration Staff		3
Research Staff		3
Technology Staff		49
Workplace/Employment Experience Staff		19
Tier 3 Revenue Ops Staff		70
Job Number 2 (Job Creation)		
Account Executive		64
Assistant Regional Director		6
Inter-Regional Sales Staff		10
Account Manager		64
Operations Manager		8

INTRODUCTION

Founded in 1966, Edmunds.com, Inc. (Edmunds) is a technology company that developed and operates an online automotive information website (www.edmunds.com) to assist customers with car pricing, car reviews, and other research tools. Edmunds.com is a comprehensive platform that provides customers with instant, upfront pricing information for cars and trucks for sale at more than 10,000 dealer franchises featured on the website.

Edmunds is headquartered in Santa Monica and has a sales office in Detroit, Michigan. The Company is eligible for standard retraining under the out-of-state competition provisions as a provider of services to customers outside California.

PROJECT DETAILS

As a technology-based company, Edmunds must focus on improving existing services, and creating new, innovative applications and tools to assist website visitors with their vehicle information search. Employees must be equipped with the knowledge and skills to adapt in a rapidly changing automotive industry.

The proposed training will help Edmunds upgrade the skills of its existing workforce, integrate new employees, and implement technology improvements to enhance productivity, service and efficiency. Training will take place at the Edmunds facility in Santa Monica, and will be provided by both in-house subject matter experts and vendors to be identified during the contract term. The majority of training will be delivered in a traditional class/lab setting; however, some training may be conducted via E-learning/virtual classroom, when necessary.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

Edmunds recently moved into its new headquarters facility in Santa Monica. The Company is expanding its existing business capacity and will add 200 new employees over the next two years. In this proposal, Edmunds has committed to hiring 152 new employees across multiple occupations (Job Number 2) to support the Company's projected growth. The newly-hired

employees will require extensive training to develop skills to support expansion and implementation of enhanced website applications.

The date-of-hire for all trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Business Skills (70%) - Training will be offered to all occupations. Training will focus on communication, customer service, marketing, product management. This training is intended to improve customer relations and stimulate sales activity.

Computer Skills (20%) – Training will be offered to Account Managers, Sales Staff, Account Executives, and Operations Managers. Employees will receive training in the functionality and capabilities of Salesforce, a customer relationship management (CRM) tool. Areas of emphasis will include access levels, dealership insight, inventory tools, transaction data, product management, and pricing tools. Trainees will develop the CRM navigation and resource planning skills to perform their jobs more efficiently.

Continuous Improvement (5%) – Training will be offered to all occupations. This training is designed to improve workflow and information management. Trainees will learn various techniques aimed at fostering a high performance environment.

Management Skills (5%) – Training will provide Managers with leadership, problem solving, and communication skills to enable them to become more effective leaders within the organization.

Commitment to Training

Edmunds spends approximately $120,000 annually on training in California. Ongoing company-funded training consists of peer group sessions, internal internships, and career development sessions. Safety training is provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  The Company has a complete training matrix in place that encompasses all participating departments, with training scheduled to commence upon contract approval. An internal project coordinator and support staff will oversee scheduling, delivery, and tracking of training. The Company has also retained an administrative consultant to ensure that training administration and documentation adhere to ETP requirements.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Ernst & Young LLP in Los Angeles assisted with development for a flat fee of $10,000.

ADMINISTRATIVE SERVICES

Ernst & Young LLP will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab/E-Learning Hours

8 - 200 Trainees may receive any of the following:

BUSINESS SKILLS

- Sales:
  - Communication Skills Dealing with difficult customers
  - Delivering a Superior Level of Customer Service
  - Business Skills Negotiating
  - Understanding the dealer's business
  - Widget 101
  - Pricing Tool Tutorial
  - OKTA provisioning
  - CarCode Portal Management
  - Using the Inventory Query Tool
  - Using the Leads Dashboard
  - Using the Dealer Reporting Tool

- Communication Skills:
  - Dynamic Presentations - learn essential techniques to persuade and influence in any communication situation.
  - DISC - interactive session focuses on strengths and preferences of the four communication styles. Session cover how to vary your style to be able to communicate better and connect with others.

COMPUTER SKILLS

- Customer Relationship Management Software Training (Salesforce)

CONTINUOUS IMPROVEMENT

- Continuous Improvement
  - Mind Gym - High-energy sessions covering various topics, including: Dynamic Delegation, Getting Organized and Great Feedback.

MANAGEMENT SKILLS (managers/supervisors only)

- Developing and improving skills of managers and supervisors:
  - Pave the Road: interactive, high-energy session on what it means to be a great Manager at Edmunds. Explore the necessary behaviors and skills, and receive a roadmap to successful leadership.

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

RETRAINEE - JOB CREATION

Training Proposal for:

HOB Entertainment, LLC

Agreement Number: ET17-0337

Panel Meeting of: December 16, 2016

ETP Regional Office: North Hollywood **Analyst:** E. Wadzinski

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Veterans	Industry Sector(s):	Services Priority Industry: ☐ Yes ☒ No
Counties Served:	Los Angeles, Orange, San Diego	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 300	U.S.:1,260	Worldwide: 2,700
Turnover Rate:	11%		
Managers/Supervisors: (% of total trainees)	15%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$394,870		$0	$0		$394,870

In-Kind Contribution:	100% of Total ETP Funding Required	$409,594

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee	Business Skills, Commercial Skills, Computer Skills, Continuous Impr	199	8-200	0	$1,050	*$16.46
				Weighted Avg: 70			
2	Retrainee Veterans	Business Skills, Commercial Skills, Computer Skills, Continuous Impr	40	8-200	0	$1,540	*$16.46
				Weighted Avg: 70			
3	Retrainee Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills, Continuous Impr	52	8-200	0	$1,680	*$13.72
				Weighted Avg: 84			
4	Retrainee Job Creation Initiative Veterans	Business Skills, Commercial Skills, Computer Skills, Continuous Impr	20	8-200	0	$1,848	*$13.72
				Weighted Avg: 84			

*It will be made a condition of contract that trainees will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: **Job Numbers 1 and 2:** $16.48 per hour for Los Angeles County, $16.51 per hour for Orange County and $16.46 per hour for San Diego County;
Job Numbers 3 and 4: $13.73 per hour for Los Angeles County, $13.76 per hour for Orange County and $13.72 per hour for San Diego County.

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe

Up to $4.41 per hour may be used to meet the Post-Retention Wage for trainees in Jobs 1 and 2 and up to $1.67 per hour may be used to meet the Post-Retention Wage for Job Numbers 3 and 4.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
JOB NUMBERS 1 AND 2		
Accounting/Finance I		27
Artist Relations		1
Administrative/Clerical		25
Creative/Design		7
Music Hall (Bartender, Bar-back, Cocktail)		18
Restaurant (Busser, Server, Host)		15
Kitchen (Prep, Line, Dishwasher, Runner)		16
Chef/Sous Chef		5

Facilities/Maintenance		1
Box Office		8
Talent Buyer		8
Sr. Talent Buyer		3
Production		6
Director I		16
Director II		6
Manager I		8
Manager II		10
Supervisor		7
Sales/Business Development		10
Marketing I		8
Marketing II		12
Marketing III		5
Security		13
Human Resources		4

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
JOB NUMBER 3		
Accounting/Finance I		2
Accounting/Finance II		2
Administrative/Clerical		5
Creative/Design		1
Music Hall (Bartender, Bar-back, Cocktail)		6
Restaurant (Busser, Server, Host)		6
Kitchen (Prep, Line, Dishwasher, Runner)		6
Chef, Sous Chef		1
Facilities/Maintenance		1
Box Office		2
Talent Buyer		2
Production		2
Director		2
Supervisor		2
Manager		2
Sales/Business Development		3
Marketing		4
Security		1
Human Resources		2

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
JOB NUMBER 4		
Production		8
Security		12

Some employees may receive tips. However, tips were not used to meet the Post-Retention Wage. Wages outlined in the table are base hourly wages paid by the employer.

INTRODUCTION

Founded in 1992, HOB Entertainment, LLC (House of Blues) (www.houseofblues.com) is a live entertainment and restaurant company. The House of Blues grew out of founder Isaac Tigrett's love for the unique American art form known as "the Blues." House of Blues is home to live music, original folk art, and delta-inspired cuisine. The Company's venues combine restaurant, nightclub and private-event services. House of Blues has two venues located in California (Anaheim and San Diego), with an additional 9 locations nationwide. The Company's headquarters is located in Los Angeles. Training will include employees from all three locations.

House of Blues venues in Anaheim and San Diego meet out-of-state competition standards since more than 25% of gross annual revenue for the two venues in California is derived from out-of-state customers. House of Blues Los Angeles is eligible as a headquarters providing administrative services to out-of-state locations.

House of Blues is a subsidiary of Live Nation Worldwide, Inc. (Live Nation). Live Nation will also present a proposal at the December 2016 Panel.

PROJECT DETAILS

This will be House of Blues' second ETP-funded training proposal. In the first proposal, training focused on formal communication skills, employee engagement, guest services, front line leadership, operating procedures, product knowledge and team building. Although some of the Curriculum may be similar to the Curriculum from the prior Agreement, training will not be duplicated.

Training in this proposal will focus on implementing Workday, a cloud-based enterprise software that unifies a wide range of HR functionality into a single system. The software provides benefits, talent management, payroll, time tracking, compensation, workforce planning and recruiting information that will help employees make better and faster decisions by providing easy access to key business information and metrics. All employees need to be extensively trained to navigate landing pages and access and create hyperlinks, menus and reports.

House of Blues has grown substantially through expansion and acquisitions. House of Blues Anaheim has become a popular destination. The Company is relocating that venue from a 25,000 to 40,000-square-foot facility in Anaheim to accommodate more customers. The old facility is currently closed and the new facility will be open in 2017. However, during this transition, full-time employees are still kept on payroll permanently as their expertise will be instrumental to training of new employees. Also, the Company continues to grow through new acquisitions. In the past year House of Blues has acquired venues including Ace of Spades in Sacramento; Punchline Philly in Philadelphia, Pennsylvania; Orpheum in Madison, Wisconsin; Underground in Charlotte, North Carolina; and Aztec in San Antonio, Texas. Training will focus on growth as the Company will require extensive training to provide ongoing support for the newly acquired venues.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

House of Blues has committed to hiring 72 new employees (Job Numbers 3 and 4). These new positions will staff House of Blues Los Angeles headquarters, which is expanding to support newly acquired businesses and the new Anaheim venue. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Training will be provided to employees in the following occupations: Administrative/Clerical, Creative/Design, Music Hall (Bartender, Bar-back, Cocktail), Restaurant (Busser, Server, Host), Kitchen (Prep, Line, Dishwasher, Runner), Chef/Sous Chef, Facilities/Maintenance, Box Office, Talent Buyer, Sr. Talent Buyer, Production, Director, Manager, Supervisor, Sales/Business Development, Marketing, Security and Human Resources.

Business Skills (40%): Training will be offered to all occupations to help improve efficiency and effectiveness at all locations. This training will provide skills in communication, interpersonal skills, and product knowledge to help maintain a positive relationship with employees and guests. Training will also help the sales departments in developing new promotions and effectively establishing new and better relationships with clients.

Commercial Skills (10%): Training will be offered to Accounting/Finance, Artist Relations, Administrative/Clerical, Creative/Design, Music Hall (Bartender, Bar-back, Cocktail), Restaurant (Server, Busser, Host), Kitchen (Prep, Line, Dishwasher, Runner), Chef/Sous Chef, Facilities/Maintenance, Box Office, Talent Buyer, Production, Sales/Business Development, Marketing, Security, Human Resources, Supervisors, Managers, and Director occupations. This training will provide skills in the proper use of equipment and systems to effectively and efficiently complete jobs. Alcohol training and legal updates training will include training on responsible alcohol sales and service, age verification, physical effects of alcohol, absorption factors, alcohol and drugs, intoxication, managing drinking behavior and stopping alcohol service. Job Creation trainees will receive skills and knowledge of the industry.

Computer Skills (20%): Training will be offered to all occupations. Training will help employees be more effective through use of upgraded software with new tools and capabilities. Some software training will include product tracking, sales transactions, inventory control, cost accounting, reservations, spreadsheet and chart reporting, and menu design.

Continuous Improvement Skills (30%): Training will be offered to all occupations. Training will address new processes and changes to support company growth without interrupting service. Training will include policy updates, changes in the industry, quality service, process control and leadership development.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. House of Blues spends approximately $20,000 per facility for training. Ongoing training consists of new-hire orientation, regulatory topics, sexual harassment prevention, and human resources training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

House of Blues will utilize qualified in-house trainers and vendors (if the need arises) to conduct training. Headquarters will keep administrative records and documentation related to this ETP proposal. The Company has retained Training Funding Source to provide administrative support and recordkeeping throughout the term. Additionally, the Company's Vice President of Human Resources, along with 4 staff members, will be responsible for overseeing administration and training delivery.

Director Occupation Overview

House of Blues will be including staff labeled as "Director," but these employees do not set company policy. The Company's Director occupation manages managers and supervisors and are responsible for long-term planning responsibilities and implementing actions to accomplish the Company's goals. They may also be tasked with day-to-day concerns when managers and supervisors are unavailable or stretched too thin.

Veterans Program

House of Blues is committed to hiring and training Veterans. This effort is supported by ETP through a higher reimbursement rate and other training incentives.

House of Blues has partnered with "Got your 6", a veteran empowerment organization promoting veterans as leaders, team builders, and problem solvers who have the unique potential to excel in certain jobs. With guidance from "Got your 6," House of Blues will train 40 incumbent Veterans (Job Number 2) and 20 newly-hired Veterans (Job Number 4).

Impact/Outcome

Training will enable House of Blues LA to remain competitive in an industry with changing demands and processes. As House of Blues grows and expands, employees will need to be equipped with a variety of skills to positively impact and address growth.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by House of Blues under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET15-0175	Los Angeles, Anaheim, San Diego	07/01/2014–06/30/2016	$294,650	$243,669 (83%)

DEVELOPMENT SERVICES

Training Funding Source, in Seal Beach, assisted with the development of this proposal for a flat fee of $2,900.

ADMINISTRATIVE SERVICES

Training Funding Source will also perform administrative services in connection with this proposal for an amount not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours
8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting- Understanding P&L's
- My Nation Website
- Budgeting/Financial Management/Forecasting
- Business Development
- Cash Handling Procedures
- Coaching
- Communication Skills
- Diversity/Creating a Respectful Workplace
- Email Etiquette
- Goal Setting
- Guest Service Skills
- Leadership
- New Menu Presentation
- Performance Management
- Planning/Organizing
- Product Knowledge
- Sales/Cold Calling
- Social Media Etiquette and Legal Ramification
- Special Event Contracts
- Team Building
- Time Management/Priority Setting

COMMERCIAL SKILLS

- Alcohol Training/Certification
- Booking Events
- Concert Management
- CPR/First Aid Response
- Equipment Operation
- Food Delivery, Handling & Safety
- Food Presentation
- Kitchen Waste Handling and Disposal
- Sanitation
- Legal Updates for the Workplace
- Live Entertainment Production
- Venue Security
- Social Media in the Workplace
- Sponsorship Processes
- Ticketing Processes
- Work Procedures

COMPUTER SKILLS

- Adobe (PDF, InDesign, Photoshop, Illustrator, etc.)
- Agile
- AtTask Training

- Caterease
- Cendyn
- CRUNCHTime
- Customer Relationship Management
- Hot Schedules
- INFOR Expense Management
- MICROS
- WorkDay HR Systems
- Reservation Systems
- ROME
- SharePoint
- SuccessFactors
- TMSS
- Zoom

CONTINUOUS IMPROVEMENT

- Change Management
- Health and Wellness
- Leadership Development
- Team Management
- Quality Service

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Lancaster Hospital Corporation dba Palmdale Regional Medical Center

Agreement Number: ET17-0334

Panel Meeting of: December 16, 2016

ETP Regional Office: North Hollywood **Analyst:** M. Paccerelli

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SET Medical Skills Training	Industry Sector(s):	Healthcare Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 4,721	U.S.: 4,721	Worldwide: 54,400
Turnover Rate:	9%		
Managers/Supervisors: (% of total trainees)	0%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$571,000		$105,300 30%	$0		$465,700

In-Kind Contribution:	100% of Total ETP Funding Required	$1,117,368

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate Medical Skills Training SET	MST Didactic & Clinical Preceptor, Cont. Improvement, Computer Skills	325	8-200 Weighted Avg: 60	0	*$756	$21.28
2	Retrainee Job Creation Initiative Priority Rate Medical Skills Training SET	MST Didactic & Clinical Preceptor, Cont. Improvement, Computer Skills	55	8-200 Weighted Avg: 200	0	$4,000	$13.73

*Reflects Substantial Contribution

Minimum Wage by County: Job Number 1 (SET Priority Industry): $21.28 per hour statewide; Job Number 2 (Job Creation): $13.73 per hour for Los Angeles County

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☐ Yes ☒ No ☐ Maybe

Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Registered Nurse (RN)		325
Job Number 2		
Registered Nurse		25
New Grad RN		15
Certified Nurse Assistant		15

INTRODUCTION

Founded in 1970, Lancaster Hospital Corporation dba Palmdale Regional Medical Center (PRMC) (www.palmdaleregional.com) is a 157-bed acute care hospital owned and operated by Universal Health Services (UHS). PRMC provides inpatient services (Medical/Surgical; Telemetry; Joint, Spine & Surgical; Intensive Care/Cardiac Care; Emergency Services; Gastrointestinal Laboratory; Cardiac Catheterization; Surgery and Post Anesthesia Care) and outpatient services (Laboratory, Diagnostic Imaging, Surgery, Bariatric Program, Wound Care, Hyperbaric, and Occupational/ Physical Therapy).

PROJECT DETAILS

This will be PRMC's third ETP Agreement within the last five years. In the prior Agreements, the training focused on cross-training of nurses transferring to new departments and the expansion of its Intensive Care; Medical Surgical; Joint, Spine & Surgical; OB Services; and Cardiac Units. The training also covered new equipment such as DaVinci Robots, Epidural Pumps, new Zoll R Series Defibrillators, and a Temperature Sensing Management System. The proposed training differs from and expands on training delivered in prior projects. Although some Curriculum course titles may be similar to the previous Curriculum, training will not be duplicated.

PRMC is Segment Elevation Myocardial Infarction (STEMI) certified by the American Heart Association and is one of only 33 STEMI Receiving Centers in Los Angeles County. The goal of a STEMI Receiving Center is to admit a patient who suffers an acute heart attack to a Cardiac Catheterization Laboratory for treatment within 90 minutes after the cardiac event occurs. PRMC has two Cardiac Catheterization Laboratories at its hospital. Training is integral in meeting this goal.

PRMC is continually growing and expanding to meet the healthcare needs of the population and patients. The Hospital recently expanded its Surgical Department and developed and implemented its Bariatric Surgery Program. PRMC's Bariatric Center is the only facility of its kind that serves the Northern Los Angeles County area (the greater Antelope Valley). Other important programs recently added include oncology specialty surgical and medical services, patient care and equipment. These new patient care programs require additional staff, education and training.

Additionally, PRMC is opening a new 27-bed Acute Rehabilitation Unit (ARU). This will be the only ARU to offer acute inpatient rehabilitation services in the greater Antelope Valley. The greater Antelope Valley area services a population of nearly 500,000 residents. Currently, patients living and working here have to travel at least 40 to 50 miles south to the nearest ARU facility. Training, education, and high-quality patient care are vital to the success for this specialized unit.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Newly hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

To staff the new ARU and expansion of services, PRMC has committed to hiring 55 employees (Job Number 2) during the term of this proposal. The additional new employees will allow PRMC to maintain adequate staffing ratios and support expanded hospital services.

The date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. Trainees will be hired into "net new jobs" as a condition of contract. As a feature of this program, the Substantial Contribution requirement will be waived for Job Number 2.

Training Plan

Training will take place at PRMC's facility in Palmdale and will be delivered by in-house subject matter experts and training vendors retained during the contract term.

Computer Skills (2%) - Training will be offered to all trainees to ensure they can navigate the Electronic Medical Recordkeeping system and document patient information electronically.

Continuous Improvement (18%) - Training will be offered to all trainees to improve staff's communication and critical thinking skills to enable them to work independently.

Medical Skills Training (MST) (80%)

The Panel has established a "blended" reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model. For this project, all nurses will participate in clinical skills training classes. Recognizing a higher cost of delivery for clinical skills training, the $22 per hour rate, will apply to both Didactic and Preceptor modes of delivery.

Classroom training (Didactic) will be provided to all nurses to learn the newest techniques and methodologies and assimilate best practices into the daily routine. Clinical Preceptor training will be delivered to nurses with emphasis on bedside skills in specific units. New nurses and incumbent nurses will be cross-trained to help them become familiar with patient acuity levels and the level of care that the hospital requires.

Special Employment Training (SET) Wage Modification

Under Special Employment Training (SET), the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage of $28.37 at the end of retention.

Trainees employed in a priority industry qualify for a SET wage modification up to 25% below the statewide average hourly wage. PRMC requests this wage modification to $21.28 for trainees in Job Number 1.

Substantial Contribution

PRMC is a repeat contractor with payment earned in excess of $250,000 and a former Substantial Contributor at the 15% level within the past five years (see Prior Project Tables below). Accordingly, reimbursement for trainees at this facility in Job Number 1 will be reduced by 30%, to reflect the hospital's $105,300 Substantial Contribution to the cost of training. The Substantial Contribution requirement is waived in Job Number 2 for Retrainee-Job Creation trainees.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. The Hospital's annual training budget is $2M which includes training for UHS Leadership, Point of Care Testing, UHS Regulatory, HealthStream Competencies, Cerner Updates, Disaster Drills/Preparedness, Forensic, and basic job-specific skills training. PRMC will continue safety training in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  PRMC's Education Department will oversee all administration under the supervision of the Director of Human Resources/Education. As a repeat ETP contractor, PRMC has well-established internal administrative procedures to capture training according to ETP guidelines.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performances by PRMC under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET14-0343	Palmdale	05/05/2014-05/04/2016	$497,090	$497,090 (100%)
ET11-0344	Palmdale	06/06/2011-06/05/2013	$498,960	$490,921 (98%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours
8-200 Trainees may receive any of the following:

MEDICAL SKILLS TRAINING – CLINICAL PRECEPTOR

- **Behavioral Health/Psychiatric Acute Care Services Unit**
  - Patient Assessment & Care
  - Care of Pediatric/Adolescent Psychiatry Patient
  - CPI
  - EMR (Electronic Medical Record) Patient Documentation
- **Emergency Department Training**
  - Emergency Room Nursing Skills
  - Emergency Room Nursing Patient Care
  - OB Nursing Care
  - Triage Nursing Skills
  - Care of Pediatric Patients
  - Emergency Room Care Patient with Acute Coronary Syndrome
  - Emergency Room Care Patient with Acute Stroke
  - EMR (Electronic Medical Record) Patient Documentation
- **Intensive Care Unit/Critical Care Unit Training**
  - Critical Care Nursing Skills
  - Patient Assessment & Care
  - Intra-Aortic Balloon Pump (IABP)Therapy
  - Intracranial Pressure Monitoring & Ventriculostomy
  - Hemodynamic Monitoring
  - Pre and Post-Operative Care
  - Care of Trauma Patient
  - Ventilator & Tracheotomy Care
  - Care of the Therapeutic Hypothermia Patient
  - Pre and Post Open Heart Care
  - Pre and Post-Acute Coronary Syndrome
  - EMR (Electronic Medical Record) Patient Documentation
- **GIP (General Inpatient) Care Unit**
  - Patient Assessment & Care
  - Transitional Care & Hospice Care Collaboration
  - Palliative Nursing Care
  - EMR (Electronic Medical Record) Patient Documentation
- **Medical/Surgical Unit Training**
  - Patient Assessment & Care
  - Medical/Surgical Nursing Skills
  - Pre and Post-Operative Care
  - Bariatric Nursing Skills
  - Orthopedic Nursing Skills
  - Oncology Nursing Skills

- Spinal Surgical Nursing Skills
- Stroke care and Nursing Skills

- **Obstetrics Training (ED, AS and RT)**
  - Patient Assessment & Care
  - Antepartum, Labor, Delivery and Postpartum Skills
  - Neonatal Nursing Skills
  - Neonatal Resuscitation Provider (NRP)
  - EMR (Electronic Medical Record) Patient Documentation

- **Operating Room and Post-Anesthesia Care Unit (PACU) Training**
  - Patient Assessment & Care
  - Trauma Nursing Skills
  - Peri-operative Nursing Skills
  - Pre and Post-Operative Care
  - EMR (Electronic Medical Record) Patient Documentation

- **Pediatric Services Unit**
  - Care of Pediatric Patients (Acute Care, Intensive Care)
  - Patient Assessment & Care
  - Pre & Post-Operative Care
  - EMR (Electronic Medical Record) Patient Documentation

- **Rehabilitation Services Unit Training**
  - Patient Assessment & Care
  - Medical/Surgical Nursing Skills
  - Pre and Post-Operative Care
  - Post-Orthopedic Surgery Nursing Skills
  - Post-Trauma Injury Nursing Skills
  - Post-Neurological Injury Nursing Skills
  - Stroke patient care and Nursing Skills
  - ARU: EMR (Electronic Medical Record) Patient Documentation

- **Special Care Unit Training**
  - Patient Assessment and Care
  - Critical Care Nursing Skills
  - Ventilator & Tracheotomy Care
  - Hemodynamic Monitoring
  - Total Parenteral Nutrition
  - EMR (Electronic Medical Record) Patient Documentation

- **Surgical Services Unit Training**
  - Patient Assessment & Care
  - Trauma Nursing Skills
  - Surgical Nursing Skills
  - Pre and Post-Operative Care

  - EMR (Electronic Medical Record) Patient Documentation

- **Telemetry Unit Training**
  - Care of the Cardiac Patient
  - EKG & Cardiac Monitoring
  - Dysrhythmia Interpretation
  - Telemetry Nursing Skills
  - Pre and Post-Operative Care
  - EMR (Electronic Medical Record) Patient Documentation

MEDICAL SKILLS TRAINING – DIDACTIC

- Acute Psychiatric Care
- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- ARJO: Safe Patient Handling Lift Equipment
- Arterial Blood Gas (ABG) Interpretation
- Behavioral Health Nursing Skills
- Basic Life Support (BLS)
- Body Mechanics
- Care of Bariatric Patient
- Care of the Cardiac Patient
- Care of the Neurosurgical Patient
- Care of Pediatric Patients (ED)
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Management
- Disaster Training
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Emergency Care of the Burn Patient
- Emergency Room Nursing Skills
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds and mattresses, etc.)
- Epidural Cather and Maintenance Nursing Skills
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Impella: Cardiac Assist Device Training
- Infection Control
- Intra-Aortic Balloon Pump Therapy (IABP)
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous (IV) Insertion & Therapy

- Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Malignant Hyperthermia Skills
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider (NRP)
- New Graduate Nursing Skills
- Nurse Orientation Training (for New Grads only)
- Nursing Diagnosis Skills
- Nursing Process Skills
- OB
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support (PALS)
- Peri-Operative Nursing Skills
- PICC Line Insertion
- Pre and Post-Operative Care
- Procedural Sedation Nursing Skills
- Psychiatric Nursing Skills
- Psychotropic Medications
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Surgical Nursing Skills
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Triage Nursing Skills
- Trauma Nursing Skills
- Ventilator and Tracheotomy Care
- Wound & Skin Care

CONTINUOUS IMPROVEMENT

- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Communications Skills
- Conflict Resolution Skills
- CORE Measures
- Crisis Prevention Intervention (CPI)
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Service Skills
- Documentation Skills
- Lean Six Sigma

- Nurse Sensitive Indicators
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Preceptor Program Nursing Skills- New Hire and New Grad
- Performance and Quality Improvement and Procedures Skills
- Teach Back Method
- Team Building Skills
- Utilization Review

COMPUTER SKILLS

- Microsoft Office/Excel Skills (Intermediate and Advanced)
- Electronic Medical Records (EMR) Cerner Application Skills

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

RETRAINEE - JOB CREATION

Training Proposal for:

Live Nation Worldwide, Inc.

Agreement Number: ET17-0342

Panel Meeting of: December 16, 2016

ETP Regional Office: North Hollywood **Analyst:** E. Wadzinski

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative	Industry Sector(s):	Services Priority Industry: ☐ Yes ☒ No
Counties Served:	Los Angeles, San Diego, San Francisco	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 1,683	U.S.: 4,565	Worldwide: 7,736
Turnover Rate:	6%		
Managers/Supervisors: (% of total trainees)	18%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$270,000		$0	$0		$270,000

In-Kind Contribution:	100% of Total ETP Funding Required	$386,290

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement	552	8-200	0	$375	$16.46
				Weighted Avg: 25			
2	Retrainee Job Creation	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement	105	8-200	0	$600	*$13.72
				Weighted Avg: 30			

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: $16.48 per hour for Los Angeles County, $17.02 per hour for San Francisco County and $16.46 per hour for San Diego County Job Number 1; and Job Number 2 (Job Creation): $13.73 per hour for Los Angeles County, $14.19 per hour for San Francisco County and $13.72 per hour for San Diego County.

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe

Up to $4.41 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
JOB NUMBER 1		
Administration		65
Artist Management		3
Engineering		99
Finance		54
Human Resources		20
Information Technology		60
Legal		3
Marketing		29
Operations		69
Product Management		26
Sales		20

Managers		57
Director		53
JOB NUMBER 2 – Job Creation		
Administration		9
Artist Management		3
Engineering		18
Finance		15
Human Resources		2
Information Technology		12
Marketing		9
Operations		15
Product Management		8
Sales		4
Managers		5
Director		5

INTRODUCTION

Founded in 2010 and headquartered in Beverly Hills, Live Nation Worldwide, Inc. (LNW) (www.LiveNation.com), a subsidiary of Live Nation Entertainment, Inc., is the leader in live entertainment and E-Commerce. As an event management company, LNW operates venues worldwide and is responsible for concert promotions for various artists. Training in this proposal will take place at 10 LNW locations (2 in Beverly Hills, 3 in Hollywood, 1 in San Diego and 4 in San Francisco). This will be LNW's second ETP Agreement.

LNW is an organization of rapid growth in both the entertainment and technology industries. The Company has recently acquired businesses that include Front Gate, ESM Production, Two Toaster, GMajor, Philymack, C3 Presents and C&D. ETP funding will help LNW provide training to keep up with market demand, and bridge gaps in skill development. The curriculum outlined in this proposal will also assist LNW to invest in employees by providing job skills and knowledge that provide opportunity for job advances with more responsibility and higher pay.

During the first Agreement, the Company experienced a shift in their training model; and although training was provided, LNW did not meet all of their original training goals. Half way through the term of the agreement, LNW shifted gears to concentrate on building talent internally to better meet business objectives and help employees advance in their careers. LNW is constantly shifting to establish themselves as a leading live entertainment provider; thus, with rapid pivoting comes the need to quickly adapt training plans to match the needs of the organization. Training shifts to adapt to the changing marketplace. In an effort to meet the training goals in this ETP project, LNW project staff states they have appropriately targeted the number of trainees outlined in the training plan. The Company has also taken into consideration potential changes that could occur over the next two years and states that with more modest training targets LNW's training goals will be met. LNW did create an estimated 243 (74%) of the planned 328 jobs initially outlined in the prior ETP Agreement. However, as a result of changes related to its business model of building talent internally, the Company was unable to fully meet its job creation projections.

Training in the first Agreement focused on sales and the upgrade of the recently acquired Ticketmaster's 40-year old equipment and technology for ticket sales and ongoing program upgrades. In this Agreement training will focus on the implementation of Workday, a global software solution which LNW is implementing in 3 phases, the first of which began in late 2016 and is on track to be completed by the middle of 2018. LNW has invested $1.5 million in equipment for this Human Capital Management system. This system will serve as LNW's core recruiting, hiring, onboarding, timekeeping/absence, pay, performance/talent management, compensation planning, and payroll system. Training is being aligned with a phased approach for all employees and managers across all departments.

Training will also include skills to support the continuing growth and expansion of LNW through newly acquired businesses with skills to achieve the following:

- Grow onsite revenue & re-invest in our venues and staff
- Grow online and mobile advertising
- Establish Live Nation as a self-operator at concert venues
- Give clients the ability to sell to multiple stores
- Enhance the guest experience at all Live Nation Events

Trainees will also receive continuing training in Business and Commercial Skills to increase product knowledge and prepare them for changing tasks associated with new business, changing technology, event production and promotion, performance management, and marketing. Training will increase efficiency and improve employee skill sets.

PROJECT DETAILS

Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

LNW has committed to hiring 105 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

LNW is rapidly growing and has recently acquired businesses including Front Gate, ESM Production, Two Toaster, GMajor, Philymack, C3 Presents and C&D. These new positions will support the expansion of LNW's ten locations to support newly acquired businesses. These new positions also support investment in new venues. These positions will help grow LNW's customer base and increase ticket sales through a portfolio of festivals globally and expansion into international music markets. The estimated 105 newly created positions outlined in this proposal is a modest estimate that will ensure LNW meets its Job Creation goal outlined in this proposal. Occupations to be hired include Administration, Artist Management, Engineers, Finance, Sales/Marketing, Product Management, IT and Operations.

Business Skills (30%): Training will be delivered to all occupations. Training will be provided to improve leadership, customer service and communication skills; including how to build better rapport and support both colleagues and customers, develop flexibility in actions and work processes to better handle situations, listening to avoid misinterpreting others and communications to influence and motivate. Training will also include goal setting, report writing, budgeting, business development and accounting.

Commercial Skills (30%): Training will be delivered to Artist Management, Administration, Marketing, Operations, Product Management, Sales, Managers and Directors. Training will include skills on implementing methods for artist's/talent success, creating innovative and value-based plans to increase the chances of success. Trainees will also be provided with knowledge related to contractual and financial documents required in artist management and skills to identify concrete action plans for artists to accelerate and grow. Other skills training will include event planning, project scheduling and logistical arrangements.

Computer Skills (30%): Training will be delivered to all employees. This training will include software upgrades from Microsoft Office 2010 to Microsoft Office 2016; and Workday (HRIS), a cloud based human capital and financial management software solution. Training will help employees better navigate Live Nation ecommerce sites, select visual themes, set up products and inventory, collect and reverse payments, configure shipping, manage orders and customize templates, tags, filters and segments that flow into analytics to generate better reports about web traffic leading to more informed decisions to help marketing efforts.

Continuous Improvement (10%): Training will be delivered to Administration, Artist Management, Engineering, Finance, Human Resources, Information Technology, Legal, Marketing, Operations, Product Management, Sales, Managers and Directors. Training will provide skills in mapping techniques and shortcuts, setting process boundaries, customer value analysis, opportunities and the value of understanding problem statements, opportunity priorities, how to collect and measure data.

Commitment to Training

LNW's current training budget for the ten locations outlined in the proposal is approximately $400,000 per year. Historically training has focused on leadership development, performance management, service/sales, brand education, and internal systems. As the Company continues to grow, training is utilized to communicate change initiatives. LNW has invested in company trainers, train-the-trainer programs, training materials and communication strategies.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

LNW is ready to start training upon approval of this proposal and plans to use in-house trainers to provide training. If the need arises, the Company may utilize training vendor services. LNW has contracted with Training Funding Source to provide administrative support and recordkeeping throughout the term of this ETP agreement. The Company's Director of Organization and Talent, along with 2 staff members, will be responsible for overseeing administration and training delivery for this ETP project.

Impact/Outcome

Training will enable LNW to continue to grow, and increase individual and organizational productivity by providing training and knowledge designed to upgrade employee skillsets. The training plan outlined by LNW is designed to help employees grow with the Company.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by LNW under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned *$ %
ET15-0159	Hollywood, Beverly Hills, San Diego, San Francisco	07/01/14 – 06/30/16	$700,000	*$457,528 (65%)

*Based on hours entered into ETP systems, Contractor anticipates earning $457,528 of approved amount. Poor performance was due to a change in LNW's business objectives. Training needs were reassessed and training was postponed. Additionally, Contractor over estimated its need to hire and train workers (Job Creation). For this proposal, training needs have been carefully assessed and Job Creation carefully projected.

LNW representatives added that based on their most recent business call with their CEO, the Company has cited continued growth statistics including increased concert promotion in international markets which includes Japan, China, and South Africa. The Company has also experienced an increase of 400 new clients in a single quarter and a 100% renewal rate of their previous 12,500 clients. LNW has taken into consideration the Company's continued expansion in addition to more realistic expectations of job creation versus incumbent workers to address their training plan, there should not be a severe impact to our training plan.

LNW's internal training staff has expanded to further support the need for more training. The Company has added a new Training Coordinator, who is dedicated to scheduling and maintaining all training sessions and resources; and a training specialist who is creating a pre-planned training calendar with all of LNW's training offerings. This calendar will be advertised across the organization on all available communications (i.e. Employee Intranet, Email Communications, HR Business Partners) to ensure we are reaching our entire employee population.

DEVELOPMENT SERVICES

Training Funding Source in Seal Beach assisted the Contactor with the development of this proposal for an estimated fee of $6,900.

ADMINISTRATIVE SERVICES

Training Funding Source will also perform administrative services in connection with this proposal for an amount not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting - Understanding P&Ls
- Budgeting and Financial Management
- Business Development
- Business Writing
- Communication Skills
- Compensation Management
- Customer Service Skills
- Diversity Intelligence
- Goal Setting
- Hiring and Interviewing
- Leadership Development
- Marketing
- Product Knowledge
- Project Management
- RFP Response/Proposal Writing
- Sales & Influencing Skills
- Time Management

COMPUTER SKILLS

- ADP
- Adobe (PDF, InDesign, Photoshop, Illustrator, etc.)
- Agile
- Business Objects
- ConFoo - Web techno
- eCommerce
- ERP
- JQueryTO – (Javascript)
- Microsoft Office (Intermediate or Advanced)
- Oracle
- Zoom (Phone/Video Conference System)
- Professional scrum master
- Project Management Software
- ROME
- Sales Force
- SharePoint
- Wordpress
- Workday (HRIS)

CONTINUOUS IMPROVEMENT

- Change Management
- Process Improvement
- Team Management

COMMERCIAL SKILLS

- Advertising
- Artist Management
- Event Booking
- Concert Management
- Convention and Trade Show Organization
- Event Promotion
- Production
- Sponsorship Processes
- Ticketing Processes
- Venue Operations

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

Retrainee – Job Creation Training Proposal for:

Yahoo! Inc.

Agreement Number: ET17-0333

Panel Meeting of: December 16, 2016

ETP Regional Office: North Hollywood **Analyst:** M. Paccerelli

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Technology/IT Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles, Santa Clara, San Francisco, San Diego	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 6,000	U.S.: 8,000	Worldwide: 9,400
Turnover Rate:	9%		
Managers/Supervisors: (% of total trainees)	19%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$749,916		$4,940 (30% - Job 2)	$0		$744,976

In-Kind Contribution:	100% of Total ETP Funding Required	$1,915,494

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills; Computer Skills; Advanced Technology	675	8-200	0-34	$1,080	$17.02
				Weighted Avg: 60			
2	Retrainee Priority Rate (Sunnyvale location)	Business Skills; Computer Skills; Advanced Technology	38	8-200	0-34	*$302	$17.02
				Weighted Avg: 24			
3	Retrainee Job Creation Priority Rate	Business Skills; Computer Skills; Advanced Technology	5	8-200	0-34	$900	$17.02
				Weighted Avg: 45			

*Reflects substantial contribution

Minimum Wage by County: Job Number 1: $16.48 for Los Angeles County, $17.02 for San Francisco County and $16.46 for San Diego County. Job Number 2: $17.02 for Santa Clara County. Job Number 3 (Job Creation): $13.73 for Los Angeles County, $14.19 for Santa Clara and Francisco Counties and $13.72 for San Diego County.

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☐ Yes ☒ No ☐ Maybe

Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Account Manager & Sales Staff		153
Accounting/Finance Staff		30
Administrative Support Staff		100
Content/Product Management Staff		175
Information Systems Engineer		30
Network Engineer		30
Software Development Engineer		30
Technical Operations Staff		30
Manager & Supervisor		140

INTRODUCTION

Yahoo! Inc. (Yahoo) (www.yahoo.com) is a global Internet brand and digital media company that evolved into a global internet brand that has changed the way people communicate, access, share and create information.

In 1994, David Filo and Jerry Yang started a guide as a way to keep track of their personal interests on the Internet. Before long, they were spending more time on their lists of favorite website links. Eventually, the list became too long and unwieldy that they broke them into categories. When the categories became too full, they developed subcategories and the core concept behind Yahoo was born. Hundreds of people started accessing their guide. Realizing that they had a potential business on their hands, Mr. Filo and Mr. Yang incorporated Yahoo in 1996.

Since then, the Company has grown to become a global Internet brand and one of the most trafficked Internet destinations worldwide. Yahoo provides a variety of products and services. Many are personalized, including search, content, and communication tools – all used daily by hundreds of millions of users on the Web and mobile devices. Many of Yahoo's services are free to its users, and the majority of its product offerings are available in more than 45 languages and in 60 countries, regions and territories. Yahoo generates revenue by providing marketing services to businesses across the majority of its properties and by establishing paying relationships with users of its premium offerings.

PROJECT DETAILS

Training Plan

This will be Yahoo's fourth ETP Agreement within the last five years. The prior ETP contracts focused on its serving offerings and support of its newly-acquired companies such as Aviate (Mobile Android), Summly (News Aggregation/Summarization), Tumblr (Blogging), Qwiki (Automated Video Production) and Xobni (Customer Relationship Management).

As the Company pursues possible strategic alternatives, it continues to bolster the strength of its operating business in order to maximize its value in any scenario. It built new businesses across the fastest growing areas of digital advertising: mobile, video, native, social (known as "Mavens"). In 2015, Mavens delivered more than $1.6 billion of revenue, reflecting 45% growth year-over-year for the company.

The company recently announced a four-point plan this year with clear, decisive initiatives to further accelerate growth and improve profitability such as 1) play to its strengths to grow user engagement; 2) drive Mavens revenue growth (mobile, video, native, social); 3) simplify the business to improve execution; and 4) efficiently align resources.

Yahoo has a strategic plan to simplify and narrow its focus on areas of strength to fuel growth, drive revenue and increase efficiency. Yahoo will simplify its product portfolio to emphasize the products that distinguish the Company competitively and drive the most substantial portion of its users, revenue and market opportunities. For users, Yahoo will focus on three global platforms: Search, Mail and Tumblr, and four verticals: News, Sports, Finance and Lifestyle. For advertisers, Yahoo will focus on two core offerings: Yahoo Gemini and BrightRoll. Gemini combines its search and native ad offerings, while BrightRoll offers programmatic buying and selling tools for video, display and native advertising.

With its new strategic initiatives, the ETP-funded training will enhance its employees' knowledge, skills and abilities to focus on great products and customer service. Training in this proposal will be critical to ensure the drive for innovation continues, employees achieve the new initiatives, and the business can deliver on the new plan. Further, trainees must become cross-trained to be productive in multiple roles, and produce products and services across multiple technologies and platforms. Trainees must adapt quickly and excel in new markets and exhibiting their best technical skills and soft skills. The proposed training will be provided to trainees in Yahoo's locations in Los Angeles, Sunnyvale, Carlsbad and San Francisco.

Although some course titles may be similar in prior projects, Yahoo confirmed that there is no duplication of courses and the topics are updated and upgraded versions. With ETP funds, Yahoo will be able to expand the scope of training to a larger trainee population in various locations. Class/lab and Computer-Based training will be provided in the following:

Business Skills (70%): Training offered to all occupations include a wide range of sales/marketing tools, mobile processes, customer solutions, content development, network/traffic quality and other strategic skills. Training will help employees learn Yahoo's new and enhanced product and service offerings.

Computer Skills (10%): Training will be offered to all occupations. This training will include intermediate and advanced computer software to help trainees work effectively.

Advanced Technology (AT) (20%): Training will be offered to Engineers and Technical Operations Staff. As a global technology company in an intensely competitive marketplace, Yahoo must have a technical workforce skilled across many platforms and different types of technologies to develop the best solutions and experiences for its users. With technologies advancing faster every day, and new innovations discovered, trainees must have the most advanced technical skills.

AT will be delivered in highly technical learning environments, including special curricula, instructors and training labs. The costs for delivering AT training range from $3,000 to $5,000 per day, plus hardware, software, and setup costs. Some classes will be configured on a special network environment to simulate real-world scenarios. Additional software licensing was purchased so trainees can have as much simulated lab/hands-on training time as possible. The trainer-to-trainee ratio is 1:10 to allow for in-depth coverage and personal attention from the instructor.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

The internet industry is competitive and rapidly changing; thus, Yahoo is expanding its business capacity, adding new employees to existing functions in Account/Content/Product Management. Yahoo has committed to hiring and training five new employees (Job Number 3) to develop new ideas, provide better service to users, and support internal staff.

Trainees must be hired within the three-month period prior to Panel approval or during the term of contract. Newly hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage. Trainees will be hired into "net new jobs" as a condition of contract.

Substantial Contribution

Yahoo is a repeat contractor with earned in excess of $250,000 within the past five years. Yahoo was required to provide a Substantial Contribution of 15% in the Sunnyvale location for its most recent ETP Agreement. (See Prior Project Table.) Accordingly, reimbursement for trainees in this location (Job Number 2) will be reduced by 30% to reflect Yahoo's substantial contribution to the cost of training.

No substantial contribution will be assessed in the Los Angeles, Carlsbad and San Francisco locations (Job Number 1) and does not apply to Retrainee-Job Creation in all locations in Job Number 3.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Yahoo's current training budget is approximately $2M and covers basic, non-job-specific classes through a central corporate learning program, including basic communication, leadership, products overview and new hire orientation.

- Training Infrastructure

  Training will be delivered by in-house experts. Yahoo's Senior Director of Sales Learning & Development will oversee training and internal administration of this project. Yahoo has also retained an outside administrative consultant to ensure that all training records meet ETP compliance.

Impact/Outcome

Training will enable Yahoo to remain competitive in an industry with rapid and continuous changes in demands and processes. As Yahoo grows and expands, trainees must have the skills to adapt and excel in new markets, exhibiting their best technical skills and soft skills in multiple technologies and platforms.

Learning Management System

Yahoo uses Plateau Learning Management System developed by Success Factor to manage all training hours for employees. The system meets all ETP requirements and has been approved by staff to be used for ETP recordkeeping.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Yahoo under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET15-0180	Statewide	07/01/14 – 06/30/16	$1,402,604	*$1,283,847 (92%)
ET13-0120	Statewide	10/01/12 – 09/30/14	$749,040	$749,040 (100%)
ET10-0270	Statewide	11/02/09 – 11/01/11	$250,372	$211,413 (84%)

*ET15-0180: Yahoo submitted a Final Closeout Invoice on October 2016 with projected earnings of 92%.

DEVELOPMENT SERVICES

The Enterprise U in Santa Monica assisted with development for a flat fee of $5,000.

ADMINISTRATIVE SERVICES

The Enterprise U will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours
8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Sales & Marketing Tools and Techniques
- Analytics and Campaign Optimization
- Customer Solutions, Reviewing Content & Content Development
- Click Activity Research
- Editorial Tasks
- Network/Traffic Quality and Process/Content Guidelines
- Quality of Service Best Practices
- Fraud and Adult Team Guidelines and Updates
- Risk Mitigation and Risk Review
- Domain Blocking, Routing & Classification
- Creative Troubleshooting and Problem Solving
- Value Review Updates
- Partner Quality and Compliance
- Mobile Processes and Guidelines
- Ad Filtering
- Effective Communication
- Presentation Skills
- Managing Time and Priorities
- Competitive Product, Market & Technology Knowledge
- Project Management
- Customer Service
- Teambuilding
- Leadership Skills
- Interpersonal Skills
- Strategic & Innovative Thinking
- Financial Management
- Effective Decision-Making
- Aligning, Setting & Scoring Goals
- Navigating Through Change
- Negotiating Skills
- Managing Your Mail
- Accessible Design Essentials
- Automated Client Engagement
- Finding Actionable Insights & Crafting a Point of View for Clients
- Advertising Data Privacy
- Creating Ads
- Building a High Performance Culture
- Building Trust with Privacy
- Change Management
- Client Intelligence
- Code of Conduct for Technical Publishing
- Crucial Accountability
- Data Governance
- Marketing Frameworks
- Respect at Work
- Selling with Integrity

- Strategic Selling
- Security Awareness

COMPUTER SKILLS

- Intermediate & Advanced Microsoft Office suite and Data Tools (Word, Excel, Outlook, PowerPoint, Access, Project)
  - Access Tables and Queries
  - Excel Functions and Formulas
  - Excel Macros
  - Excel Pivot Tables
  - Excel Data Tools
  - Excel Shortcuts, Functions, Graphs and Automation
  - PowerPoint Mastering Presentations
  - PowerPoint Advanced
  - PowerPoint Animation
  - PowerPoint Templates and Master Slides
  - Project Fundamentals
  - SQL Essentials
  - MySQL
- Graphics Applications and Web Programming Tools
  - Photoshop
  - Flash
  - XML Technologies
  - Cascading Style Sheets
  - HTML
  - JavaScript
  - PHP
  - Twiki Tips
  - Ruby
  - FrontPage
  - Acrobat

ADVANCED TECHNOLOGY (Ratio 1:10)
(For Engineers & Information Technology Staff only)

- Agile Developer Essentials
- Android Programming
- Apache Hadoop
- Application Security
- Be Agile
- C Programming
- Certified Scrum Master
- Certified Scrum Product Owner
- Cisco
- Continuous Integration Build Pipeline
- Django
- Geek Week
- GitHub
- Incident Management
- iOS Programming
- ITIL

- Java Performance Tuning
- Kanban for Development and IT/OPS
- Monitoring and Metrics
- Multiplatform Programming
- Network Essentials
- Network Security
- Ninjaneering workshop: Clean Code Practices
- Node.js Introduction
- Oracle/Essbase
- Perl Essentials
- PHP Essentials
- Pig Development
- Python
- RHEL Performance Tuning
- Ruby
- Software Lifecycle Methodologies (UML, Agile, Scrum)
- SQL
- Technical Excellence Boot Camp
- Testing and Refactoring (C++, Java, Javascript)
- Turning Innovation into Intellectual Properties
- Web Services Development
- Yahoo Advertising Platforms
- Yahoo Technology Ecosystem
- YUI
- HTML
- JavaScript
- Mojito
- Node.js
- Cascading Style Sheets
- Service Oriented Architecture

CBT Hours
0 – 34

BUSINESS SKILLS

- Accessible Design Essentials (1)
- Agile Essentials (1)
- Apt: International Inventory Search Overview (1)
- Apt: Search Inventory Overview (1)
- Apt: Using Content Topics & Content Types (1)
- BOOM and Business Objects (1)
- Device and Application Monitoring and Metrics for SE&O (1)
- Digits Source of Truth (1)
- GitHub Set-Up Guide (1)
- Globalization Essentials (1)
- GQ1 CR1 thru CR3 Mechanical Operations 101 (1)
- Hadoop Essentials (1)
- How Yahoo! Makes Money Through Advertising (1)
- Intro to Kanban for IT/DevOps (1)
- Introduction to BCP for SE&O (1)
- L3 DSR Load Balancing (2)
- Load Balancing at Yahoo! (1)
- Mobile Development Essentials (1)

- OSM Demo (1)
- Procure-to-Pay Training (1)
- Respect at Work (1)
- Respect at Work for Managers (2)
- Templating Essentials (1)
- Understanding Advertiser Analytics (1)
- Y!CRM Technical Escalation Service Requests (1)
- Y!CRM/RMX On Demand Part 1: Account Creation (1)

COMPUTER SKILLS

- Photoshop Techniques Part 1 (2)
- Photoshop Techniques Part 2 (2)
- Photoshop Techniques Part 3 (2)

Note: Reimbursement for retraining is capped at 200 total hours per-trainee, regardless of method of delivery. CBT is capped at 50% of total training hours, per trainee.

RETRAINEE - JOB CREATION

Training Proposal for:

AHMC Anaheim Regional Medical Center, LP

Agreement Number: ET17-0307

Panel Meeting of: December 16, 2016

ETP Regional Office: San Diego **Analyst:** M. Ray

PROJECT PROFILE

Contract Attributes:	SET Priority Rate Retrainee Job Creation Initiative Medical Skills Training	Industry Sector(s):	Healthcare Priority Industry: ☒ Yes ☐ No
Counties Served:	Orange	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 5,000	U.S.: 5,000	Worldwide: 5,000
Turnover Rate:	13%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$435,600		$121,520 30%	$0		$314,080

In-Kind Contribution:	100% of Total ETP Funding Required	$864,258

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET Priority Rate Medical Skills Training	MS - Didactic, MS - Clinical with Preceptor, Computer Skills, Cont. Imp.	560	8 - 200 Weighted Avg: 40	0	$503	$22.00
2	Retrainee SET Priority Rate Medical Skills Training Job Creation Initiative	MS - Didactic, MS - Clinical with Preceptor, Computer Skills, Cont. Imp.	12	8 – 200 Weighted Avg: 135	0	$2,700	$22.00

Note: Job Number 1 reflects 30% Substantial Contribution.

Minimum Wage by County: Statewide Average Hourly Wage: $28.37
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☐ Yes ☒ No ☐ Maybe
Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Registered Nurse		364
New Graduate Registered Nurse		59
Licensed Vocational Nurse		4
Technician/Technologist		69
Respiratory Care Practitioner/Therapist		43
Pharmacy Staff		13
Administrative Support		8
Job Number 2		
Registered Nurse		3
New Graduate Registered Nurse		7
Licensed Vocational Nurse		2

INTRODUCTION

AHMC Anaheim Regional Medical Center LP (Anaheim Regional) was acquired by AHMC Healthcare, Inc. in 2004 along with six hospitals to form the current AHMC Corporation. AHMC Healthcare has six hospitals in Southern California (cities of Anaheim, Whittier, San Gabriel Valley, Garfield, Monterey and El Monte). Each hospital operates autonomously. This proposal is only for Anaheim Regional (www.anaheimregionalmc.com). This is the fourth ETP Agreement between AHMC and ETP, the fourth in the last five years.

As an acute, 233 bed care facility, Anaheim Regional provides various services including obstetrics, general surgery, diagnostic imaging, gastroenterology, critical care, orthopedics and spine institute, geriatric, sexual assault response team, cardiology and vascular, emergency, rehabilitation, medical/surgical, neonatal intensive care, oncology, stroke programs, and rehabilitation programs. Anaheim Regional serves North Anaheim, South Fullerton, La Habra, and the La Mirada populations. Although the Hospital is not a trauma center, it continues to be the second highest volume of cardiac surgeries and the fifth busiest emergency department in Orange County.

Anaheim Regional is eligible for ETP funding under Special Employment Training (SET) provisions for frontline workers. The hospital qualifies for ETP's Priority Industry reimbursement as a healthcare employer.

PROJECT DETAILS

This is Anaheim Regional's fourth ETP Agreement. In its previous projects, Anaheim Regional was able to improve the skills of its Registered Nurses (RNs), including New Graduate RNs, as well as other allied healthcare professionals. Past training focused on an improved administration model to meet quality goals and training for patient care. The second Agreement focused on skills training to implement a strategic realignment to support new staffing demands brought by expansion of cardiac unit, addition of telemetry unit to another floor of the hospital, $6.5M investment in new medical equipment, and budget constraints due to the implementation of the healthcare reform.

Anaheim Regional completed its most recent project early (end term November 2016). In that Agreement, the Hospital was able to provide extensive training to support hospital-wide and system-wide process improvements to promote advanced job skills, improve the patient care experience, and maintain a high performing workplace. During the contract term, the Hospital was able to open a "Fast Track" unit in its Emergency Department, market its new certified stroke center program, and expand its surgical services to its patients.

In this proposal, Anaheim Regional has identified the following changes in programs and services that drive the need for training:

- As a designated Primary Stroke Center, the Hospital is committed to providing in-house Interventional Radiology (IR) for stroke care rather than transferring patients to other hospitals. Increased education and skills training must be provided to caregivers and to maintain the Hospital's designation;
- The Hospital purchased $70,000 of new patient care equipment for peritoneal dialysis and renal replacement therapy to provide in-house services to critically ill patients rather than use a contracted vendor. Anaheim Regional also transitioned its Traction services in-house for faster service to patients. Training will focus on new equipment and new department processes to successfully provide quality care for patients; and

- Anaheim Regional is continually expanding its Emergency Department (ED). The Hospital will open a new 18-bed "Observation Unit" to provide an alternative to discharge or hospital inpatient admission of the ED patient. Training will be required for staff on new protocols, policies, and documentation required to care for this set of patients.

Retrainee - Job Creation

In support of job creation, the Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

With the expansion of its existing facility and initiatives discussed above, the Hospital has committed to hiring 12 RNs, New Graduate RNs, and Licensed Vocational Nurses (LVNs) (Job Number 2). The date-of-hire for all trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Training will allow the Hospital to support the initiatives mentioned above and train in areas of electronic medical record utilization, frontline leadership skills, and various software systems including the new nurse call system. Several curriculum topics are repeated from prior agreements; however, the subject matter has been updated. There will be no duplication of training in those courses.

Training will take place at the Hospital's Anaheim facility and possibly at off-site vendor locations. Training will be delivered by in-house educators and various subject-matter experts and training vendors to be identified during the contract term.

Medical Skills (MS) Training (85%)

Medical Skills (MS) training is crucial in supporting new and upgraded healthcare programs and services mentioned above. Approximately 433 RNs (including 66 New Graduate RNs), 69 Technicians, 6 LVNs, 43 Therapists, and 13 Pharmacy Staff will participate in Clinical Preceptor and Didactic training classes. MS training will provide trainees with skills to be successful in their job functions in areas such as chemotherapy, protocols, medication management and compounding, emergency care, nuclear medicine, ultrasound, mammography, and CT and standard x-rays. Trainees will be assigned to a specific hospital unit where they will complete Clinical Preceptor Skills training under an assigned "preceptor."

The Panel has established a reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical with Preceptor model. This blended rate, $22 per hour, will apply to both the Didactic and Clinical with Preceptor modes of delivery. The standard class/lab rate of $18 per hour for priority industries will apply to Computer Skills and Continuous Improvement training.

Computer Skills (5%)

Training will be offered to all incumbent and newly-hired trainees. Training topics include Database for Physician call panels, Intermediate and Advanced Microsoft Office, and Online Resources and Applications Skills. Training in Electronic Medical Records Application Skills is planned to include daily progress notes with a goal to have the entire patient record in the system, reduction the majority of paper chart. Overall, training will help trainees become more proficient at processing information, reviewing patient results, accessing reports, and tracking medical data.

Continuous Improvement (10%)

Training will be offered to all occupations. Course topics in Customer Service, Communication Skills, and Conflict Resolution training will focus on providing excellent customer service. Preceptor Skills training will provide frontline leaders with skills necessary to be an effective Clinical Preceptor. Frontline Leadership Skills will ensure trainees effectively assume responsibilities as leads in their departments.

Commitment to Training

Anaheim Regionals current annual training budget is approximately $2M for all training including nurse service orientation; preceptor program; annual skills day; annual re-orientation update; initial and ongoing EMR training; PALS, BLS, ACLS, and NRP Certification and Recertification; as well as mandatory frontline supervisory training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  Two Education Department staff members will be dedicated to scheduling, enrolling trainees, uploading training hours, and meeting with ETP staff. Each department participating in training will be responsible for completing attendance rosters and submitting them to the Education Department.

Impact/Outcome

Funding will enable Anaheim Regional to provide enhanced quality patient care, implement advanced technologies, and effectively utilize lifesaving equipment needed to remain competitive. Training will help improve organizational efficiency and patient safety.

Special Employment Training

Under SET, the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period.

Priority Industry Wage Modification

For trainees employed in a priority industry, the Panel may modify the SET Wage up to 25% below the statewide average hourly wage. Anaheim Regional requests the wage modification from $28.37 to $21.28 for trainees in Job Number 1.

Substantial Contribution

Anaheim Regional is a repeat contractor with payment earned in excess of $250,000 at the same location within the last five years (see Active Project Table). Note: During the approval of the ET13 Agreement, AHMC Corporation had earned over $1M cumulatively within five years. Therefore, a 50% High Earner Reduction (HER) was applied.

With approval of ET15, the Panel applied a 30% Substantial Contribution in accordance with ETP regulations on projects funded during this period. ETP regulations state that the second application shall be no less than 30% and not to exceed 50%. Accordingly, for this new proposal, reimbursement for retrainees (Job Number 1) will be reduced by a second substantial of 30% in

accordance to the current ETP regulations to reflect the Company's $121,520 Substantial Contribution to the cost of training. Substantial Contribution is not applicable to Job Creation, thus Substantial Contribution does not apply to Job Number 2.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Anaheim Regional under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET15-0307	Anaheim	11/24/14 – 11/23/16	$326,878	$326,878 (100%) ($147,962 projected incumbent earnings)
ET13-0157	Anaheim	10/1/12 – 9/30/14	$382,360	$382,360 (100%) ($127,252 incumbent earnings)
ET11-0349	Anaheim	6/27/11 – 6/26/13	$199,440	$199,440 (100%) ($199,440 incumbent earnings)

*ET15-0307: The last day of ETP training was 4/28/16. Anaheim Regional documented a total of 21,431 eligible training hours to equal 100% of the Agreement amount ($326,878) for 424 trainees who completed retention. The final invoice closeout was submitted on 9/3/16 and is currently being processed by ETP.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Flex-ED of Chino has been retained to provide Medical Skills training for a fee of $7,500 per month. Other trainers will be identified for ETP recordkeeping purposes, as they are retained by Anaheim Regional.

Exhibit B: Menu Curriculum

Class/Lab Hours

8 – 200 Trainees may receive any of the following:

MEDICAL SKILLS TRAINING – DIDACTIC

- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Baby Friendly Training
- Basic Life Support (BLS)
- Behavioral Health
- Birth and Beyond Training
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of Psychiatric Patients in Medical Setting
- Care of the Cardiac Patient
- Care of the Neurosurgical Patient
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Mgmt.
- Dialysis: Peritoneal & CRRT
- Dysrhythmia Recognition & Interpretation
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginners& Advanced)
- Emergency Department Nursing Skills
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds and mattresses, etc.)
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Infection Control
- Intra-Aortic Balloon Pump Therapy (IABP)
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous (IV) Insertion & Therapy
- Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Neonatal Intensive Care Unit (NICU) Nursing Skills
- Neonatal Resuscitation Provider (NRP)
- Neonatal/Infant Pain Scale (NIPS)
- New Graduate Nursing Skills
- NIH Scale- Neurological Assessment
- Nursing Process Skills
- OB Trauma
- Oncology Nursing Skills
- Orthopedic Nursing Skill
- Ostomy & Continence Care
- Patient and Family Education
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support (PALS)

- Peri-operative Nursing Skills
- Pre and Post Operative
- Procedural Sedation
- Rapid Response Skills
- Regulatory Update (Joint Commission, CMS, MERP, CDPH,Stroke etc)
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- S.T.A.B.L.E.
- Safe Patient Handling Skills
- Surgical Nursing Skills
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Trauma Nursing Skills
- Triage Nursing Skills
- Ventilator and Tracheotomy Care
- Wound & Skin Care

PHARMACY TRAINING

- Chemotherapy Compounding Training
- Clinical.Pharmacy Protocols Training
- Medication Use, Process, and Distribution
- Pyxis.Automated Dispensing Cabinets
- Sterile.Compounding Intravenous Admixture
- Code Team

TECHNICIAN/TECHNOLOGIST TRAINING

- MRI equipment operations/procedures training
- Nuclear Medicine Skills Training
- Vascular and non-vascular ultrasound Skills Training
- Obstetric early and term ultrasound study Skills
- CT equipment operations/procedures training
- Mammography procedures skills training
- X-ray Procedure Skills Training

MEDICAL SKILLS – CLINICAL WITH PRECEPTOR

EMERGENCY DEPARTMENT TRAINING

- Emergency Room Nursing Skills
- OB Trauma Nursing Skills
- Triage Nursing Skills
- Care of Pediatric patients
- Stroke Assessment and care
- Downtime procedures

TELEMETRY UNIT TRAINING

- Care of the Cardiac Patient
- EKG & Cardiac Monitoring
- Dysrhythmia Interpretation
- Telemetry Nursing Skills
- Pre and Post-Operative Care
- Intravenous (IV) Therapy
- Oncology Nursing Skills
- Fundamental Nursing Skills.
- Downtime procedures

INTENSIVE CARE UNIT/CRITICAL CARE UNIT TRAINING

- Critical Care Nursing Skills
- Patient Assessment & Care
- Intra-Aortic Balloon Pump (IABP)Therapy
- Dialysis: Continuous Renal Replacement Therapy
- Intracranial Pressure Monitoring & Ventriculostomy
- Hemodynamic Monitoring
- Pre and Post-operative Care
- Ventilator & Tracheotomy Care.
- Downtime procedures

OPERATIVE ROOM & POST ANESTHESIA CARE UNIT TRAINING

- Patient Assessment & Care
- Trauma Nursing Skills
- Peri-operative Nursing Skills
- Pre and Post-Operative Care

MEDICAL/SURGICAL UNIT TRAINING

- Patient Assessment & Care
- Medical/Surgical Nursing Skills
- Pre and Post-Operative Care
- Dialysis: Peritoneal
- Orthopedic Nursing Skills
- Management of the Renal Transplant Surgical Patient
- Oncology Nursing Skills
- Palliative Care Nursing Skills.
- Fundamental Nursing Skills.
- Downtime procedures

NEONATAL INTENSIVE CARE UNIT (NICU) TRAINING

- Neonatal Intensive Nursing Skills
- Neonatal/Infant Pain Scale (NIPS)
- Newborn Care Nursing Skills
- Palliative Care
- Patient Assessment & Care
- Downtime Procedures

OBSTETRICS UNIT TRAINING

- Patient Assessment & Care
- Antepartum, Labor, Delivery and Postpartum Skills
- Neonatal Nursing Skills
- S.T.A.B.L.E.
- Advanced Electronic Fetal Monitoring
- Downtime Procedures

PHARMACY TRAINING

- Chemotherapy Compounding Training
- Clinical. Pharmacy Protocols Training
- Electronic Medical Record Application Skills
- Medication Use, Process, and Distribution
- Pyxis Automated Dispensing Cabinets
- Sterile Compounding Intravenous Admixture
- Code Team

RESPIRATORY CARE PRACTITIONER/THERAPIST TRAINING

- Clinical Respiratory Protocol Training
- ABG Puncture & Interpretation
- Mechanical Ventilation Management

- Non-Invasive Ventilation
- Medication Delivery Competency

TECHNICIAN/TECHNOLOGIST TRAINING

- MRI equipment operations/procedures training
- Nuclear Medicine Skills Training
- Vascular and non-vascular Ultrasound Skills Training
- Obstetric early and term ultrasound study Skills
- CT equipment operations/procedures training
- Mammography procedures skills training
- X-ray procedure skills Training

COMPUTER SKILLS

- Computer Programs & Systems
- Database for Physician call panels
- Electronic Medical Records Application Skills
- Microsoft Office (Intermediate and Advanced)
- Online Resources and Application Skills

CONTINUOUS IMPROVEMENT

- Case Management/Discharge Planning
- Communications Skills
- Conflict Resolution Skills
- CORE Measures
- Crisis Prevention Intervention (CPI)
- Critical Thinking Skills
- Creating and analyzing reports
- Culturally Appropriate Care
- Customer Service Skills
- Documentation Skills
- Frontline Leadership Skills
- Interpersonal Skills
- Internal Management
- Lean/Six Sigma
- Organization and Time Management Skills
- Organizational Culture
- Preceptor Skills (train-the-trainer)
- Performance and Quality Improvement Procedure Skills
- Registration & Verification of Insurance
- Statistical Analysis
- Team Building Skills
- Value Based Purchasing

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

RETRAINEE - JOB CREATION

Training Proposal for:

Altman Specialty Plants, Inc.

Agreement Number: ET17-0175

Panel Meeting of: December 16, 2016

ETP Regional Office: San Diego **Analyst:** J. Davey

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative HUA	Industry Sector(s):	Agriculture Priority Industry: ☒ Yes ☐ No
Counties Served:	Monterey, Riverside, San Diego	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 1,965	U.S.: 2,616	Worldwide: 2,616
Turnover Rate:	17%		
Managers/Supervisors: (% of total trainees)	7%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$326,890		$26,136 15% Job Number 1 only	$0		$300,754

In-Kind Contribution:	100% of Total ETP Funding Required	$405,705

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Hazardous Materials, PL-Commercial Skills	242	8-200 Weighted Avg: 40	0	**$612	$16.46
2	Retrainee Priority Rate HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Hazardous Materials, PL-Commercial Skills	237	8-200 Weighted Avg: 25	0	$450	*$12.00
3	Retrainee Priority Rate Job Creation	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Hazardous Materials, PL-Commercial Skills	64	8-200 Weighted Avg: 25	0	$500	*$13.72
4	Retrainee Priority Rate HUA Job Creation	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Hazardous Materials, PL-Commercial Skills	28	8-200 Weighted Avg: 25	0	$500	*$12.00

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

**Reflects Substantial Contribution.

Minimum Wage by County: San Diego - Job 1: $16.46; San Diego – Job Number 3: $13.72
Riverside/Monterey (HUA) – Job Number 2: $11.70; Riverside/Monterey (HUA, Job Creation) – Job 4: $10.00

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☐ Yes ☐ No ☒ Maybe
Up to $2.34 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 & 3, and up to $1.70 may be used to meet the Post-Retention wage for Job Number 2.

Wage Range by Occupation				
Occupation Titles	Wage Range		Estimated # of Trainees	
	Job 1	**Job 3 – Job Creation**	**Job 1**	**Job 3**
Administrative Staff			16	1
Distribution Staff			70	13
Managers			16	2
Production Staff			130	45
Supervisors			10	3
Occupation Titles - HUA	Wage Range		Estimated # of Trainees	
	Job 2	**Job 4 – Job Creation**	**Job 2**	**Job 4**
Administrative Staff			3	1
Distribution Staff			48	10
Managers			8	1
Production Staff			167	15
Supervisors			11	1

INTRODUCTION

Founded in 1975 and headquartered in San Diego, Altman Specialty Plants, Inc. (Altman) is a wholesale nursery. The Company provides a broad assortment of plants, flowers, shrubs, and other botanical products to retail nurseries, home and garden centers, and other stores throughout the southwest and western U.S. Altman operates growing centers in Vista, Salinas, and Perris which will participate in training. The Company's customers include The Home Depot, Lowe's Home Improvement, Orchard Supply & Hardware, and Walmart.

Altman is eligible as a single employer for standard retraining and priority-industry funding under the out-of-state competition provisions as a NAICS identified industry (crop production). All trainees are employed full-time (at least 35 hours per week) and are not seasonal workers.

HUA Wage Revisions from August Panel Proposal (Jobs 2 & 4)

This proposal was first presented to the Panel at the August Panel meeting. At that meeting, the Panel was concerned with those Altman Plant occupations that earned the minimum wage of $10.00 per hour, especially in light of the request for an HUA wage modification. In addition, the Panel requested information on Altman's overtime compensation. The Panel requested that Altman review its current minimum wages and increase the wages by 5% for $10.00 per hour occupations. As a result of the Panel's request, Altman has made the following changes:

- Removed 243 trainees at the lowest end of the wage spectrum in the overall Training Plan; those remaining in HUA are to receive wage increases at the completion of the retention period (Wage table below);

- Increased the lowest retention wage of trainees in Job 2, from $10.00 to $12.00 per hour (20% increase);
- Even though not required for Job Creation retrainees, Altman agreed to increase the lowest retention wage of trainees in Job 4, from $10.00 to $12.00 per hour (20% increase).

Per ETP HUA wage modification requirements, the following table illustrates the increase in wages at retention from the trainees' current wage for those occupations utilizing the HUA wage modification:

Occupation:	Wage Change ($ Increase (%+))			
	Job 2 (HUA) Current Wage:	Job 2 (HUA) Increase @ retention	Job 4 (HUA) Current Wage:	Job 4 (HUA) Increase @ retention
Administrative Staff				
Distribution Staff				
Production Staff				
Supervisors				

OVERTIME CALCULATIONS

During the August Panel meeting, the Panel was concerned about overtime compensation for those occupations that are considered Agricultural occupations (Production Staff). Altman states that it complies with current law in compensating its non-exempt employees for the hours they work. Specifically, certain agricultural employees (for example those who work in the fields) work under Industrial Welfare Commission (IWC) Wage Order No. 14. These employees are paid overtime for work in excess of 10 hours in a workday or 60 hours in a work week. Other agricultural employees performing different tasks such as preparing products for market (for example those employees who load trucks for delivery) work under Wage Order No. 13. Those employees are paid overtime for work in excess of 8 hours in a work day and 40 hours in a work week.

Altman continues to face stricter customer demands, such as including customer specific plant labeling, bar-coding, and plant containers, in a highly competitive wholesale nursery marketplace. The Company continuously introduces modern technological advances in machinery and operations to meet competitive pressures on price and production costs. To prevent passing along price increases to its customers, Altman must create greater efficiencies and streamline its operations.

This is the third ETP proposal for Altman, the third in the last 5 years. In its first ETP project, Altman provided its first formalized training in Business, Commercial, Computer, and Continuous Improvement skills to meet the demands of its customers, such as Lowe's and Walmart. Over 260 trainees at the Company's 3 facilities (Vista, Salinas, and Perris) received an average of 62 hours of training.

In its second ETP project, Altman provided cross-training in commercial plant propagation, planting, irrigating and other related skills. It also introduced Leadership Development to its

frontline supervisory and management staff to improve accountability and efficiency. Water conservation and the first steps in sustainability were also introduced to workers at all locations. In this third proposal, Altman will continue to provide necessary Leadership and Coaching & Counseling training to its frontline Supervisors and Managers. Because the Company grows over 5,000 different types of plants, it takes more than one training cycle to train its Production and Distribution Staff. In addition, the challenges of growing so many plant varieties and their respective environmental variables (climate, soil, and water), along with a changing regulatory environment, means that trainees need additional training to become proficient in plant propagation and growing techniques, as well as proper shipping and delivery requirements. Each year the Company tests 200-500 new plant varieties to determine what plants will be marketable and go into full production in the following year.

The training will differ from the previous project in the subject matter and will focus on motivating trainees to be more proactive in goal setting and planning. The Company will also provide more advanced skills in the Company's ERP application, Evolution. Most of this training will be delivered to its Administrative Staff (IT) who develop and maintain the system. Any repeat of curriculum provided in previous projects will be for trainees who, either did not receive it before, or will receive training in more advanced skills that build on previous training.

In an effort to be more efficient in its use and conservation of water, Altman plans to train its employees on best practices in irrigation management. Altman will also train on the use of its water recycling system which began during the last ETP Agreement. This system saves over 100 million gallons of water per year. This complex project continues to require training to maximize its usefulness. Training not only involves irrigation management as it relates to plant requirements, but also as it relates to new more efficient water irrigation systems currently in use.

Altman has also initiated a lean strategy process to improve its supply chain efficiency. The full implementation of this program will require a significant amount of training at each nursery site. Approximately 400-500 employees will receive up to 50 hours of training on the Lean Manufacturing.

PROJECT DETAILS

Training Plan

Altman will provide a customized range of class/lab and productive lab training skills that will give its employees the necessary tools and knowledge to improve productivity, quality, and efficiency. Trainees will receive most of their training in-house, however, a small portion of training will be provided by subcontracted training vendors.

Business Skills (25%): All trainees will receive training in Leadership, Project Management, Time Management, and other related business skills. These skills are needed for newly-hired staff to bring them up-to-speed in the skills and knowledge to do their jobs and also provide them with the knowledge to better understand their roles in the organization, to understand customer needs, and adapt to new functions as needed.

Commercial Skills (25%): Most of the trainees to receive this training will be Distribution and Production Staff; however, employees from other departments may receive some training in these skills. These skills are needed for newly-hired staff to become current in the skills and knowledge to do their jobs safely and efficiently. Trainees will receive training in Equipment Operation, Driving & Delivery Techniques, Growing Techniques, Merchandising, Order

Fulfillment and other skills related to the efficient production and delivery of the Company's products.

Computer Skills (25%): All trainees will receive customized training in the Company's Evolution ERP system**.** This training is necessary because Altman's IT Department is continually working to enhance this system. Additionally, selected trainees will receive training in Microsoft Office at the Intermediate or Advanced levels depending on individual need.

Continuous Improvement (25%): All trainees will receive training in Process and Quality Improvement and Lean Manufacturing. These skills will allow staff to improve growing and production techniques, meet customer requirements more effectively, and identify areas where continuous improvements can be made. Newly-hired staff will benefit from this training to stay current with skills and knowledge to do their jobs effectively and efficiently.

Hazardous Materials (HAZMAT) (5%): This training will be offered to Production Staff, Distribution Staff, Managers, Supervisors, and selected Administrative Staff on the proper handling and disposal of hazardous materials, including how to safely use, transport, and store pesticides and herbicides, and Material Safety Data Sheets. This training can also be a series of courses, specific to industry sectors involved in the transport of hazardous materials. However, Hazardous Materials training in this proposal focuses on the safe use and disposal of toxic herbicides and pesticides and does not lead to a certification.

Productive Laboratory (PL) (5%): Trainees may produce goods for profit as part of PL training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training.

Due to the nature of plant production, hands-on training is needed for new equipment, procedures, growing and harvesting techniques. Trainees work outdoors and must learn how to operate production equipment in that environment, where there is adequate space to operate equipment. Some of the equipment is used for plant propagation and production, involving soil preparation, planting, and harvesting, which can only occur at the work site.

Production Staff, Distribution Staff, Managers and Supervisors, will participate in PL. Trainer-to-trainee ratios will not exceed 1:3. (Most of the PL training will be conducted 1:1; however, there are some instances where it is more effective to conduct PL training in 1:3 ratios when trainees work in small teams). PL will focus on operating planting and related equipment: Soil Mixing machine, Transplanter Machine, Seeding Machines, Flat Filler Machines, Tricycle tractors, Robotic Equipment. Trainees may receive up to a maximum of 40 total hours of PL, within a range of 0-20 hours per course title in the curriculum, depending on individual need and job requirements.

Altman has provided a list of tasks trainees will perform and competencies they will achieve. Trainers will demonstrate the operation of the equipment and then observe trainees, correcting errors, and ensuring safe and proper techniques are used. Trainers will certify trainees once they are deemed competent. At the conclusion of PL, trainees will be competent in the safe operation, maintenance, and use of equipment or machinery to meet minimum productivity standards.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

Altman has committed to hiring 92 new employees (Job Numbers 3 and 4). Trainees must be hired within the three-month period prior to Panel approval or during the term of contract. Substantial Contribution requirement does not apply to Job Creation.
Altman intends to open new growing facilities in California and upgrade and expand current nursery facilities. This will necessitate the hiring and training of additional new employees, thus "net new" jobs will be created. The Company also plans to expand business capacity by acquiring or adding additional growing facilities.

Altman's business has grown to such an extent that it was able to add 692 new jobs during its most recent ETP contract. The Company anticipates a similar growth pattern and has conservatively estimated the number of new employees needed to accommodate its continued expansion. The Company is preparing two newly acquired facilities in San Diego County that will provide approximately 155 acres of growing space for products. This will increase its San Diego County growing operations by approximately 20%.

High Unemployment Area

The 265 trainees in Job Numbers 2 & 4 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in Salinas and Perris qualify for HUA status under these standards.

- Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Trainees in Job Number 2 (incumbent) must show a wage increase from their current lowest wage (see table below) to the ETP HUA post retention wage. It is estimated that of the 237 trainees in Job Number 2 a maximum of 30 will need a HUA wage modification.

Trainees in Job Number 4 (Job Creation) will be newly-hired within three months prior to the beginning term of the Agreement or during the Agreement and do not have to show a wage increase. However, Altman will increase the wages of all occupations except Manager at the end of the 90 day retention period.

Substantial Contribution

Altman is a repeat contractor with payment earned in excess of $250,000 at all three facilities combined within the past five years. Altman has received more than $250,000 in ETP funding for incumbent worker training conducted at the Vista location in 2 Agreements over the last five years. Therefore, a 15% substantial contribution will be applied to the total eligible amount for Job Number 1 only.

Commitment to Training

Altman does not currently budget for training. It does, however, provide training on an as-needed basis for new-hire orientation and mandatory and essential training such as OSHA safety training. In the past, the Company has only been able to provide minimal training.

Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Altman under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET15-0219	Statewide	8/1/14 – 7/31/16	$352,500	$352,500 (100%)
ET12-0430	Statewide	6/25/12 – 6/24/14	$279,720	$279,720 (100%)

DEVELOPMENT SERVICES

Altman retained Training Funding Source (TFS) in Seal Beach to assist with development of this proposal for a flat fee of $9,500.

ADMINISTRATIVE SERVICES

TFS will also perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours
8-200

Trainees may receive any of the following:

BUSINESS SKILLS
- Coaching and Counseling
- Leadership
- Meeting Facilitation

COMMERCIAL SKILLS
- Confined Space (training on how to follow procedures and work around tanks and other confined spaces)
- Driving and Delivery techniques
- Equipment Operations
- Forklift
- Growing Techniques
- Inventory Control
- Irrigation systems
- Merchandising
- Order Fulfillment
- Pay by Scan
- Planting
- Product availability
- Water recycling/efficiency

COMPUTER SKILLS
- Evolution (ERP software)
- MS Office (intermediate/advanced only)

CONTINUOUS IMPROVEMENT
- HACCP (Hazard Analysis and Critical Control Points)
- Process improvement
- Quality Improvement
- Lean Manufacturing

HAZARDOUS MATERIALS
- HazMat
- Hazardous Material Handling (Pesticides and Other Hazardous Materials)
- MSDS (Material Safety Data Sheets)

Safety Training is capped at 10% of a trainee's total training hours

PL Hours
0 – 40

COMMERCIAL SKILLS (1:3 Ratio)
- Production Equipment Operation and Maintenance

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. PL is capped at 40 hours per-trainee.

RETRAINEE - JOB CREATION

Training Proposal for:

HUB International Insurance Services Inc.

Agreement Number: ET17-0326

Panel Meeting of: December 16, 2016

ETP Regional Office: San Diego **Analyst:** K. Campion

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Veterans HUA	Industry Sector(s):	Insurance Priority Industry: ☐ Yes ☒ No
Counties Served:	Statewide	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 1,125	U.S.: 8,896	Worldwide: 8,896
Turnover Rate:	4%		
Managers/Supervisors: (% of total trainees)	13%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$295,310		$0	$0		$295,310

In-Kind Contribution:	100% of Total ETP Funding Required	$517,500

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee	Commercial Skills Computer Skills Continuous Impr.	637	8-200	0	$390	$15.60*
				Weighted Avg: 26			
2	Retrainee Job Creation Initiative	Commercial Skills Computer Skills Continuous Impr.	30	8-200	0	$800	$12.77*
				Weighted Avg: 40			
3	Retrainee Veterans	Commercial Skills Computer Skills Continuous Impr.	40	8-200	0	$572	$15.60*
				Weighted Avg: 26			

*It will be made a condition of contract that trainees will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: Job Numbers 1 & 3: $17.02 per hour for Contra Costa, San Francisco, and Santa Clara Counties; $16.48 per hour for Los Angeles County; $16.51 per hour for Orange County; $16.46 per hour for San Diego County; $16.10 per hour for Sacramento County; and $15.60 per hour for all remaining Counties; Job Number 2 (New Hire Wage): $14.19 per hour for Contra Costa, San Francisco, and Santa Clara Counties; $13.73 per hour for Los Angeles County; $13.76 per hour for Orange County; $13.72 per hour for San Diego County; $13.42 per hour for Sacramento County; and $12.77 per hour for all remaining Counties.

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe

Up to $3.62 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
JOB NUMBER 1 - Retrainees		
Admin & Accounting Staff		8
Client Consultant		260
Client Representative		165
Sales Associate		120
Supervisor/Manager		84
JOB NUMBER 2 (Retrainee Job Creation)		
Admin & Accounting Staff		8
Client Consultant		12
Client Representative		10

JOB NUMBER 3 (Veterans)		
Admin & Accounting Staff		5
Client Consultant		15
Client Representative		10
Sales Associate		5
Supervisor/Manager		5

INTRODUCTION

Founded in 1998, Hub International Insurance Services Inc. (HUB) (www.hubinternational.com) is a full-service insurance brokerage company that provides commercial insurance, personal insurance, employee benefits insurance and individual life, disability and Medicare insurance services for direct consumers and businesses. The Company also provides risk consulting and compensation consulting services to small and large employers. HUB's "niche" is the mid-sized employer business segment of the marketplace.

HUB's regional California facility is located in the City of Riverside. The Company has 34 additional offices across Northern and Southern California. Employees from 33 facilities will be trained under this Agreement.

PROJECT DETAILS

This is the second Agreement between HUB and ETP. In the prior Agreement, HUB provided computer application skills in the Company's new EPIC computer system and advanced sales and insurance training to new and incumbent workers. There will be no duplication of training delivered in the prior contract. Additionally, ETP funds will not be used to train employees in continuing education courses to obtain or maintain an insurance license.

Since the first ETP Agreement, HUB has grown from 25 offices in California to 34 through several acquisitions in 2015 and 2016. The Company continues seeking expansion of its market share. The Company has added three new and distinct insurance segments to attract new clients: Entertainment, Hospitality and Compensation Consulting. To be successful, the Company must train and educate its staff on each new segment so they can have a technical understanding of these products and services. The Company is also developing a Central Processing Unit all California offices can utilize for clerical insurance transactions. This centralized approach will allow the Company to streamline processing and improve processing times.

Additionally, technological advancements are driving the need for technical training. HUB recently implemented two new business management computer systems in 2015 and 2016 (EPIC and Benefit Point, respectively). HUB is also converting its sales revenue tracking system to a new enterprise-wide system. Ongoing training of workers on these systems will ensure the level of customer service required to retain its client base, service client's needs with a more streamlined approach, and support the revenue tracking needed to identify and track client risk analysis needs.

Retrainee - Job Creation

Over the last two years, HUB has experienced record growth in revenue and employee headcount. Specifically, the Company's California locations added over 130 net new jobs in 2016 alone due to internal growth and through acquisitions and anticipates adding another 100 over the next 2 years. For this proposal, the Company has committed to hiring 30 employees (Job Number 2). The net new increase in jobs is intended to support the expansion discussed above.

The date-of-hire for all trainees will be within the three-month period before contract approval or within the term-of-contract. Trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

The majority of training will be provided by in-house instructors; however, vendors may also be used. Hub estimates about 80% of training will be delivered through Class/Lab and approximately 20% will be delivered via E-Learning since the Company has many facilities across the State.

Commercial Skills (45%) – This training will be provided to all occupations to ensure workers have the skills necessary in the new products to provide superior customer service.

Computer Skills (45%) – This training will be provided to all occupations based on job functions. Trainees will learn how to effectively navigate the new/enhanced Computer Systems such as EPIC, Benefit Point, and CORE Client/Prospect Management System.

Continuous Improvement (10%) – This training will be provided to Sales Associates, Client Consultants and Supervisors/Managers who were not trained under the prior Agreement. These trainees will be provided with Coaching, Customer Service Skills, Leadership Skills and Team Building Skills to improve communication and leadership abilities of staff.

Veterans Program

The Panel has established a higher reimbursement rate and other incentives for training California veterans. Higher support costs are also available to reach participants for this program. HUB is committed to retraining 40 incumbent-worker Veterans who have served on active full-time duty in the Armed Forces (Job Number 3).

HUA

HUB has one facility (estimated 7 trainees) in the City of Visalia (Tulare County) in a High Unemployment Area, with unemployment exceeding the state average by at least 25%. However, HUB is not asking for a wage or retention modification.

Substantial Contribution

There is no Substantial Contribution applied to this proposal, as no single facility earned $250,000 in incumbent earnings under the prior Agreement.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. The Company spends in excess of $400,000 annually for training in California in

topics such as new hire orientation, continuing education certification, sexual harassment prevention, sales-related, and on-the-job training.

- Training Infrastructure

  This project will be administered by HUB's Operations Department at the Regional Office in Riverside. Each HUB office has an experienced Operations or branch "champion" responsible for ensuring training is properly captured and documented, and all ETP attendance rosters are sent to Riverside. One employee in Riverside will maintain all ETP attendance rosters. HUB has also retained a subcontractor to help with ETP administration.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by HUB under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET15-0199	Statewide	9/02/2014–9/01/2016	$312,450	**$312,450 – 100%** *Of which $205,650 was incumbent earnings*

DEVELOPMENT SERVICES

HUB retained Training Funding Source (TFS) in Seal Beach to assist with development of this proposal for a flat fee of $9,500.

ADMINISTRATIVE SERVICES

HUB also retained TFS to perform administrative services in connection with this proposal for an amount not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab & E-Learning Hours

8 – 200 Trainees may receive any of the following:

COMMERCIAL SKILLS

- Broker Standards
- Insurance Knowledge for Accounting
- Accounting Knowledge for Front Office Users
- Insurance Skills
- Entertainment Insurance for New California Vertical
- Hospital Insurance for New California Vertical
- Compensation Consulting for New California Vertical
- Marketing Skills
- Personal Lines Insurance
  - Peer-to-Peer Audit Skills
- Risk Analysis
- Sales/Business Development

COMPUTER SKILLS

- EPIC Training – Enhancements to the System
- Benefit Point Training – Enhancements to the System
- Customer Relationship Management (CRM)
- CORE Client/Prospect Mgmt. System
- MS Office Suite (incl. Excel, Word, PowerPoint, Adobe)
- Timekeeping (Kronos)
- VoIP Phone System – Avaya System

CONTINUOUS IMPROVEMENT

- Coaching Skills
- Customer Service Skills
- Leadership
- Team Building
- Time Management Skills

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

RETRAINEE - JOB CREATION

Training Proposal for:

Thales Avionics, Inc.

Agreement Number: ET17-0327

Panel Meeting of: December 16, 2016

ETP Regional Office: San Diego **Analyst:** M. Ray

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Manufacturing Multimedia/Entertainment Priority Industry: ☒ Yes ☐ No
Counties Served:	Orange	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 1,500	U.S.: 3,500	Worldwide: 64,000
Turnover Rate:	3%		
Managers/Supervisors: (% of total trainees)	18%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$305,400		$36,400 15%	$0		$269,000

In-Kind Contribution:	100% of Total ETP Funding Required	$610,128

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Advanced Technology, Business Skills, Computer Skills, Continuous Improvement	700	8 - 200 Weighted Avg: 19	0	**$290	$16.51
2	Retrainee Priority Rate Job Creation Initiative	Advanced Technology, Business Skills, Computer Skills, Continuous Improvement	100	8 – 200 Weighted Avg: 33	0	$660	*$14.22

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

**Reflects Substantial Contribution

Minimum Wage by County: $16.51 per hour for Orange County
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe
Up to $2.29 per hour may be used to meet the Post-Retention Wage for Job Number 1 only.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Numbers 1 and 2:		
Administrative Support		48
Aircraft Worker I		9
Aircraft Worker II		4
Operator		57
Engineer I		326
Engineer II		110
Technician I		84
Technician II		12
Sales I		3
Sales II		3
Supervisor		96
Manager		48

INTRODUCTION

Founded in 2009, Thales Avionics, Inc. (Thales Avionics) is a manufacturer of interactive in-flight entertainment (IFE) and connectivity systems for the airline industry such as Airbus and Boeing. The Company's brand, InFlyt Experience is installed in a variety of aircraft such as those operated by Airbus and Boeing. Thales Avionics offers a wide range of cabin systems designed to make flying a more enjoyable experience for passengers and crew before, during, and after flight. It delivers comprehensive solutions customized for each aircraft.

Thales Avionics, a subsidiary of Thales USA, Inc. (Thales USA) (www.thalesgroup.com), has four California locations: Irvine, Long Beach, San Jose, and San Francisco. This project will target training for workers at the Irvine location only.

This will be the second ETP Agreement between Thales Avionics and ETP, following its active project now in closeout. In its previous project, the Company was able to maximize its funding and complete the project early (See Active Projects Table).

PROJECT DETAILS

Company representatives report that growth in the global IFE market is stronger than in any other avionics segment. The speed of development in consumer technology is contributing to fast progress in this field, with improved features and higher levels of performance available at lower cost. These advancements continue to push the Company to expand its in-flight systems. For example, in April 2016, Thales Avionics introduced a 23-inch in-seat display, a new design to be offered as an option for the economy class. The new product will offer an unprecedented viewing experience for airline passengers on long-haul commercial flights.

In order to meet the continued increase in customer demand for IFE systems mentioned above, Thales Avionics has committed to the following business, technological, and process improvement initiatives:

1. Expand its Irvine facility – At end of 2015, Thales Avionics acquired its fourth building at its Irvine location. The new building is expected to open early 2017 and will serve as an additional 60,000 square-foot of office, laboratory, and manufacturing space;
2. Acquire $2.3M new software system – Installed in June 2016, the Company is currently in the introductory stages of a new Project Management Portfolio System called Primavera. Scheduled to be fully implemented in 2017, Thales Avionics must provide extensive software application skills to workers to improve planning, management, and execution of projects and programs across the business;
3. Implement new Lean-Agile principles – In 2016, Thales Avionics decided to implement Scaled Agile Framework (SAFe) for Lean-Agile software and systems development at an enterprise scale. This principle will require the Company to provide training its workforce on awareness, updated processes, and new/improved way of utilizing systems and software. As a result, training will improve productivity, improve quality, and boost employee engagement and job satisfaction.

With the help of ETP funding, Thales Avionics is once again poised to deliver a specific training program to successfully support these initiatives. This effort will be assisted by the parent company's Thales University, which has grown to seven full time employees, four of which are based in Irvine.

Retrainee - Job Creation

In support of job creation, the Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

In the last 24 months, Thales Avionics increased its workforce by 200 employees. To further support the expansion within the Company's existing facility, it has committed to hiring an additional 200 new workers in the next 18 months, of which, 100 net, new employees will be included in the proposed training plan (as shown in Job Number 2). The Company represents that the date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. The Company also represents that these trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

In this proposal, some curriculum topics are repeated from the prior agreement; however, Thales Avionics ensures that the subject matter has been updated and/or improved; thus, no duplication of training in those courses. Specifically, in areas of computer and advanced technology skills training as there are multitudes of specific topics related to the procedures used in the industry. In addition, newly-hired workers will come from different levels of knowledge and skills. As a result, the Company must provide training that will advance skills or close any skill gaps targeting specific roles and responsibilities of each job occupation. A more experienced worker will require a higher level of training and no trainee will be trained in the same level of training more than once.

Thales Avionics designed the proposed curriculum to build upon and enhance the training plan established in its first ETP Agreement. ETP training will begin upon approval and will be delivered at the Irvine location by in-house trainers and potential training vendors acquired during the training period. Training will be delivered via Class/Lab in the following:

Business Skills (30%) – Training will be offered to Administrative Support Staff, Sales Staff, Supervisors, and Managers. Course topics include Communication Skills, Customer Service Skills, Leadership Skills, Sales and Negotiation, Innovation, Finance Essentials, Change Management, Technical Writing Skills, Coaching Skills, and Team/Time Management to provide trainees with skills to effectively create business plans, unique selling proposition, product and service descriptions, market analysis, and operations plan.

Computer Skills (30%) – Training will be offered to Engineers and Technicians. Extensive training will focus on the new software system, Primavera, to allow the Company to improve company-wide performance at the enterprise level. Training topics also include SAP ERP, Database Administrator Skills, Internet & Web Application Skills, Multimedia & Information Technology, Orchestra, and ARCADIA (Architecture Analysis & Design Approach).

Continuous Improvement (30%) – Training will be offered to all job occupations. Course topics in Agile Practices, Six Sigma, Bid & Project, ISO, and Lean will provide trainees with skills necessary to continually improve productivity. Training will heavily focus on the Company's new lean agile principle mentioned above, Scaled Agile Framework (SAFe).

Advanced Technology (10%)

Thales Avionics will provide Advanced Technology (AT) training to its Engineers, Technicians, Operators, and select Supervisors and Managers to address skill gaps in working with highly technical software system and equipment. The training topics will include Android Internals and Application Development for Android. These advanced courses focus on advanced User Interface

issues and techniques; animation; structuring and organizing complex applications for efficiency and reliability; accessing Web Services; integrating with third party libraries; background applications; content providers; and tying into and replacing applications which comes with the device.

The Company is requesting the ETP Advanced Technology rate of $26 per hour for the AT courses (see Exhibit B). Company representatives state that the AT course is far more costly to deliver than less complex, generalized subject matter. The cost for highly skilled, technical trainers, and sophisticated computer software and equipment is estimated to be at least $2,000 to $6,000 per day ($60 to $80 per trainee hour). The Company has invested in acquiring training laptops to provide a more hands-on learning experience specifically for this training. Thales Avionics confirms that class size will be capped at 10 trainees to allow in-depth coverage and personal attention from the instructor. Additional costs in excess of the ETP rate will be at the company's expense.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. Its current annual training budget per facility is $700,000 for all training including project and technical training. ETP training is designed for advanced job skills which will allow Thales Avionics to provide in-depth job skills training to meet the Company's overall business needs.

Each year, Thales Avionics undergoes a Professional Development Discussion process over a three-month period. During this process, managers and employees meet and discuss the professional development of each individual including training development which is required to fulfill their current role and responsibilities as well as meet future career goals.

- Training Infrastructure

  Thales Avionics plans to contract with an administrative subcontractor to assist with ETP project administration. In addition, the Company has designated a number of staff to schedule and oversee the training as well as collect and submit training rosters to the administrative subcontractor for data entry into the ETP systems. As discussed earlier, dedicated staff from the parent's Thales University will play a central role, operating from the Irvine "campus".

Substantial Contribution

Thales Avionics is a repeat contractor with payment earned in excess of $250,000 at the Irvine location within the past five years. (See Prior Project Table.) Accordingly, reimbursement for trainees at the Irvine location in Job Number 1 will be reduced by 15% to reflect the Company's $36,400 Substantial Contribution to the cost of training. The Substantial Contribution requirement does not apply to Retrainee – Job Creation trainees (Job Number 2).

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by Thales Avionics under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET15-0379	Irvine	2/2/15 – 2/1/17	$277,200	$0 (0%)*

*ET15-0379: The last day of ETP training was 8/31/16. Thales Avionics documented a total of 15,631 eligible training hours equivalent to 100% of the Agreement amount ($277,200) for 491 trainees projected to complete retention. Of the 491 who completed training, 452 have completed retention. Final payments are in process for these trainees ($7,596). The remainder will complete retention by 12/1/16 and the final invoice closeout will be submitted subsequently.

DEVELOPMENT SERVICES

Thales Avionics retained Training Funding Source (TFS) in Seal Beach to assist with development of this proposal for a flat fee of $9,500.

ADMINISTRATIVE SERVICES

TFS will also perform administrative services in connection with this proposal for a fee not to exceed 8% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8 - 200 Trainees may receive any of the following:

BUSINESS SKILLS

- Business Plan & Negotiation
- Change Management
- Coaching Skills
- Communication skills
- Customer Service Skills
- Finance Essentials
- Financial Controller for Complex Project
- Growing the Service Business
- Leadership
- Innovation
- Marketing
- Sales and Negotiation
- Technical Writing Skills
- Risk and Opportunity Management
- Team and Time Management

COMPUTER SKILLS

- Database Administrator Skills (includes development, performance, tuning)
- ERP (Enterprise resource planning) SAP (Systems, Applications, Product)
- Primavera
- Internet & Web application
- Microsoft Office (Advanced and Intermediate)
- Multimedia & Information Technology
- Cyber Security
- Software Engineering
- Hardware
- International Council on Systems Engineering (INCOSE) Certified Systems Engineering Professional (CSEP)
- Orchestra
- Software design and programming System
- ARCADIA - Architecture Analysis & Design Approach

CONTINUOUS IMPROVEMENT

- 5S/Six Sigma
- Agile Practices
- Scaled Agile Framework (SAFe)
- Bid & Project
- Capture Leader for Complex Bid
- Design Patterns
- ESD electro static discharge
- ISO (international organization standardization) Certifications
- IVVQ Practitioners (Integration Validation Verification Qualification)
- Lean Certification

- Planning & Scheduling Techniques
- Processes Improvement (Chorus)
- Project/Program Management Training & Certification
- Product Engineering
- q-Pulse
- Quality Assurance & Supplier Audit
- Risk & Opportunity Management
- Scrum Training & Certification
- Supply Chain
- Work Package Management

AT Hours

0 - 17

ADVANCE TECHNOLOGY

- Android Internals
- Application Development for Android

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

RETRAINEE - JOB CREATION

Training Proposal for:

UHS Corona, Inc. dba Corona Regional Medical Center

Agreement Number: ET17-0308

Panel Meeting of: December 16, 2016

ETP Regional Office: San Diego **Analyst:** M. Ray

PROJECT PROFILE

Contract Attributes:	SET Priority Rate Retrainee Job Creation Initiative Medical Skills Training	Industry Sector(s):	Healthcare Priority Industry: ☒ Yes ☐ No
Counties Served:	Riverside	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 2,861	U.S.: 52,646	Worldwide: 55,323
Turnover Rate:	18%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$347,004		$0	$0		$347,004

In-Kind Contribution:	100% of Total ETP Funding Required	$684,449

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET Priority Rate Medical Skills Training	MS-Didactic, MS-Clinical w/Preceptor, Computer Skills, Cont. Imp.	178	8 - 200	0 - 36	$1,818	$22.38
				Weighted Avg: 101			
2	Retrainee SET Priority Rate Medical Skills Training Job Creation	MS-Didactic, MS-Clinical w/Preceptor, Computer Skills, Cont. Imp.	15	8 – 200	0 – 36	$1,560	$22.38
				Weighted Avg: 78			

Minimum Wage by County: Job Number 1 (SET/Priority Industry): $21.28

Job Number 2 (SET/Job Creation): $12.77 per hour in Riverside County

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☐ Yes ☒ No ☐ Maybe

Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Registered Nurse		140
New Graduate Registered Nurse		25
Respiratory Therapist		2
Speech/Physical/Occupational Therapist		3
Technician		8
Job Number 2		
Registered Nurse		8
New Graduate Registered Nurse		4
Respiratory Therapist		1
Technician		2

INTRODUCTION

UHS Corona, Inc. dba Corona Regional Medical Center (Corona Regional) (www.coronaregional.com) is owned by Universal Health Services, Inc. (UHS) (www.uhsinc.com).

UHS is a healthcare management company that operates behavioral health facilities, acute care hospitals, and ambulatory surgery and radiation centers nationwide. UHS owns and operates five Southern California hospitals in the cities of Corona, Palmdale, Murrieta, Wildomar, and Temecula. Each hospital operates autonomously.

This proposal will target 193 incumbent and newly-hired Registered Nurses (RNs), New Graduate RNs, Therapists and Technicians in the Corona Regional facility only. This will be Corona Regional's third ETP Agreement, second in the last five years.

Currently, UHS hospitals have three active ETP contracts:

- Palmdale Regional Medical Center (ET14-0343
- Southwest Healthcare System
- Temecula Valley Hospital

Corona Regional is a two-facility hospital with a 160-bed acute care facility and accompanying 80-bed rehabilitation hospital consisting of Skilled Nursing, Home Health, Hospice, and Behavioral Inpatient and Outpatient programs located within one mile of the acute care facility. The Hospital employs 1,100 healthcare and ancillary workers including 258 full-time Registered Nurses, and has a medical staff of approximately 300 physicians representing more than 40 specialties. The Hospital supports a growing community of over 283,000 residents in the Eastvale, Mira Loma, and Temescal Valley communities, and serves as a corridor city between Orange County and Inland Empire.

UHS-Corona is eligible for ETP funding under Special Employment Training for frontline workers. The Hospital qualifies for ETP's priority industry reimbursement as a healthcare employer.

PROJECT DETAILS

Corona Regional is challenged by a chronic shortage of RNs and difficulties recruiting qualified RNs for specialty departments, including emergency rooms, intensive care, operating rooms and other specialized units. In its two previous ETP projects, the Hospital focused on hiring and training sufficient numbers of RNs, including New Graduate RNs, to address these challenges, staff expansion plans, and fill nursing positions in various departments within the Hospital.

In this proposal, training will support the Hospital to stimulate growth and innovation. In 2017, Corona Regional will open its new 20,000 square-foot attached building to provide new space for an emergency department including additional inpatient private rooms and catheterization laboratory. To support this expansion, the Hospital will also acquire a variety of new equipment and software systems such as telemetry monitoring; bed tracking system and software; telecommunications; laboratory and radiology equipment; and various supportive devices and materials for acute care patient operations.

Corona Regional has committed to hire 71 newly-graduate RNs to prepare for the aforementioned growth and support increasing patient population and healthcare needs.

ETP funding will allow the Hospital to continue to provide extensive skills and clinical training to RNs hired in the last year to better prepare them to assume roles in specialty units. Funding will also assist in providing trainees the skills to effectively utilize new equipment, software systems. Trainees will be able to support the new facility, ensure patient care safety and overall operational needs.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

With the expansion of its existing facility and upgrades, the Hospital anticipates 10% census growth for all patient care services within the facility. As a result, Corona Regional has committed to hiring 15 RNs, New Graduate RNs, Therapist and Technicians (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Training will be delivered by in-house experts and vendors in the following:

Medical Skills (MS) Training (75%): Trainees will utilize one or both didactic and clinical with preceptor training methodologies. New Graduate RNs, newly-hired experienced nurses and some incumbent nurses are projected to participate in Medical Skills (MS) Clinical with Preceptor training. Nurses will be assigned to a specific hospital unit where they will complete Clinical Preceptor Skills training under an assigned "preceptor". This training is critical to ensure nurses have critical hands-on skills prior to being assigned their own patients. New Graduate RNs will receive MS Clinical Preceptor training applicable to their assigned departments. Upon successful completion of New Graduate Program training, nurses will be qualified to take on the responsibilities of a staff RN.

MS Preceptor training will provide introduction of registered nursing graduates into a newly-created clinical setting. Essential didactic and hands-on training will specifically focus on new clinical environment, care processes, and equipment utilization. MS training will also allow integration of the new registered nursing graduates into the patient care setting with preceptor oversight and immersion into confident, capable, and engaged nurse providers. Preceptor-led training will further improve the skills needed to gain necessary knowledge for patient assessment, care tasks, use of equipment, and proper documentation of care.

All nurses will also receive one or more modules of MS Didactic training (classroom) in advanced medical care to ensure competency. MS Didactic training is essential for RNs to understand the clinical processes and prepare the nurses for work in specialty areas of the Hospital. The educational classroom training will be provided to all qualified nurses to support incorporation of evidenced-based practice into the application of care. Through structured didactic modalities, the staff will gain empirical knowledge necessary to perform their newly-acquired skill base. Training will allow understanding specific and newly-developed clinical applications, skills, and equipment utilization to ensure appropriate management and outcomes for the Hospital's patient population.

The Panel has established a reimbursement rate ($22 per hour) for nurse upgrade training, recognizing the higher cost of delivery for the Clinical with Preceptor model. This blended rate, $22 per hour, will apply to both the Didactic and Clinical with Preceptor modes of delivery. The standard class/lab rate for priority industries ($18 per hour) will apply to Computer Skills and Continuous Improvement training.

Computer Skills (5%): Training in the Hospital's Electronic Medical Records (EMR) will be provided to all occupations to effectively connect with patients through technology, learn the financial impacts of electronic ordering and documenting, and ensure accuracy for chart review and chart checks. EMR training will provide trainees with skills necessary to improve documentation and navigation through patient chart.

Continuous Improvement (15%): Training will be provided to all occupations. Course topics such as Customer Service, Critical Thinking, Crisis Prevention Intervention, and CORE Measures will focus on high-level performance and quality of care. Some RNs will receive Preceptor Skills (train-the-trainer) to learn how to become an effective Clinical Preceptor. Training will support ongoing clinical improvements, regulatory standards, and integration of evidenced-based care.

Computer-Based Training (CBT) – Commercial Skills (5%): Training will be delivered as CBT as a supplement to the Medical Skills training either as a prerequisite or as a follow-up to ensure trainee's competency in the subject matter. CBT will allow trainees to train at their own pace and will be provided prior to or subsequent to a Classroom/Instructor-Led training to ensure learning/skills transfer has occurred. All trainees may receive up to 36 hours of CBT. CBT is reimbursed at $8 per hour, per trainee, and will not exceed 50% of total training hours, per trainee.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

The Hospital's current annual training budget is $290,000 for regular in-service events, hands-on skills sessions, computer-assisted training, computer-based assignments through the Hospital's Learning Management System (LMS), and walking rounds, as well as all required training under state and federal law.

- Training Infrastructure

  Overall administration of the ETP program includes clinical educators and administrative assistant dedicated to scheduling training, enrolling trainees, tracking training hours, and meeting with ETP staff. In addition, Corona Regional's Director of Education will be the overall administrator and coordinator of the ETP project.

Impact/Outcome

Trainees will acquire in-depth knowledge and technical skills. The specialty training programs will help meet the need of trained staff and increase the ability to recruit staff. The Hospital's expansion calls for the need to provide specialty training to increase the ability to recruit, support retention, and make way for career advancement within the Hospital. ETP funding will assist Corona Regional to continue to develop and empower healthcare workers through education support and job-related development.

Special Employment Training

Under SET, the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period.

- Wage Modification

For trainees employed in a priority industry, the Panel may modify the SET Wage up to 25% below the statewide average hourly wage. Corona Regional requests the wage modification from $28.37 to $22.38 for Job Number 1.

Substantial Contribution

A substantial contribution does not apply to this proposal because Corona Regional has not earned $250,000 (excluding Job Creation) or more within five years in prior agreements at the same facility.

High Earner Reduction

The Panel enacted a High Earner Reduction (HER) of new projects for any parent company, including its subsidiaries, divisions, and branches regardless of facility that has earned more than $2 million in ETP funding (excluding Job Creation) over the last five years. The combined proposals of UHS entities within the last five years do not reach the $2 million threshold; therefore, no HER was applied.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Corona Regional under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET12-0291	Corona	2/6/12 – 2/5/14	$297,520	$253,489 (85%) ($162,376 incumbent earnings)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Flex-ED of Chino will provide various MS training. Other trainers will be identified for ETP recordkeeping purposes, as they are retained.

Exhibit B: Menu Curriculum

Class/Lab Hours

8 – 200 Trainees may receive any of the following:

MEDICAL SKILLS – DIDACTIC

- Acute Psychiatric Care
- Acute Myocardial Infarction
- Arterial Blood Gas Interpretation
- Behavioral Health Nursing
- Body Mechanics
- Care of Cardiac Patient
- Care of Burn Patient
- Care of Trauma Patient
- Care of the Neurosurgical Patient
- Care of Pediatric Patients
- Care of Stroke Patient
- Central Lines Management
- Chest Tube Care and Management
- Code Blue Response and Procedures
- Continuous Renal Replacement Therapy
- Critical Care Nursing
- Decontamination Procedures
- Diabetes Care and Management
- Dysrhythmia Recognition and Interpretation
- Educating the Patient and Family
- EKG and Cardiac Monitoring (not for certification)
- Electronic Fetal Monitoring
- Emergency Care of the Burn Patient
- Emergency Nursing
- Equipment Skills (IV pumps, telemetry monitoring, VS machines, pulse oximeter, ventilators, specialty beds, mattresses, etc.)
- Evidence-Based Practice
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Infection Control
- Intra-Cranial Pressure Monitoring and Ventriculostomy
- Intravenous Insertion and Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Management of the Renal Transplant Surgical Patient
- Medical Surgical Nursing skills
- Medication Administration and Management
- Moderate and Deep Sedation
- Neonatal/Infant Pain Scale
- Neonatal Intensive Care Unit Nursing Skills
- Neonatal Nursing Skills
- New Graduate Registered Nursing Skills
- Nurse Orientation training (for New Grads Only)
- Nursing Diagnosis Skills
- Nursing Process Skills
- Obstetrical Trauma
- Orthopedic Nursing Skills

- Ostomy and Continence Care
- Pain Management
- Patient Assessment and Care
- Patient Flow Processes
- Patient Care Improvement
- Patient Fall Prevention
- Peri-Operative Nursing Skills
- PICC Line Insertion
- Pre and Post-Operative Care
- Psychiatric Nursing Skills
- Psychotropic Medication
- Rapid Response Skills
- Renal Assessment and Management
- Respiratory Assessment and Care
- Restraints and Seclusion
- Safe Patient Handling
- Surgical Nursing Skills
- Telemetry Nursing Skills
- Total Parenteral Nutrition
- Transfer Techniques
- Triage Nursing Skills
- Trauma Nursing Skills
- Ventilator and Tracheotomy Care
- Wound and Skin Care

MEDICAL SKILLS TRAINING – CLINICAL WITH PRECEPTOR

- Behavioral Health/Psychiatric Acute Care Services Unit (PHP and Willows)
  - Patient Assessment & Care
  - Acute Psychiatric Care
  - Behavioral Health Nursing Skills
- Emergency Department
  - Patient Assessment and Care
  - New Equipment Training
  - Patient Flow and Patient Throughput
  - Emergency Nursing Skills
  - Emergency Care of the Critical Patient (to include burns, trauma)
  - Triage Nursing Skills
  - Care of Pediatric Patients
- Intensive Care Unit
  - Critical Care Nursing Skills
  - Patient Assessment and Care
  - Intra-Aortic Balloon Pump Therapy
  - Intracranial Pressure Monitoring and Ventriculostomy
  - Hemodynamic Monitoring
  - Pulmonary Physiology, Oxygenation and Mechanical Ventilation
  - Continuous Renal Replacement Therapy
  - Pre and Post-Operative Care
  - Care of Trauma Patient
  - Neurosurgical Patient Care
  - Management of Renal Transplant Surgical Patient

- Ventilator and Tracheotomy Care
- Long Term Care Unit (Sub-acute, skilled, transitional and hospice)
  - Patient Assessment and Care
  - Geriatric Nursing Skills
  - Medical Surgical Nursing Skills
  - Pre and Post-Operative Nursing Skills
  - Orthopedic Nursing Skills
  - Hospice Nursing Skills
- Medical Surgical Unit
  - Patient Assessment Skills
  - Medical Surgical Nursing Skills
  - Pre and Post-Operative Care
  - Orthopedic Nursing Skills
  - Bloodless Medicine Nursing Skills
  - Management of Renal Transplant Surgical Patient
  - Spine and Joint Nursing Skills
  - Care of Stroke Patient
- Maternal Child Health
  - Patient Assessment and Care
  - Antepartum, Labor, Delivery and Postpartum Skills
  - Neonatal Nursing Skills
  - S.T.A.B.L.E.
  - Advanced and Electronic Fetal Monitoring
  - Neonatal Resuscitation Provider
  - Newborn Nursing Skills
  - Lactation Skills
- Operating Room and Post-Anesthesia Care Unit
  - Patient Assessment and Care
  - Trauma Nursing Skills
  - Care of the Neurosurgical Patient
  - Peri-Operative Nursing Skills
  - Pre and Post-Operative Care
- Pediatric Services
  - Care of Pediatric Patients
  - Patient Assessment and Care
  - Pre and Post-Operative Care
- Rehabilitation Services Unit
  - Patient Assessment and Care
  - Medical Surgical Nursing Skills
  - Pre and Post-Operative Care
  - Post Orthopedic Surgery Nursing Skills
  - Post Trauma Injury Nursing Skills
  - Post Neurological Injury Nursing Skills
- Progressive Care Unit
  - Patient Assessment and Care
  - Critical Care Nursing Skills
  - Ventilator and Tracheotomy Care
  - Hemodynamic Monitoring
  - Total Parenteral Nutrition
  - Dysrhythmia Interpretation
  - Pulmonary Physiology, Oxygenation and Mechanical Ventilation
  - Continuous Renal Replacement Therapy

- Care of the Cardiac Patient
- EKG and Cardiac Monitoring
- Telemetry Nursing Skills
- Pre and Post-Operative Care
- Care of Neurosurgical Patient
- Intravenous Therapy

COMPUTER SKILLS

- Electronic Medical Record

CONTINUOUS IMPROVEMENT

- Case Management and Discharge Planning
- Charge Nurse/Frontline Leader Training
- Communication Skills
- Conflict Resolution Skills
- CORE Measures
- Crisis Prevention Intervention
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Service Skills
- Documentation Skills
- Lean Six Sigma
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Preceptor Skills
- Performance and Quality Improvement and Procedures
- Team Building Skills
- Utilization Review Patient Care Improvement
- Patient Care Equipment Operation Skills
- Patient Care Processes
- Patient Care Improvement

CBT Hours

0 – 36

COMMERCIAL SKILLS

- Falls Prevention Program for Patients (0.5)
- Restraints and Seclusion (0.5)
- Crisis Prevention Education (1.0)
- Medication Administration and Use/Hazardous Drug Handling (0.5)
- IV Pumps and Infusion (0.5)
- Sepsis Education (4.0)
- Stroke Education (2.0)
- Infection Control Education (1.0)
- Preceptor Program Education (12.0)
- Alarms and Alarm Fatigue for Patient (0.5)
- Leadership Training (6.0)
- Patient Centered Care (1.0)
- Environmental Safety and Information for Patient (2.0)
- Patient Flow and Throughput (2.0)
- Improving Patient Care Practices (2.0)
- Policy Access and Education/Practice Procedures (2.0)
- Critical Care Nursing (36.0)
- Patient Care Improvement (4.0)

- Patient Care Equipment Operation (4.0)
- Patient Care Processes (2.0)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per trainee.

RETRAINEE - JOB CREATION

Training Proposal for:

Mass Precision, Inc.

Agreement Number: ET17-0258

Panel Meeting of: December 16, 2016

ETP Regional Office: San Francisco Bay Area **Analyst:** R. Jackson

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing Priority Industry: ☒ Yes ☐ No
Counties Served:	Santa Clara, Alameda	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 412	U.S.:412	Worldwide: 412
Turnover Rate:	8%		
Managers/Supervisors: (% of total trainees)	5%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$345,170		$0	$0		$345,170

In-Kind Contribution:	100% of Total ETP Funding Required	$350,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Literacty Skills, Mfg Skills, Advanced Tech, PL-Mfg Skills, OSHA 10/30	315	8-200 Weighted Avg: 51	0	$918	$17.02
2	Retrainee Priority Rate Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Mfg Skills, PL-Mfg Skills, OSHA 10/30	35	8-200 Weighted Avg: 80	0	$1600	$14.19

Minimum Wage by County: **Job Number 1:** $17.02 per hour for Santa Clara County and Alameda County; **Job Number 2:** $14.19 per hour for Alameda and Santa Clara County.
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe
Up to $1.92 per hour may be used to meet the Post-Retention Wage for Job Number 1 only.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Production Staff		210
Administrative Staff		35
Supervisor		16
Technical Staff		54
	Subtotal	**315**
Job Number 2		
Production Staff		30
Technical Staff		5
	Total	**350**

INTRODUCTION

Founded in 1984, Mass Precision, Inc. (Mass Precision) provides custom manufacturing of enclosures, racks, shelves, hardware components, electronic chassis, frames, fabrications and electro-mechanical assemblies built to customer specifications. The Company also provides a full range of services including: design and engineering, precision machining, painting and metal finishing, as well as a system of logistics to control complex component procurement. Some of the largest industries that comprise its customer base includes; electronics, computing, telecommunications and medical devices companies. Additionally, the Company serves a broad range of multinational original equipment manufacturers in Silicon Valley including Hewlett Packard, Cisco, Alcatel, 3PAR Data, CTS, and Jabil/Mentor.

PROJECT DETAILS

Mass Precision is seeking its fourth contract with ETP, the second in the last five years. The prior ETP Agreements focused on transitioning the Company into a high performance workplace and training workers on new equipment. Under this proposal, Mass Precision will upgrade the skills of the existing workforce at all three of the Company's facilities in Santa Clara and Alameda Counties. (The Company currently has five facilities; however, 2 locations in Santa Clara County will be consolidated into the Company's new facility in Fremont.) All training content have been refreshed. The Company reports that it has been extremely difficult to hire skilled CNC Operators and Programmers, Brake Operators, Machinists and Set-Up Technicians. As its skilled workforce retires, the Company must expand its cross-training of crafts workers and newly hired workers.

Mass Precision is opening a new facility in Fremont. For this new facility, the Company has invested approximately $1 Million for new equipment. Training will be provided to support the efficient and safe operation these equipment (Laser, Welding, and Software). Training will also focus on heavily maintaining ISO 9001:2009 certification requirements so the Company can remain highly competitive

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly hired employees is reimbursed at a higher rate, and trainees are subject to lower post-retention wages. As a feature of this program, the Substantial Contribution requirement is waived for these trainees (Job Number 2).

Mass Precision has committed to hiring 35 new employees (Production and Technical Staff) to fill its new facility. The 117,504-square-foot facility has a capacity to hold 221 employees and will house both new employees and employees transferring from two closing Santa Clara facilities. New employees will receive a substantial number of training hours in Manufacturing and PL-Manufacturing. Trainees must be hired within the three-month period prior to Panel approval or during the term of contract. . These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

All training content has been refreshed and concentrates heavily on meeting ISO 9001:2009 certification requirements to remain highly competitive. Trainees in this proposed project will receive between 8-200 hours of class lab training from the types of training below, except no more than 60 hours per trainee may be delivered as Productive lab- Manufacturing Skills. OSHA 30 is for Supervisors only. All training is delivered by in-house certified trainers and may include vendors.

Business Skills (10%): Training will be offered primarily to Administrative Staff, and Supervisors, but may be given companywide. Training includes topics such as Effective Communication, Inventory Control, and Project Management. These skills will ensure employees efficiently implement procedures and effectively employ changes in business strategies. This training also supports the planned consolidation into the Company's new facility.

Literacy Skills (2%): Remedial instruction not to exceed 45% of total training hours in Vocational English as a Second Language and Vocational Math will be provided to identified Production Staff who lack competency in oral and written English skills and basic Math. These trainees will gain an understanding of general Company and manufacturing control forms, be able to read reports and work instructions, and gain a better understanding of workplace terminology.

Commercial Skills (1%): Training will be offered to Production Staff who are assigned forklift driving duties. Certified forklift training is needed to increase efficiency, ensure safety, and improve inventory controls.

Computer Skills (10%): Training will be delivered companywide. Curriculum includes Intermediate and Advanced Microsoft Suite, Enterprise Resource Planning, and applications related to the operation of manufacturing equipment. The Company's ERP system will be included in the training program for a second time to train on updates, and/or to train new employees. The ERP system has been updated recently to accomplish greater efficiency in product tracking and performance monitoring. Overall the proposed Computer Skills are considered necessary to help the Company remain competitive utilizing the most recent technology available in the manufacturing environment.

Manufacturing Skills (20%): Training will be offered to Production Staff and Supervisors. Training will focus on upgrading skills by delivering topics such as production operations, manufacturing practices, and inspection. The goals include reinforcing standardized processes and procedures to improve productivity, decrease waste, and improve production turnaround times. Additionally, the Company will cross-train employees. Cross-training is needed so the Company can re-assignment employees according to business demands. Cross-training is projected to increase job-retention rates due to increased skill-sets within the Production and Supervisor classifications. Having a flexible and more skilled workforce also reduces downtimes and is projected to improve efficiency overall.

Continuous Improvement (32%): Training will be delivered companywide. Topics include Customer Requirements, Lean manufacturing, and Leadership. The goal of this training is to upgrade skills that lead to the reduction in scrap and rework, which will enable staff and workers to respond faster to customer concerns and requests.

Productive Lab(10%):

Productive Laboratory (PL) trainees may produce goods for profit as part of the PL training, in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training.

PL will be provided to 125 Production and Technical Staff to support new equipment and manufacturing processes and train newly hired employees. While the initial Manufacturing Skills training will be provided through classroom and simulated lab methods, Mass Precision will also provide PL for its workers on machinery and equipment only available on the manufacturing floor. This training will provide hands-on training for employees at a trainer-to-trainee ratio of 1:1 to learn skills necessary to operate, maintain, troubleshoot, and maintain new equipment. A

required PL worksheet and task list was developed and submitted to ETP during development of this proposal. The requested training was not included in equipment purchase packages.

Advanced Technology (10%)

Technical Staff will receive sophisticated technical training such as Computer-Aided Design, Fabrivision, and software to operate CNC machining equipment. Technical Staff will need training to develop deeper understandings of the new or updated software used to manufacture custom parts.

Mass Precision states that the availability of qualified technical workers in California over the last decade has been a particular challenge. Having the latest skills available in Advanced Technology will help the Company remain competitive in California. Therefore, upgrading the skills of the Technical staff is especially critical. The trainer-to-trainee ratio is 1:10 for AT, to allow in-depth coverage and personal attention from the instructor.

Certified Safety Training (5%)

OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for front-line workers and 30 hours for frontline supervisors. The coursework is geared to manufacturing and provided to Production, Technical and Supervisor classifications. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Commitment to Training

ETP funds will not displace Mass Precision's existing financial commitment to training. The Company spends an average of $600,000 a year on training. Company sponsored training currently covers informal on-the-job training, basic safety training, new-hire orientation, management training, and job specific entry-level training.

Since its previous ETP contract, Mass Precision has implemented an employee development program that identifies employees with the aptitude and desire to learn other aspects of the manufacturing business. This has allowed Mass Precision to develop more cross-training with the goal of developing higher skilled craftsman to operate state-of-the-art equipment.

Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  Mass precision has a training coordinator responsible solely for training coordination and administration of the ETP agreement.

Impact/Outcome

Training will help the Company:

- Maintain qualification for ISO 9001:2008 to remain competitive;
- Maintain certification on 13485 Medical Device to keep customers satisfied;
- Support Epicor 10 EPR rollout companywide to improve efficiency; and
- Deliver OSHA 10/30 to increase safety and lower risks and accidents.

Temporary to Permanent Hiring

Mass Precision intends to train 35 workers under ETP's Temporary-to-Permanent program (Job Number 2). The Company plans to retain these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. According to Mass Precision the average time for "converting" temporary workers into full-time permanent employment is 6 months. These workers will receive employer-paid share-of-cost for healthcare premiums upon hire into full-time permanent employment within 60 days. Mass Precision relies on several different temporary agencies in the San Francisco Bay Area to supply qualified applicants due to shortages in the job market for skilled workers.

Under Panel guidelines for the Temporary to Permanent program, these trainees must be eligible to participate in ETP-funded training pursuant to Unemployment Insurance Code Section 10201(c). Moreover, they cannot be enrolled as trainees until after they have been hired by Mass Precision, Inc. into full-time, permanent employment. Until they are so hired, retention and post-retention wage requirements cannot be satisfied and the Company will not receive progress payments.

Substantial Contribution

Substantial Contribution is not applicable to this project as the Contractor has not earned $250,000 or more at a single facility within the last five years.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Mass Precision under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET12-0326	San Jose, Santa Clara	04/16/2012-04/15/2014	$372,125	$321,657(86%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours
8-200

Job Numbers 1 & 2 trainees may receive any of the following:

BUSINESS SKILLS

- Estimating Overview
- NPI New Product Introduction
- Project Management
- DOE Design of Experiment
- Inventory Control
- Customer Service and Communications
- Strategic Sales and Negotiation Techniques
- Effective Communication

COMPUTER SKILLS

- Intermediate and Advanced Microsoft Suite
- ERP EPICOR Training
- System Applications for Manufacturing Equipment

CONTINUOUS IMPROVEMENT

- Customer Requirements
- MRB – Discrepant Material Review
- Quality Management System (QMS) Awareness
- Quality Team Meeting-Strategic Quality Planning
- Correct Action Reporting for ISO 9001
- Strategic Planning & Problem Solving
- Process Improvement
- Lean Manufacturing
- Team Building
- Decision Making
- Leadership Skills
  - Coaching
  - Mentoring
- Performance Management
- 5's Program

COMMERCIAL SKILLS

- Fork Lift Certification

LITERACY SKILLS (Job Number 1 Trainees only)

- Vocational English
- Vocational Math

MANUFACTURING SKILLS

- Cross Training
- Manufacturing Practices
- Production Operations
- Process and Method Review
- Packaging and General Handling
- Cosmetic Defect Awareness
- Inspection

ADVANCED TECHNOLOGY (Job Number 1 Trainees only)

- Pro Engineer
- Fabriwin
- 3D Printing Software
- MasterCAM
- NPI (New Product Introduction) Defining Methods
- Advanced EPICOR – Content builders

OSHA 10/30 (OSHA Certified Trainer)

- OSHA 10 (requires completion of full 10-hour course)
- OSHA 30 (requires completion of full 30-hour course)

PL Hours
0-60

MANUFACTURING SKILLS (1:1 Trainer-to-Trainee Ratio)

- Critical Parts Training
- Work Center Training on Tools and Equipment
- Assembly Procedures
- Brake Procedures
- Computer Numerical Control/Numerically Controlled Equipment Operation
- Equipment Training

Literacy Training cannot exceed 45% of total training hours per-trainee.
Safety Training will be limited to 10% of total training hours per-trainee, excluding OSHA 10/30.

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. PL is capped at 60 hours per-trainee.

RETRAINEE - JOB CREATION

Training Proposal for:

Samsung Semiconductor, Inc.

Agreement Number: ET17-0344

Panel Meeting of: December 16, 2016

ETP Regional Office: San Francisco Bay Area **Analyst:** C. Hoover

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative Veterans	Industry Sector(s):	Technology/Other Manufacturing Green Technology Wholesale Trade Priority Industry: ☒ Yes ☐ No
Counties Served:	Santa Clara	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 850	U.S.:2,000	Worldwide: 279,000
Turnover Rate:	11%		
Managers/Supervisors: (% of total trainees)	0%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$339,024		$0	$0		$339,024

In-Kind Contribution:	100% of Total ETP Funding Required	$1,368,661

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Advance Tech, Business Skills, Computer Skills, Continuous Impr	619	8-200 Weighted Avg: 12	0-60	$216	$18.00
2	Job Creation Initiative Retrainee Priority Rate	Advance Tech, Business Skills, Computer Skills, Continuous Impr, PL- Comm Skills, PL-Adv Tech	340	8-200 Weighted Avg: 30	0-60	$600	$18.00
3	Veterans Retrainee Priority Rate	Advanced Tech, Business Skills, Computer Skills, Continuous Impr	5	8-200 Weighted Avg: 12	0-60	$264	$47.00

Minimum Wage by County: Job Numbers 1 & 3: $17.02 per hour for Santa Clara County.
Job Number 2: $14.19 per hour for Santa Clara County.
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☐ Yes ☒ No ☐ Maybe
Although health benefits are provided, they are not being used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Engineer I		260
Engineer II		153
Finance/Accounting Staff I		17
Finance/Accounting Staff II		9
Human Resources		13
R&D/S&M Support Staff		40
Logistics/Process Improvement I		4
Logistics/Process Improvement II		3
Logistics/Process Improvement III		2
Sales/Marketing (S&M) I		42
Sales/Marketing II		33
Sales/Marketing III		25
Sales/Marketing IV		17
Director Tax		1

Job Number 2		
R&D/S&M Support Staff		40
Logistics/Process Improvement I		4
R&D Engineer I		100
R&D Engineer II		172
Finance/Accounting Staff I		2
Finance/Accounting Staff II		4
Sales/Marketing I		8
Sales/Marketing II		10
Job Number 3		
Finance/Accounting Staff I		1
Sales/Marketing III		1
R&D Engineer II		3

INTRODUCTION

Samsung Semiconductor, Inc. (SSI) (www.samsung.com), a subsidiary of Samsung Electronics Co. Ltd. headquartered in San Jose, develops new technology for Device Solutions through its Research and Development (R&D) Labs with input from its Sales and Marketing teams. The Company's R&D group consists of 12 labs to develop and perfect the technology of its products. They include Memory Solutions Labs, which provide key memory products; System LSI Labs which design and manufacture a variety of large scale integrated circuit (LSI) products along with System-on-Chip solutions for smartphones and tablets; and Display Labs which develops LED-based lighting solutions.

Products are used in smartphones, sensors, Internet systems, and cloud-based data centers. Products are developed with energy conservation programs in mind as demand for energy-efficient and eco-friendly lighting increases. The products are also used by Samsung's Electronics, IT and Mobile Communications, and Consumer Electronics divisions to develop cell phones or tablets. Some products are sold to other manufacturers such as Apple and Dell. Additional customers consist of businesses with servers and enterprises with hard disk storage needs.

SSI will deliver the majority of training at its new headquarters, a state-of-the-art R&D facility in San Jose. Other SSI sites in California will deliver training to smaller populations in the Bay Area, Pasadena, and San Diego. In addition to California, the Company has locations in 15 states Its parent company, Samsung Electronics, is headquartered in New Jersey. SSI qualifies for standard retraining as a priority-industry manufacturer.

PROJECT DETAILS

This is SSI's second ETP Agreement in the past five years. The previous one was a Critical Proposal that helped train the first wave of SSI's expansion at its new headquarters, with 201 newly hired Engineers. This proposal is for less funding but is broader in scope to reach other occupations that were not included previously. Trainees who participated in the prior ETP funded training plan will not repeat any courses.

As with its prior Agreement, is for skills upgrade training needed to stay competitive within the industry. The technology market is fast-changing, especially for the type of products SSI develops, in competition with Apple, Intel and Qualcomm. Consequently, the R&D department is focused on global research and a development network that supports collaboration with key customers for joint development.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

In this proposal, SSI has committed to hiring 340 new employees (Job Number 2) to support SSI's goals for continued technological advancements of its products. Additionally, SSI built a 1.1 million square foot headquarters north of downtown San Jose that will eventually house 2,500 employees. Most of the new-hire positions will be in the R&D business lines as an Engineer.

The date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. Trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Training will be delivered in Class/Lab, Productive Lab (PL), Advanced Technology (AT) and Computer-Based Training (CBT) by in-house instructors and vendors as outlined below:

Business Skills (10%) – Training will be offered to all occupations. Workers in Sales, Marketing, Finance/Accounting Staff, Human Resources, and Logistics/Process Improvement will be provided skills to improve communication and product knowledge. All occupations will be provided with skills to handle rules and regulations.

Computer Skills (15%) – Both the R&D and Sales & Marketing groups will be trained in Windows 7, advanced Microsoft Office products (Access, Excel, PowerPoint, Outlook and MS Office-Tips & Tricks), Data Management and MIS training. Additionally, the R&D Engineers will be provided SharePoint and Scrum (software) training for managing product development.

Continuous Improvement (15%) – Training will be offered to all occuaptions. Both the R&D and Sales/Marketing groups will be trained in quality control and security to ensure that products meet the highest standards. All employees will receive training to help them meet high SSI standards. All high-performing frontline workers will also be provided various leadership courses such as Situational Leadership, Leadership Transition, Leadership Development Course, Annual Team Leaders Forum, Leading Effective Meetings and Delegating & Supervising.

Computer-Based Training

CBT will allow employees to take courses at their own pace without instructors. CBT is restricted to no more than 50% of a trainee's total training hours.

Advanced Technology (60%)

SSI is undergoing significant changes to upgrade the skills of employees to remain competitive and meet product demands. R&D Engineers will be provided Advanced Technology (AT) training in database administration, securization and new/advanced technologies, networking,

routing, maintenance, and programming skills. The trainer-to-trainee ratio is 1:10 for AT, to allow in-depth coverage and personal attention from the instructor.

SSI estimates that AT training costs range from $75 to $2,370 per hour per trainee. Individual courses are customarily between $1,200 and $15,000 for an eight-hour course with some costs up to over $200 an hour per trainee. This cost does not include the additional cost of trainees' wages (while in training), materials and supplies, training facilities or special hardware/software purchased for use during the training. As a result of the higher training cost, SSI is requesting the $26 per hour per trainee reimbursement AT training.

Equipment used in the delivery of AT training includes the following:

- Memory Lab Solution equipment
- Datacenter System Architecture equipment
- Display Lab equipment
- Device Lab equipment (Linux Server, software-development tools, and Polaris simulation software)
- SCSC Lab equipment (GNSS Technology and WiFi technology)
- Mobile Software Lab equipment (Debugging)
- Modem Lab equipment (3G/4G logs- 3rd & 4th generation of cell-phone technolgy)
- Modem SoC Architecture equipment
- Python (this tool is used for automation, scripting, search and data extraction)
- REl 11-12 LTE and 3G equipment
- 3GPP Test equipment

Productive Laboratory

Productive Laboratory (PL) trainees may produce goods for profit as part of the training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training. Instructors are experienced mentors who have knowledge and mastery of at least three manufacturing areas.

PL training in Commercial Skills and Advanced Technology will be provided to the 272 newly hired R&D Engineers. SSI believes this is the most effective way for them to fully comprehend highly detailed and precise production processes, using complex technology equipment.

Initially, SSI requested 96 hours of PL (based on eight hours per week for three months). However, due to the cap on PL, SSI is requesting the maximum of 60 hours per-trainee at a 1:1 trainer-to-trainee ratio. PL will include hands-on instruction in the methods and practices of the R&D team, since most new hires must acclimate to SSI's technology and systems. Newly hired R&D Engineers will spend much of their time in one-on-one training at the beginning, delivered directly by a senior engineer. All newly hired Engineers will be placed at SSI's San Jose facilities where the PL will occur.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

SSI does not maintain a training budget for its groups, since training is significantly decentralized (i.e. - training is provided at each of the California locations/departments independently from other locations/departments). However, the R&D group has an annual

training budget of $765,000 and the Sales & Marketing has a training budget of $292,000 for a combined training budget total of $1,057,000. The Company provides new-hire orientation on SSI's culture, basic on-boarding training, harassment prevention training, and basic and intermediate Microsoft Office training.

- Training Infrastructure

  In August 2016, SSI dedicated a new full-time position (Coordinator, Organization for Training and Development) to handle delivery and administration of ETP training across all of its facilities. This individual participated in the prior ETP Agreement, and now coordinates all of the Company's training. SSI will also have a designated ETP administrator at each of the nine California locations.

Electronic Recordkeeping

SSI plans to use a record-keeping system to document its ETP training, which has been reviewed and approved by ETP.

Impact/Outcome

SSI's training goal is to enable the Company's employees to use the training to increase its innovation. The strategic approach to achieve this goal is relying on creativity and partnership. Using the ETP funding, SSI will seed creative solutions, new technology and innovative products that its employees will create.

Veterans Program

The Panel has established a higher reimbursement rate and other incentives for training California veterans. SSI appreciates qualities and skills that veterans gain from their military service. In this proposal, the training plan reflects 5 Veteran trainees that will receive ETP funded training (Job Number 3). Even though recently the SSI HR department began proactively pursuing the inclusion of veterans to the Company's workforce- beginning with posting to key websites, the Company is not including veterans for its Job Creation.

RECOMMENDATION

Staff recommends approval of this proposal including the 60 hour cap on PL.

PRIOR PROJECTS

The following table summarizes performance by SSI under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET15-0271	San Jose	09/02/2014–09/01/2016	$745,480	$339,921 (46%)

ET15-0271: SSI had limited success in meeting training goals due to the lack of internal administrative support and poor communication between two HR departments (Sales & Marketing and R&D). The move to its new HQ building also disrupted training delivery.

SSI has corrected its mistakes and improved its training infrastructure. SSI hired a new HR lead; combined the HR for both Sales & Marketing and R&D; implemented a new training and development unit

for the entire company; created a position for ETP administration; and developed an internal training website for employees with email alerts for upcoming class offerings. SSI also plans to create a key metrics on training status for Managers and employees on a quarterly basis. This proposal has been "right sized" to reflect the amount earned in ET15-0271.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Raymond Hettinger of Santa Clara has been retained to provide Continuous Improvement and Advanced Technology training for a fee of $17,600.

Ovient of Sunnyvale has been retained to provide Computer Skills and Business Skills training for a fee of $16,900.

Other vendors will be identified for ETP record-keeping purposes as they are retained.

Exhibit B: Menu Curriculum

Class/Lab Hours

8 – 200 Trainees may receive any of the following:

BUSINESS SKILLS

- Advanced Presentation Skills
- Communication Skills
- Research and Development Knowledge Sharing
- Architecture Review
- Business Writing
- Advanced Tax Seminars
- Situational Sales Negotiation Training
- Maximizing Interactions - Leadership Skills
- Advanced Sales Techniques
- New Product Training
- Business Writing
- Negotiation Skills
- Project Management
- Anti-Trust Training
- Export Compliance & Deemed Exports
- Case Studies
- Confidentiality

COMPUTER SKILLS

- Windows 7 – Intermediate / Advanced
- Microsoft Office Tips and Tricks – Intermediate / Advanced
- Access
- Advanced Excel
- Data Management
- E-mail Best Practices
- Outlook
- SharePoint
- MIS Training
- Python
- PCIe/NVMe
- JIRA Technical Programming Software
- Confluence (Doc Management)
- Android Programming I

CONTINUOUS IMPROVEMENT

- Quality Control
- Scrum Training (Product-Development Software)
- Situational Leadership
- Leadership Transition
- Leadership Development Course
- Annual Team Leaders Forum
- Security – Protecting Firm / Technology Intellectual Property
- Leading Innovation and Creativity
- Teambuilding
- Handling Conflict

- Leading Effective Meetings
- Delegating & Supervising
- Leadership / Coaching Skills
- Change Management
- Providing Feedback

AT Hours
0-10

ADVANCED TECHNOLOGY (AT Ratio 1:10)

- Perl
- Python
- Modem Lab Tools
- PCIe/NVMe Tools
- SAS Equipment
- Memory Lab Tools
- Display Lab Tools
- Device Lab Tools
- SCSC Lab Tools
- Mobile Software Lab Tools
- JIRA Technical Programming Software Program
- Confluence (Doc Management)
- Android Programming I
- VMware vSphere version 6.0 (VICM)

PL Hours
0 – 60

COMMERCIAL SKILLS (Trainer-to-Trainee ratio of 1:1)

- Equipment Operations
- Equipment Methodology
- Inventory Management
- Inspection Techniques
- Production Equipment/Tools (Preventative Maintenance)
- Standard Operating Procedures
- Tooling
- Troubleshooting
- Work Procedures

ADVANCED TECHNOLOGY

- Modem Lab Tools
- PCIe/NVMe Tools
- SAS Equipment
- Memory Lab Tools
- Display Lab Tools
- Device Lab Tools
- SCSC Lab Tools
- Mobile Software Lab Tools
- Perl
- Python
- JIRA Technical Programming Software Program
- Confluence (Doc Management)
- Android Programming I

- VMware vSphere version 6.0 (VICM)

CBT Hours
0-60

BUSINESS SKILLS

- Basic Presentation Skills: Creating a Presentation (1 hr)
- Basic Presentation Skills: Delivering a Presentation (1 hr)
- Basic Presentation Skills: Planning a Presentation (1 hr)
- Business Grammar: Common Usage Errors (1 hr)
- Business Grammar: Parts of Speech (1 hr)
- Business Grammar: Punctuation (1 hr)
- Business Grammar: Sentence Construction (1 hr)
- Business Grammar: The Mechanics of Writing (1 hr)
- Business Grammar: Working with Words (1 hr)
- Business Writing: Editing and Proofreading (1 hr)
- Business Writing: How to Write Clearly and Concisely (1 hr)
- Business Writing: Know Your Readers and Your Purpose (1 hr)
- Communicating Successfully in the American Workplace (1 hr)
- Communication and Leadership (4 hr)
- Communication Skills (3.5 hr)
- Connecting and Communicating (2 hr)
- Customer Service Confrontation and Conflict (1 hr)
- Customer Service Fundamentals: Building Rapport in Customer Relationships (1 hr)
- Delivering the Message (3 hr)
- E-mail and Organizational Communication (2.5 hr)
- Giving Feedback (1 hr)
- Interpersonal Communication: Being Approachable (1 hr)
- Interpersonal Communication: Communicating Assertively (1 hr)
- Interpersonal Communication: Communicating with Confidence (1 hr)
- Interpersonal Communication: Listening Essentials (1 hr)
- Interpersonal Communication: Targeting Your Message (1 hr)
- Listening Essentials: Improving Your Listening Skills (1 hr)
- Listening Essentials: The Basics of Listening (1 hr)
- Crafting Deals (2.5 hr)
- Getting Results without Authority: Building Relationships and Credibility (1 hr)
- Getting Results without Authority: Persuasive Communication (1 hr)
- Managing Your E-mail (1 hr)
- Mastering Negotiation (1.5 hr)
- Negotiating Inclusively (2 hr)
- Negotiating to Mutual Benefit (4 hr)
- Negotiation Essentials: Avoiding Pitfalls in Negotiations (1 hr)
- Negotiation Essentials: Communicating (1 hr)
- Negotiation Essentials: Persuading (1 hr)
- Negotiation Essentials: Planning for Negotiation (1 hr)
- Negotiation Essentials: What Is Negotiation? (1 hr)
- Optimizing Email at Work (2 hr)
- Preparing a Business Case (2.5 hr)
- Presenting Successfully (3 hr)

- Presenting Your Case (2.5 hr)
- The Dynamics of Interacting (2 hr)
- The Process of Negotiation (2 hr)
- Writing a Business Case (2.5 hr)
- Using Feedback to Improve Team Performance (1 hr)
- Customer Service over the Phone (1 hr)
- Customer-Focused Interaction (1 hr)
- Identifying and Managing Customer Expectations (1 hr)
- Internal Customer Service (1 hr)
- Getting Results without Direct Authority: Influencing Your Boss (1 hr)
- Giving Constructive Criticism (1 hr)
- Improving Communication in Cross-Cultural Relationships (1 hr)
- Managing Effective Business Meetings (1 hr)
- Receiving Feedback and Criticism (1 hr)
- Working with Internal Customers (4 hr)
- Generating Creative and Innovative Ideas: Enhancing Your Creativity (1 hr)
- Generating Creative and Innovative Ideas: Maximizing Team Creativity (1 hr)
- Generating Creative and Innovative Ideas: Verifying and Building on Ideas (1 hr)
- Implementing Creative and Innovative Ideas (5 hr)
- Business Execution in Action (3 hr)
- Creating a Business Execution Culture (4.5 hr)
- Cross-Functional Strategic Management (1 hr)
- Foundations for Business Execution (4 hr)
- Strategic Planning and Risk Management (2.5 hr)
- Developing the Capacity to Think Strategically (1 hr)
- Developing the Strategic Thinking Skill of Seeing the Big Picture (1 hr)
- Using Strategic Thinking Skills (1 hr)
- Thinking Strategically (2 hr)
- Applying Lean in Service and Manufacturing Organizations (1 hr)
- Creating and Analyzing an Operating Budget (3.5 hr)
- Effective Budget Management (3 hr)
- Financial Statements (2 hr)
- Quality Assurance and Quality Control (2 hr)
- The Ins and Outs of Capital Budgeting (3.5 hr)
- HMM Business Essentials, Finance Budgeting (1 hr)
- HMM Business Essentials, Finance Business Case Development (1 hr)
- HMM Business Essentials, Finance Business Plan Development (1 hr)
- HMM Business Essentials, Marketing Customer Focus (1 hr)
- HMM Business Essentials Decision Making (1 hr)
- HMM Business Essentials, Finance Finance Essentials (1 hr)
- HMM Business Essentials, Personal Development Managing Upward (1 hr)
- HMM Business Essentials, Marketing Marketing Essentials (1 hr)
- HMM Business Essentials, Change Process Improvement (1 hr)
- HMM Business Essentials Project Management (1 hr)

COMPUTER SKILLS

- Customizing Windows 7 (1 hr)
- New Features for End Users in Microsoft Office 2007 (1.3 hr)
- Microsoft Office Excel, PowerPoint, and Outlook 2007 (1.5 hr)
- Analyzing Data in Excel 2007 (3.5 hr)
- Excel 2007 Formulas and Functions (2 hr)
- Exchanging Data with Excel 2007 (3 hr)
- Protecting and Sharing Excel 2007 Workbooks (2 hr)
- Reviewing and Printing in Excel 2007 (1.5 hr)
- Advanced Customization in Excel 2007 (2 hr)
- Advanced Data Management in Excel 2007 (1.5hr)
- Advanced Formatting in Excel 2007 (2 hr)
- Business Contact Manager with Outlook 2007 (3 hr)
- Adding Graphics to Presentations in PowerPoint 2007 (1.5 hr)
- Adding Multimedia and Animations to Presentations in
- PowerPoint 2007 (1 hr)
- Creating Custom Slide Shows in PowerPoint 2007 (1 hr)
- Distributing Presentations in PowerPoint 2007 (1 hr)
- Advanced Customization with Project 2007 (2 hr)
- Collaborative Features in Word 2007 (2 hr)
- Using Tables, Charts, and Graphics in Word 2007 (2.5 hr)
- Advanced Data Manipulation Features in Word 2007 (1 hr)
- Advanced Document Features in Word 2007 (1 hr)
- Advanced Document Navigation and Document Reviews in Word 2007 (2.5 hr)
- Advanced Formatting in Word 2007 (1.5 hr)

CONTINUOUS IMPROVEMENT

- A New Manager and the Company's Future (3.5 hr)
- Advanced Management Skills Simulation (0.5 hr)
- Becoming a Manager: Leading and Communicating (4 hr)
- Becoming a Manager: Responsibilities and Fears (3.5 hr)
- Building Trust (1 hr)
- Coaching Performance (2 hr)
- Delegating Effectively Simulation (0.5 hr)
- Delegation Essentials: An Introduction to Delegating (1 hr)
- Delegation Essentials: Overcoming Delegation Problems (1 hr)
- Delegation Essentials: The Delegation Process (1 hr)
- Delegation: the Personal Approach (2.5 hr)
- Facilitative Leadership (4.5 hr)
- First Time Manager: Challenges (1 hr)
- First Time Manager: Understanding a Manager's Role (1 hr)
- First Time Manager: Meeting Expectations (1 hr)
- Leadership (2.5 hr)
- Leadership and Change (1.5 hr)
- Leadership Essentials: Building Your Influence as a Leader (1 hr)
- Leadership Essentials: Building Your Influence as a Leader – Spanish (1 hr)
- Leadership Essentials: Communicating Vision (1 hr)
- Leadership Essentials: Communicating Vision – Spanish (1 hr)

- Leadership Essentials: Creating Your Own Leadership Development Plan (1 hr)
- Leadership Essentials: Leading Business Execution (1 hr)
- Leadership Essentials: Leading Business Execution – Spanish (1 hr)
- Leadership Essentials: Leading Change (1 hr)
- Leadership Essentials: Leading Change – Spanish (1 hr)
- Leadership Essentials: Leading Innovation (1 hr)
- Leadership Essentials: Leading Innovation – Spanish (1 hr)
- Leadership Essentials: Leading with Emotional Intelligence (1 hr)
- Leadership Essentials: Leading with Emotional Intelligence – Spanish (1 hr)
- Leadership Essentials: Motivating Employees (1 hr)
- Leadership Essentials: Motivating Employees – Spanish (1 hr)
- Leading an Effective Business Meeting (2.5 hr)
- Leading by Enabling (4 hr)
- Maintaining an Engaging Organization (1 hr)
- Management Essentials: Caring about Your Direct Reports (1 hr)
- Management Essentials: Confronting Difficult Employee Behavior (1 hr)
- Management Essentials: Delegating (1 hr)
- Management Essentials: Developing Your Direct Reports (1 hr)
- Management Essentials: Directing Others (1 hr)
- Management Essentials: Managing a Diverse Team (1 hr)
- Motivating Employees and Leading Change Simulation (0.5 hr)
- Taking on a Management Role (3.5 hr)
- The Voice of Leadership: Effective Leadership Communication Strategies (1 hr)
- The Voice of Leadership: Inspirational Leadership (1 hr)
- The Voice of Leadership: Self-Assessment and Motivation (1 hr)
- The Voice of Leadership: The Power of Leadership Messaging (1 hr)
- Models for Managing Technical Professionals (4.5 hr)
- Recognizing a Leader (5 hr)
- The Basics of Delegation (1.5 hr)
- Creating and Maintaining a Positive Work Environment (1 hr)
- Embracing Organizational Change (1 hr)
- Managing Change: Building Positive Support for Change (1 hr)
- Managing Change: Dealing with Resistance to Change (1 hr)
- Managing Change: Understanding Change (1 hr)
- Managing Workforce Generations: Introduction to Cross-Generational Employees (1 hr)
- Managing Workforce Generations: Working with the 21st-century Generation Mix (1 hr)
- Preparing for Organizational Change (1 hr)
- Setting and Managing Priorities within the Organization: Motivation (1 hr)
- Understanding Organizational Change (1 hr)
- The Communication of a Shared Vision (5 hr)
- The Model Leader (2 hr)
- Inventory Management (3 hr)
- Overview of Logistics Management (3.5 hr)
- Supply Chain Logistics Management (3 hr)
- Supply Chain Management and e-Business (4 hr)
- Supply Chain Management Strategies (5.5 hr)

- Supply Chain Planning and Inventory Management (5 hr)
- Supply Chain Transportation and Facility Design (4.5 hr)
- The Fundamentals of Supply Chain Management (2 hr)
- Being an Effective Team Member (1 hr)
- Being an Effective Team Member – Spanish (1 hr)
- Cross-Functional Team Fundamentals (1 hr)
- Effective Team Communication (1 hr)
- Effective Team Communication – Spanish (1 hr)
- Elements of a Cohesive Team (1 hr)
- Elements of a Cohesive Team – Spanish (1 hr)
- Establishing Team Goals and Responsibilities (1 hr)
- Establishing Team Goals and Responsibilities – Spanish (1 hr)
- Facilitating Meetings and Work Groups (4.5 hr)
- Key Strategies for Managing Cross-Functional Teams (1hr)
- Leading Teams: Building Trust and Commitment (1 hr)
- Leading Teams: Building Trust and Commitment – Spanish (1 hr)
- Leading Teams: Dealing with Conflict (1 hr)
- Leading Teams: Dealing with Conflict – Spanish (1 hr)
- Leading Teams: Developing the Team and its Culture (1 hr)
- Leading Teams: Developing the Team and its Culture – Spanish (1 hr)
- Leading Teams: Establishing Goals, Roles, and Guidelines (1 hr)
- Leading Teams: Establishing Goals, Roles, and Guidelines – Spanish (1 hr)
- Leading Teams: Fostering Effective Communication and Collaboration (1 hr)
- Leading Teams: Fostering Effective Communication and Collaboration – Spanish (1 hr)
- Leading Teams: Launching a Successful Team (1 hr)
- Leading Teams: Launching a Successful Team – Spanish (1 hr)
- Leading Teams: Managing Virtual Teams (1 hr)
- Leading Teams: Managing Virtual Teams - Spanish (1 hr)
- Leading Teams: Motivating and Optimizing Performance (1 hr)
- Leading Teams: Motivating and Optimizing Performance – Spanish (1 hr)
- Participating Effectively in a Business Meeting (2.5 hr)
- Planning an Effective Business Meeting (2.5 hr)
- Difficult People in the Workplace Environment (1 hr)
- Time Management: Analyzing Your Use of Time (1 hr)
- Time Management: Avoiding Time Stealers (1 hr)
- Time Management: Planning and Prioritizing Your Time (1 hr)
- Optimizing Your Work/Life Balance: Maintaining Your Life Balance (1 hr)
- What to Do When the Going Gets Tough (1 hr)
- Communication Skills and Project Management (2 hr)
- Identifying Project Risks (2 hr)
- Initiating and Planning a Project (2 hr)
- Managing a Project (2.5 hr)
- Performing Risk Analysis (2 hr)
- Planning Project Procurement (2 hr)
- Project Management Fundamentals (2.5 hr)
- Project Quality Planning (2 hr)
- Risk Management Planning (1.5 hr)
- Risk Response, Monitor, and Control (2 hr)

- Transitioning into a Project Management Role (3 hr)
- Troubleshooting and Closing the Project (2 hr)
- HMM Change, Innovation, Leadership Change Management (1 hr)
- HMM Change, Innovation, Leadership Crisis Management (1 hr)
- HMM Change, Workplace Issues Dismissing an Employee (1 hr)
- HMM Change, Innovation, Leadership Innovation Implementation (1 hr)
- HMM Change, Leadership, Strategy Execution (1 hr)
- HMM Communications, Workplace Issues Difficult Interactions (1 hr)
- HMM Communications Meeting Management (1 hr)
- HMM Communications Negotiating (1 hr)
- HMM Communications, Leadership Persuading Others (1 hr)
- HMM Communications Presentation Skills (1 hr)
- HMM Communications Writing Skills (1 hr)
- HMM Innovation, Leadership, Strategy, Teams Innovation and Creativity (1 hr)
- HMM Innovation, Leadership, Strategy Strategic Thinking (1 hr)
- HMM Leadership, Performance Management Leading and Motivating (1 hr)
- HMM Leadership, Teams' Team Leadership (1 hr)
- HMM Performance Management Coaching (1 hr)
- HMM Performance Management Delegating (1 hr)
- HMM Performance Management Developing Employees (1 hr)
- HMM Performance Management Feedback Essentials (1 hr)
- HMM Performance Management Goal Setting (1 hr)
- HMM Personal Development Career Management (1 hr)
- HMM Personal Development New Manager Transitions (1 hr)
- HMM T eams Global Collaboration (1 hr)
- HMM Teams Team Management (1 hr)
- HMM Teams Virtual Teams (1 hr)

Safety Training cannot exceed 10% of total training hours per-trainee.

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per trainee. PL is capped at 60 total trainng hours per trainee.

Training Proposal for:

Space Systems/Loral, LLC

Agreement Number: ET17-0303

Panel Meeting of: December 16, 2016

ETP Regional Office: San Francisco Bay Area **Analyst:** L. Lai

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing Priority Industry: ☒ Yes ☐ No
Counties Served:	Santa Clara	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 2,518	U.S.: 2,540	Worldwide: 4,549
Turnover Rate:	6%		
Managers/Supervisors: (% of total trainees)	6%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$554,400		$83,600 15%	$0		$470,800

In-Kind Contribution:	100% of Total ETP Funding Required	$1,540,312

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Improv., Mfg. Skills	1,100	8-200	0-14	*$428	$17.57
				Weighted Avg: 28			

*Reflects Substantial Contribution

Minimum Wage by County: $17.02 for Santa Clara County.
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☐ Yes ☒ No ☐ Maybe
Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative I (Designer, Clerk, Purchasing, Contracts, Program Planning, Analyst, Accounting, Buyer)		45
Administrative II (Designer, Clerk, Purchasing, Contracts, Program Planning, Analyst, Accounting, Buyer)		10
Engineer I		480
Engineer II		90
Technical Support I (Manufacturing Staff, Lab Technician, Assembly Technician, Production & Materials Planner, Machinist, Associate Engineer, Engineer Assistant, Quality Control)		330
Technical Support II (Manufacturing Staff, Lab Technician, Assembly Technician, Production & Materials Planner, Machinist, Associate Engineer, Engineer Assistant, Quality Control)		75
Manager/Supervisor I		40
Manager/Supervisor II		30

INTRODUCTION

Space Systems/Loral, LLC (SSL) is a subsidiary of SSL MDA Holdings. SSL designs, manufactures, and tests sophisticated communication satellites, payloads, and subsystems at their facility in Palo Alto. SSL also procures insurance and launch services, provides orbital testing; and manages mission operations from its Palo Alto Mission Control Center. SSL's product line includes satellites UltraHD (TV) and HTS high Throughput (broadband/internet) spacecraft to small Low Earth Orbiting (LEO) satellites and includes advanced robotics and automated solutions for remote operations.

SSL has an international base of commercial and governmental customers whose applications include broadband digital communications, direct broadcast services for television and radio, fixed-satellite and X-band satellite communications, and mobile communications. These applications have a range of uses from environmental monitoring, to air traffic control. SSL also provides satellites to well-known U.S. companies such as DIRECTV, Dish Network and SiriusXM.

PROJECT DETAILS

This will be the third ETP Agreement between ETP and SSL, the second in the last five years. The current Agreement addressed changes in the market. (maintaining current customers and gain new accounts) and product size (customers seeking smaller satellites). While some trainees received training under the prior Agreement, they will not receive duplicate training. Some topics may be similar to those in the prior curriculum but the course contents are either new or have been updated.

SSL plans to continuously improve technical capabilities to expand into new markets, improve processes and reduce costs. Training is designed to broaden employee knowledge to develop the next generation of spacecraft and support a more diversified product line. The Company also plans to train on a new ERP system and Cyber Security Tools to be implemented next year at a cost of $21 million.

Training Plan

Training will be conducted via Class/Lab and Computer-Based Training methodologies. In-house subject matter experts will deliver training. Vendors may be used.

Business Skills (8%): This training will be offered to Administrative Staff, Engineers, Supervisors, and Managers. Topics include Collaboration Tools, Communication and Interpersonal Skills, Management Essentials, Presentation Skills, and Leadership Training. Trainees will learn methods and tools necessary to work together and leverage the talents of everyone in the organization to make changes collectively to improve and diversify business.

Computer Skills (12%): This training will be offered to Administrative Staff and Engineers to implement new business systems software and utilize existing database tools efficiently.

Manufacturing Skills (38%): This training will be offered to Engineers and Technical Support Staff. Topics include various assembly, operations, handling, testing, and repair skills related to satellite manufacturing to ensure the trainees gain certifiable skills.

Continuous Improvement (42%): This training will be offered to all occupations. Training will reduce costs and shorten schedules while continuing to design and manufacture high-quality spacecraft. These improvements will be accomplished through introduction to Lean Tools for Manufacturing, CAPA (Corrective Action and Preventative Action), Practical Problem Solving,

and other analytical or technology courses as shown in Exhibit B. Trainees will learn about current and future engineering methods, and develop advanced skills for statistical analysis. These skills will help the employees in engineering growth and technical expertise needed for current and future satellite business.

Impact/Outcome

- SSL is ISO 9001 and AS9100 Certified but will need to update to the AS9100 Rev D standard early next year. The proposed training will help SSL obtain the new AS9100 Rev D Certification that emphasizes training and mentoring to achieve conformity of products and services; this includes corrective action and continual improvement, organizations knowledge, leadership and management.

- Technical certifications will be provided to affected employees that meet the technical training requirements.

Commitment to Training

SSL's 2016 training budget was approximately $3.5 million, and was primarily allocated to new-hire orientation, temporary worker training, health & safety, basic computer skills, export control training, and regulatory compliance training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  The Quality Systems Manager will oversee the coordination of the ETP Program. A dedicated data entry team will upload trainee and training data into the ETP database. SSL produces a monthly training schedule developed 30 days in advance so that managers can plan accordingly for when employees will be in training. A weekly status update will be published on training completed, and track the number of hours per person.

Substantial Contribution

SSL is a repeat contractor with payment earned in excess of $250,000 at the Palo Alto facility within the past five years. (See Active Project Table) Accordingly, reimbursement for trainees at the Palo Alto facility in Job Number 1 will be reduced by 15% to reflect the Company's $83,600 Substantial Contribution to the cost of training.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by SSL under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET15-0301	$421,200	11/24/14 – 11/23/16	650	1,312	-0-

Based on ETP Systems, 23,400 reimbursable hours have been tracked for potential earnings of $421,200 (100% of approved amount) and the Contractor expects all eligible trainees will meet retention requirements by the term end date.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8 - 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Plans
- Collaboration Tools
- Communication and Interpersonal Skills
- Conflict and Collaboration for Multi-Cultural Teams
- Conflict resolution
- Customer Service
- Dealing with Difficult Situations
- Document Control
- Effective Report Writing
- Effective Team Building
- Export Paperwork
- Facilitating Individual, Team and Org Effectiveness
- Internal Lead Auditor Training
- Inventory Control
- Leadership Training/ Leadership in Action Training
- Listening Skills
- Management Essentials
- Negotiating Skills
- Presentation Skills
- Situation Leadership

COMPUTER SKILLS

- Accounting /Finance Systems
- AIMS –Manufacturing Execution System
- Communication & Document Management Systems
- Computer Networking / Support systems
- Cyber Security Tools
- Database Entry & Management
- Engineering Design Software /3D Modeling
- ERP System Training
- Excel Macros & VBA/Spreadsheets
- HTR (Hardware Tracking Record)
- Human Resource Database System
- IT Programming / Manufacturing Equipment Support
- PLM (Product Life-cycle Management) Team Center
- Website Development and Maintenance

CONTINUOUS IMPROVEMENT

- 5S Training: Sort, Set, Shine, Standardize, Sustain
- Advanced Satellite Systems
- Antennae Sub Systems
- Bus Subsystems
- CAPA Training (Corrective and Preventative Action)
- Creative Problem Solving Skills

- Cycle-time Reduction Techniques
- Engineer Technology for Satellite Emerging Markets
- Engineering Statistical Analysis
- Failure Review Board (FRB)
- Finance & Accounting Operations
- FMEA Failure Mode and Effects Analysis
- Identifying and Assessing Risk
- Interpreting & Analyzing Data
- Intro to Quality
- ISO Audit Principles
- ISO Process Improvement
- Leadership Skills for front line workers
- Lean Tools for Manufacturing
- LEO Satellite Technology
- Low Volume Lean
- Maintenance (TQM)
- Manufacturing Audit Process
- Material Review Board (MRB)
- Materiel & Subcontract Management
- Mission Assurance
- Mission Operations & iTACS (Mission Control Center software)
- NCR Non-Conformance Report System
- New Product Introduction
- Payload Systems
- Planning and Product Control
- Practical Problem Solving
- Process Control
- Process Development
- Process Improvement
- Product Design Review
- Product Design Standards and Processes
- Product Development, Design & Qualification
- Product Reliability
- Production Operations / Workflow
- Production Scheduling
- Program Management
- Project Management
- Quality Engineering Development
- Quality Management System /QMS for Management
- Quality Tools for QC
- RACI Skills (Responsible, Accountable, Consulted, Informed)
- Reliability Analysis
- Repeater Subsystems
- Risk Management
- ROI (Return On Investment) Analysis
- Satellite Technology (Satellite 101)
- Shock Qualification and Specifications for Engineering
- Space Test Operations
- Spacecraft Engineering Tools & Methods

- SSL Customer and Insurance Obligations
- Standard Operating Procedures
- Subcontract Product Design Management
- Subsystem Processes
- Subsystems Design & Engineering
- Systems Engineering
- Thermal Design & Engineering
- Unit and Subsystem Qualification
- Value Stream Mapping
- Visual Management Development

MANUFACTURING SKILLS

- AIT Assembly, Integration & Test procedures
- Assembly Operations -Manufacturing
- Antenna systems
- Bent Leads –Prevention & Best Practices
- Bonding and Staking of Electronic Components
- Bus Electronics
- Chemical Usage and Handling
- Composites Operations
- Conformal Coating
- Contamination Control /FOD
- Electro Static Discharge (ESD)
- Electronic Assembly Workmanship
- Facilities Management
- Flight Adhesive Bonding
- Flight Crimp and Strip
- Flight Hardware Handling
- Flight Harness And Cable
- Forklift Safety / Operations
- Industrial Truck Training
- IFS for Manufacturing Engineering
- Launch Base Training
- MPI Manufacturing Processes
- Mate & De-Mate /Cable Connections
- NASA Hand Solder
- National Aeronautics and Space Administration (NASA) Hand Solder
- Propulsion Systems
- PWB (Printed Wire Board) Rework Repair
- Quality Control
- Quality Engineering
- Set up Reduction
- Shipping / Receiving
- Solder Attach (Hybrid)
- Soldering Skills
- Special Machines/Inspections
- Statistical Skills for Operations
- Surface Mount Technology (SMT) Operation
- Testing Techniques – Spacecraft Hardware

- Thermal & Thermal Compound Bonding
- Torque Certification
- Warehousing Operations/Distribution System
- Xenon Loading
- X-Ray Operator
- X-Ray Reader-Electronics
- X-Ray Reader-Propulsion

CBT Hours

0 - 14

MANUFACTURING SKILLS

- Contamination Control Awareness (2 Hours)
- ESD Awareness (2 Hours)
- Flight Hardware Handling (2 Hours)
- Hardware Tracking Record - HTR (1 Hour)
- Heat Pipe Safety (1 Hour)
- Propulsion Awareness Briefing (1 Hour)
- STO-029 High Bay Rules (.5 Hours)

CONTINUOUS IMPROVEMENT

- NCR Non-Conformance Report System (1 Hour)

COMPUTER SKILLS

- Flexsys Basics-Data Management Software (1 Hour)
- LIVE Training: PLM-Product Life Cycle Management Software (4 Hours)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per trainee.

Retrainee – Job Creation
Training Proposal for:

Viavi Solutions Inc.

Agreement Number: ET17-0325

Panel Meeting of: December 16, 2016

ETP Regional Office: San Francisco Bay Area **Analyst:** L. Lai

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles, Santa Clara, Sonoma	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 685	U.S.: 1,443	Worldwide: 3,100
Turnover Rate:	0%		
Managers/Supervisors: (% of total trainees)	6%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$363,450		$0	$0		$363,450

In-Kind Contribution:	100% of Total ETP Funding Required	$375,200

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, OSHA 10/30, Mfg. Skills, PL-Mfg. Skills	355	8 - 200 Weighted Avg: 55	-0-	$990	*$15.60
2	Retrainee Job Creation Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, OSHA 10/30, Mfg. Skills, PL-Mfg. Skills	10	8 - 200 Weighted Avg: 60	-0-	$1,200	*$12.77

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: Job Number 1: $17.02 per hour for Santa Clara County, $16.48 for Los Angeles County, and $15.60 for Sonoma County

Job Number 2 (Job Creation): $14.19 per hour for Santa Clara County, $13.73 for Los Angeles County, and $12.77 for Sonoma County

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe

Up to $3.55 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupational Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Staff		11
Customer Service Staff		10
Director		2
Engineering Staff		15
Lead		31
Manager/Supervisor		20
Marketing/Sales Staff		26
Production Staff		198
Support Staff		26
Technical Staff		16

Job Number 2 – Job Creation		
Administrative Staff		1
Engineering Staff		1
Lead		1
Manager/Supervisor		1
Marketing/Sales Staff		2
Production Staff		2
Support Staff		1
Technical Staff		1

INTRODUCTION

Viavi Solutions Inc. (Viavi) manufactures optical technologies and network & service enablement products. The Company helps service providers and IT organizations optimize and maintain many of the world's largest and most complex networks. The Company's Optical Security and Performance (OSP) segment concerns the management of light.

Viavi separated from JDS Uniphase in August 2015 and became an independent corporation. The Company is headquartered in Milpitas and has facilities in Santa Rosa and Commerce.

OSP include a color shifting pigment that appears to change with variations of the light angle or positions of the viewer. This type of pigment is currently being used in the $100 bill as an anti-counterfeit measure. Viavi also manufactures handheld ultra-compact near-infrared spectrometer sensors and analyzers for use in physical analysis of materials that require this type of sensitive measurement. The spectrometers are used by police officers, border patrol agents, pharmaceutical manufacturers and farmers.

PROJECT DETAILS

New pigment technology features are expanding as countries are re-designing their paper currencies to combat counterfeiting. The Company recently invested more than $24 million in a new Bobst roll coating chamber to produce these pigments and meet this demand.

In support of growth, the Company also plans to: initiate Lean manufacturing to reduce waste and improve profitability; introduce new computer platforms; improve communication; and continuously design and engineer new currency counterfeiting features to expand business profitability.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

The Company is expanding existing business capacity by adding newly-hired employees to existing administrative, engineering, management, marketing, production, support and technical functions. These projections were based on projected increase in business volume. There are existing, unused office and production space to accommodate the newly-hired employees.

Viavi has committed to hiring 10 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Viavi employees from three facilities in Milpitas, Santa Rosa and Commerce will receive Class/Lab and Productive Lab (PL) training by in-house subject matter experts and vendors as needed in the following:

Business Skills (10%): Training will be offered to all occupations. Training will assist workers improve communication to reduce order rework, and increase customer satisfaction.

Computer Skills (20%): Training will be offered to all occupations. The Company is introducing new computer platforms. The standardization of software will improve communication efficiency companywide.

Continuous Improvement (15%): Training will be offered to all occupations. Trainees will learn new operating procedures, how to improve product quality, and operating efficiency. This will help the company grow by improving product quality, delivery times, and removing waste throughout the entire organization.

Hazardous Materials (2%): Training will be offered to Production Staff, Leads, Supervisors and Managers. This training will reduce injuries on-the-job, contain hazardous events, and reduce negative consequences and costs due to mishandling of hazardous materials.

Manufacturing Skills (40%): Training will be offered to Production Staff. Topics include assembly procedures, filtration systems, product and test engineering, soldering skills, vapor systems and various equipment operations. Trainees will learn new equipment, production techniques and procedures to increase production capacity, improve product quality, reduce delivery times, and improve operating efficiency.

Productive Laboratory (10%):
Viavi is requesting PL in Manufacturing Skills for 30 Production Staff. Trainees must learn how to operate high capacity equipment that is too large to bring into a classroom and runs 24 hours per day. Each tool/equipment/process could take anywhere from 8 to 24 hours to become proficient. Some trainees could receive a maximum of 60 PL hours learning about multiple tool/equipment/processes.

Viavi requests a trainer-to-trainee ratio of 1:3. The Company has limited training resources and the required trainers are not available on all shifts to provide the Productive Lab. Most of the training will be 1:1, but the Company would rather increase the group size to 1:3 when needed. This will allow Viavi to train workers rapidly and have knowledgeable workers available to support the production process.

Certified Safety Training

OSHA 10/30 (3%) This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be

certified by Cal-OSHA. OSHA 10 will be provided to Production Staff and Leads. OSHA 30 training will be provided to Supervisors and Managers to ensure a safe work environment.

Temporary to Permanent Hiring

Ten workers in Job Number 1 are under Panel guidelines for the Temporary-to-Permanent program. The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. According to Viavi, the average time for "converting" temporary workers into full-time permanent employment is six months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

Under Panel guidelines for the Temporary to Permanent program, these trainees must be eligible to participate in ETP-funded training pursuant to Unemployment Insurance Code Section 10201(c). Moreover, they cannot be enrolled as trainees until after Viavi has hired them into full-time, permanent employment. Until they are so hired, retention and post-retention wage requirements cannot be satisfied and the Company will not receive progress payments.

Directors

The two individuals with a Director title spend over 51% of their time producing products or services. They are higher-salaried employees functioning at the managerial level with a Director title and do not make corporate policy.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law. Viavi's 2016 training budget was approximately $250,000 for all three facilities and was primarily allocated to new-hire orientation, sexual harassment prevention, first aid, basic computer skills, and some on-the-job training.

- Training Infrastructure

A project manager will oversee the training project.

- Santa Rosa - The training coordinator will schedule training and be responsible for collecting all training rosters from all three sites and sending them to the administrative subcontractor for entry into the ETP systems.
- Milpitas and Commerce – A designated supervisor will be responsible for scheduling training, collecting and forwarding all training rosters to the training coordinator in Santa Rosa.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

National Training Company in Irvine assisted with development for a flat fee of $15,000.

ADMINISTRATIVE SERVICES

National Training Company will also perform administrative services for an amount not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8 - 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting Skills
- Business Presentation Skills
- Communication Skills
- Customer Service Skills
- Marketing/Sales Strategies
- Negotiating Skills
- Program/Project Management Skills
- Technical Product Specifications

COMPUTER SKILLS

- Internal Computer Systems
- Internet Technology
- MS Office (Intermediate and Advanced)
- Production Management and Reporting Software
- Salesforce.com
- Server Support
- Software Business Processes
- Software Installation and Maintenance
- Statistical Analysis Software

CONTINUOUS IMPROVEMENT

- Advanced Operating Procedures
- Change Management
- Defect Elimination
- Error Free Manufacturing
- Failure Analysis
- ISO 9000
- Lean Manufacturing
- Mentoring for Change
- Quality Systems Training
- Standard Work
- Statistical Process Control
- Team Building Skills
- Team Problem Solving

HAZARDOUS MATERIALS

- Hazard Communication
- Hazardous Materials
- Hazardous Waste
- Emergency Response Team Training

MANUFACTURING SKILLS

- Assembly Procedures
- Blueprint Reading
- Equipment Maintenance
- Filtration Systems
- Foreign-Material Screener
- Heating Systems
- Inspection Equipment
- Labeling Systems
- Manufacturing Equipment
- Preferred Work Methods
- Product & Test Engineering
- Product Knowledge
- Reading Technical Specifications
- Roll Coating Equipment
- Soldering Skills
- Special Manufacturing Tools
- Standards and Operating Procedures
- Test Instrument Manufacturing
- Thin Film Coating
- Vapor Systems
- Ventilation Systems

OSHA 10/30 (OSHA Certified Instructor)

- OSHA 10 (Requires completion of full 10-hour course)
- OSHA 30 (Requires completion of full 30-hour course)

Productive Lab Hours

0 – 60

MANUFACTURING SKILLS (Ratio 1:3)

- Equipment Maintenance
- Filtration Systems
- Foreign-Material Screener
- Heating Systems
- Inspection Equipment
- Labeling Systems
- Operating Forklifts
- Manufacturing Equipment
- Preferred Work Methods
- Product Handling
- Roll Coating Equipment
- Vapor Systems

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. PL is capped at 60 hours per-trainee.

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

A. Teichert & Son, Inc.

Agreement Number: ET17-0346

Panel Meeting of: December 16, 2016

ETP Regional Office: Sacramento **Analyst:** J. Lazarewicz

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SET HUA	Industry Sector(s):	Construction Priority Industry: ☒ Yes ☐ No
Counties Served:	Alameda, El Droado, Fresno, Nevada, Placer, Sacramento, San Joaquin, Sutter, Yolo, Yuba	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No Operating Engineers Local 3; Construction and General Laborers' Local 185		

Number of Employees in:	CA: 1,935	U.S.:2,033	Worldwide: 2,033
Turnover Rate:	4%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$397,980		$42,300 (15% Job 1)	$0		$355,680

In-Kind Contribution:	100% of Total ETP Funding Required	$600,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SET	Comm'l Skills, Computer Skills, Cont. Imp.	470	8-200	0	*$504	$21.28
				Weighted Avg: 33			
2	Retrainee Priority Rate SET	Comm'l Skills, Computer Skills, Cont. Imp.	200	8-200	0	$594	$21.28
				Weighted Avg: 33			

*Reflects Substantial Contribution

Minimum Wage by County: SET/Priority Industry: $21.28 per hour
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe
Up to $7.00 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Support Staff		33
Administrator		105
Engineer		79
Estimator		34
Foreman		129
Lead		54
Office Assistant		35
Project Manager		77
Quality Assurance Staff		37
Sales and Service Staff		10
Technician		77

INTRODUCTION

Founded in 1887 and headquartered in Sacramento, A. Teichert & Son, Inc. (Teichert) (www.teichert.com) is a construction company that builds infrastructure such as freeways, commercial and industrial site work, parks, and airports. Services include grading, asphalt paving, concrete curbs and sidewalks, underground pipelines and joint utility installations. Additionally, Teichert produces construction materials such as aggregate rocks, sand, gravel, asphaltic concrete and ready-mixed concrete. Teichert has facilities in Alameda, El Dorado,

Fresno, Nevada, Placer, Sacramento, San Joaquin, Sutter, Yolo and Yuba counties, all of which will participate in the training proposal.

The Foremen and Lead workers are represented by two local unions: Operating Engineers Local 3 and Construction and General Laborers' Local 185. These unions have submitted letters of support for the training of their respective members.

PROJECT DETAILS

This is Teichert's third ETP Agreement, the second in five years. In its first ETP Agreement, Teichert focused on improving efficiency, precision and overall productivity of its administrative and operational activities. In their second ETP Agreement, Teichert focused on upgrading internal business networks by enhancing its Enterprise Resource Planning (ERP) system to a Viewpoint system to manage the business. They completed 100% of this Agreement prior to the end date. In this new proposal, Teichert will continue to focus on upgrading and expanding its Viewpoint system to improve cost control, project management, administration, inventory and accounting.

Teichert is taking steps to improve its business and increase employment as the economy continues to improve. As construction spending increases, Teichert is expanding into multiple areas of California while facing competition from low-wage, non-union companies. Teichert employees must be higher skilled and more productive than those employed by low-wage companies. Along with improving its business systems, Teichert expanded its Enterprise Resource Planning (ERP) Viewpoint system and created a new unit to focus on pipeline work, (replacing and repairing gas transmissions lines, primarily for PG&E).

Training Plan

Trainees will receive Classroom Laboratory training by in-house subject matter experts in the following:

Commercial Skills (35%): Training will be offered to all occupations, and focus on pipeline work. Training topics include Pipeline Engineering, Construction, Maintenance, Repair/Replacement, Inspection, Removal, Excavation and Installation.

Computer Skills (20%): Training on the ERP, Document Management, Equipment Management and Project Management systems will be offered to all occupations. Training will provide the skills for trainees to utilize the programs necessary to perform job functions.

Continuous Improvement (45%): Training will be offered to all occupations, and focus on leadership and operational skills. Training topics include Leading Others, Adapting to Change, Decision Making, and Problem Solving.

Frontline Managers

According to Teichert, Project Managers are directly involved in construction. Based on the nature and scope of their job duties, these trainees meet the Panel's definition of frontline worker. As frontline workers, these trainees qualify for SET funding and are not included in the percentage of managers.

High Unemployment Area

Some trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in Fresno, San Joaquin, Sutter, and Yuba counties (Job Number 2) qualify for HUA status under these standards. However, Teichert is not asking for a wage modification.

Special Employment Training

Under SET, the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period.

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from $28.37 to $21.28). Teichert requests this modification.

Substantial Contribution

Teichert is a repeat contractor with payment earned in excess of $250,000 at the Sacramento facility within the past five years. (See Active Project Table.) Accordingly, reimbursement for trainees at the Sacramento facility in Job Number 1 will be reduced by 15% to reflect the Company's $42,300 Substantial Contribution to the cost of training.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Teichert's annual training budget per facility is approximately $500,000 for orientation, harassment prevention, company procedures, and on-the-job training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

Steve Duscha Advisories will assist with ETP project administration. Additionally, three Teichert staff members are designated to assist with administrative activities.

Impact/Outcome

Teichert's dedication to training will allow the Company to implement training in pipeline work and expand the ERP system. This training will ultimately lead to Teichert winning more bids and grow as a company.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by Teichert under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET16-0108	$329,076	08/03/2015 – 08/02/2017	554	694	0

Based on ETP Systems, 18,770 reimbursable hours have been tracked for potential earnings of $329,076 (100% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers.

DEVELOPMENT SERVICES

Steve Duscha Advisories in Sacramento assisted with development for a flat fee of $15,000.

ADMINISTRATIVE SERVICES

Steve Duscha Advisories will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours
8-200

Trainees may receive any of the following:

COMMERCIAL SKILLS

- Casing Removal
- Coating Removal & Installation
- Compressor and Reg Stations
- Dewatering
- Estimating
- Excavation
- Gas Distribution Lines (fusion welded plastic)
- Horizontal Directional Drilling
- Hydro Excavation
- Hydrostatic Testing
- In-Line Inspection
- Inspection and Integrity Management
- Pipeline Construction Management
- Pipeline Engineering
- Pipeline Maintenance Management
- Pipeline Valve Automation
- Primary/Secondary Electrical Conduit
- Project Management
- Repair/Replacement
- Scheduling
- Shoring
- Telecom and Cable Conduits
- Trenching

COMPUTER SKILLS

- Accounts Payable
- Accounts Receivable
- Document Management
- Enterprise Resource Planning System
- Equipment Management
- Project Management Computer Systems

CONTINUOUS IMPROVEMENT

- Adapting to Change
- Coaching & Giving/Receiving Feedback
- Communicating Effectively
- Creating & Building Teamwork
- Dealing with Conflict/Difficult Attitudes
- Decision Making
- Leading Others
- Motivating Others
- Organizational Roles & Personality Styles
- Performance Improvement through Performance Management
- Role of the Lead

- Role of the Foreman
- Team Problem Solving

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

OPERATING ENGINEERS LOCAL UNION NO. 3

3920 LENNANE DRIVE, SACRAMENTO, CA 95834 • (916) 993-2055 • FAX (916) 419-3491

Jurisdiction: Northern California, Northern Nevada, Utah, Hawaii, and the Mid-Pacific Islands

October 14, 2016

RE: Teichert Construction's Foreman Leadership Training

To Whom It May Concern:

We support Teichert Construction's efforts to provide annual Foreman Leadership training to Teichert employees who are members of the Operating Engineers Local Union No. 3.

If you should have any questions, please do not hesitate to call me at 916.993.2055.

Fraternally,

Rob Carrion
District Representative
Operating Engineers Local Union No. 3
Sacramento District 80 Office

RC:ap
iuoe-3d-afl-cio

LABORERS LOCAL 185

JUSTICE • HONOR
STRENGTH

Serving 20 Northern California Counties

LiUNA!

CONSTRUCTION AND GENERAL LABORERS' LOCAL 185

Affiliated with Laborers' International Union North America

[redacted]

Jose Medrano
President

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

Doyle S. Radford Jr.
Executive Board

Johnnie Leggett
Auditor

Ivan Rabb
Auditor

Jeremy Jimenez
Auditor

Ramiro "Pete" Galvan
Sergeant-at-Arms

October 20, 2016

RE: Teichert's Foreman Leadership Training

To Whom It May Concern:

We support Teichert Construction's efforts to provide annual Foreman Leadership training to Teichert employees who are members of the Laborers Union.

If you should have any questions, please don't hesitate to call.

Sincerely,

Doyle S Radford

Doyle S. Radford
Business Manager
Secretary-Treasurer

DSR: ac
Opeiu#29

1320 National Drive • Sacramento, CA 95834-1908 • PHONE (916) 928-8300 • FAX (916) 928-8311
www.laborerslocal185.org

RETRAINEE - JOB CREATION

Training Proposal for:

CIGNA Health and Life Insurance Company

Agreement Number: ET17-0304

Panel Meeting of: December 16, 2016

ETP Regional Office: Sacramento **Analyst:** W.Sabah

PROJECT PROFILE

Contract Attributes:	Retrainee HUA Job Creation Initiative	Industry Sector(s):	Insurance Priority Industry: ☐ Yes ☒ No
Counties Served:	Tulare	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 1,590	U.S.:31,900	Worldwide: 37,200
Turnover Rate:	11%		
Managers/Supervisors: (% of total trainees)	0%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$304,500		$0	$0		$304,500

In-Kind Contribution:	100% of Total ETP Funding Required	$445,461

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee	Business Skills, Commercial Skills, Computer Skills	137	8-200	0	$1,500	$15.60
				Weighted Avg: 100			
2	Retrainee Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills	33	8-200	0	$3,000	$15.08
				Weighted Avg: 150			

Minimum Wage by County: Job Number 1 (Retrainee): $15.60 per hour for Tulare County; Job Number 2 (Job Creation): $12.77 per hour for Tulare County.

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe

Up to $0.52 per hour may be used to meet the Post-Retention Wage for Job Number 1

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1 (Retrainee):		
Customer Service Representative Associate		100
Customer Service Representative Senior Associate		37
Job Number 2 (Job Creation)		
Customer Service Representative Associate		33

INTRODUCTION

Founded in 1982, Connecticut General Life Insurance Company for CIGNA Companies (CIGNA) is a global health service company dedicated to helping people improve their health, well-being and sense of security.

CIGNA continues to innovate, expand, and grow globally. The Company services approximately 85 million customer relationships, providing employers with health benefit programs, expertise and services designed to improve the health, well-being and productivity of their employees. The Company's location in Visalia is one of nine processing centers throughout the United States, and the only in California that performs medical claims processing and telephonic inquiry support. The Visalia facility is assigned to handle specific customer accounts within the United States. The Company's training facility in Visalia will be the only location participating in ETP funding.

CIGNA is eligible for standard retraining as a company primarily engaged in providing services directly to customers located both inside and outside California as outlined under Title 22, California Code of Regulations, Section 4416(d)(3,4). This will be the third ETP-funded training project for CIGNA, the first in the last five years.

PROJECT DETAILS

To remain competitive, CIGNA must enhance industry specific knowledge and improve customer service skills. Employees discuss personal health issues and medical claim processes with customers as a major component of their daily duties. Training will ensure that customers receive courteous and accurate responses to inquiries regarding eligibility, benefits, and claim status.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

CIGNA is expanding business capacity by adding newly hired employees. In the 4th quarter of 2015, the Company began offering Supplemental Insurance products such as accident expense insurance, lump sum cancer insurance, cancer treatment insurance, and lump sum heart attack and stroke insurance out of the Visalia location. In addition, the Visalia facility is currently undergoing an internal reorganization. The facility has been integrated into the CIGNA International team, requiring employees to service customers (employer groups and individuals) in over 200 countries/jurisdictions. For this, the Company has committed to hiring 33 new employees (Job Number 2).

The date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. Trainees will be hired into “net new jobs” as a condition of contract.

Training Plan

Trainees will receive between 8-200 Classroom/Laboratory training delivered by in-house trainers. Vendors may also be retained.

Business Skills (45%): Training will be offered to all occupations. Skills acquired will allow trainees to support both internal and external customers. Training in effective customer service techniques will also provide skills to help improve customer retention, reduce order rework, and increase customer satisfaction.

Commercial Skills (35%): Training will be offered to all occupations. Training will focus on claims processing and procedural training to improve workflow. Additionally, training will allow employees to inform customers about products offered. Training will enable the Company to move to a high performance workplace and meet strategic goals.

Computer Skills (20%): Training will be offered to all occupations. Training will focus on the One Guide and Proclaim software to sharpen skills necessary to perform job duties. Training will also cover the Company’s in-house computer application for inventory, account management and tracking of insurance claims.

High Unemployment Area

The trainees in Job Numbers 1 and 2 work in Tulare County, a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. However, CIGNA is not asking for a wage modification.

Commitment to Training

ETP funds will not displace CIGNA's existing financial commitment to training. The annual training budget for Visalia approached $2.5 million for the 2015 calendar year and the Company's dedication to training will continue. Included in the budget were the training costs for onboarding/orientation, sexual harassment prevention, and mission statement training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

The Company has designated the Company's Grant Specialist to assist with the management of this project. She will be dedicated to scheduling training, enrolling trainees, tracking training hours and meeting with ETP Staff. There will also be two other staff members designated to utilizing the CIGNA Learning Management System (LMS) and assisting with the tracking of training hours. The Company also plans to hire an administrative subcontractor to ensure the ETP project is successfully administered.

Impact/Outcome

Training will allow for faster and more efficient processing of medical claims with an emphasis on customer service. Job Creation trainees will be provided with essential skills to help them become successful at the Company. Ultimately, training will improve customer satisfaction and lead to an increase market share within their industry.

Learning Management System

CIGNA will use a Learning Management System (LMS) to document and track ETP training. The LMS has been reviewed and approved by ETP staff.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

CIGNA retained Hickey & Associates, Inc. in San Francisco to assist with development of this proposal for a flat fee of $15,270.

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Business Customer Retention
- Understanding Customer Value
- Building Rapport
- Probing to Understand the Customer's Needs
- Determining & Executing Your Strategy for Controlling the Call
- How to Exude Confidence Through Your Voice and Presentation
- Questioning Techniques
- Back Office Processes: Understanding the Claim Process (Part I)
- Back Office Processes: Understanding the Claim Process (Part II)
- Showing Empathy
- Handling a Difficult Customer
- Re-iterating the Customer's Concern & How to Address Them
- Active Listening Techniques
- Elements of Voice
- Importance of Providing Accurate Information
- Diffusing an Angry or Irate Customer
- Setting Customer Expectations around Process, Fees, and Charges
- Critical Thinking/ Decision Making
- How to Deliver Bad News
- Effective Techniques of Saying "No"

COMMERCIAL SKILLS

- Customer Service – Understanding Benefit Plans
- Claims Processing
- Claims Process: How to Interpret Status Information
- Work Flow/Call Flow Training
- Anticipation of Next Steps
- Common Healthcare Terminology
- Using Resources to Provide Accurate Information
- Proper Notations to be Made to an Account
- Multi-Tasking Skills
- New Product/ Procedure Training

COMPUTER SKILLS

- Proclaim
- One Guide
- CIGNA University

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

RETRAINEE - JOB CREATION

Training Proposal for:

DNC Parks & Resorts at Tenaya, Inc. dba Tenaya Lodge at Yosemite

Agreement Number: ET17-0348

Panel Meeting of: December 16, 2016

ETP Regional Office: Sacramento **Analyst:** W. Sabah

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative HUA	Industry Sector(s):	Services Hospitality Priority Industry: ☐ Yes ☒ No
Counties Served:	Fresno, Tulare, Mariposa	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 3,200	U.S.: 52,000	Worldwide: 60,000
Turnover Rate:	16%		
Managers/Supervisors: (% of total trainees)	11%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$390,000		$0	$0		$390,000

In-Kind Contribution:	100% of Total ETP Funding Required	$429,000

TRAINING PLAN TABLE.

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee	Business Skills, Computer Skills, Cont. Imp.	320	8-200	0	$600	$15.60*
				Weighted Avg: 40			
2	Retrainee Job Creation Initiative	Business Skills, Computer Skills, Cont. Imp.	70	8-200	0	$1,200	$12.77*
				Weighted Avg: 60			
3	Retrainee HUA	Business Skills, Computer Skills, Cont. Imp.	130	8-200	0	$600	$11.70*
				Weighted Avg: 40			
4	Retrainee Job Creation Initiative HUA	Business Skills, Computer Skills, Cont. Imp.	30	8-200	0	$1,200	$10.00*
				Weighted Avg: 60			

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: Job Number 1: $15.60 per hour for Mariposa County

Job Number 2 (Job Creation): $12.77 per hour for Mariposa County

Job Number 3 (HUA): $11.70 per hour for Tulare and Fresno counties

Job number 4 (Job Creation/HUA): $10.00 per hour for Tulare and Fresno counties

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe

Up to $3.40 per hour may be used to meet the Post-Retention Wage in Job Number 1; up to $2.77 in Job Number 2; and up to $1.00 in Job Number 3.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1 (Retrainees)		
Administration Staff		51
Housekeeping Staff		54
Food & Beverage Staff		138
Engineer		19
Sales Staff		6
Security Staff		10
Manager		42

Job Number 2 (Job Creation)*		
Administration Staff		7
Housekeeping Staff		10
Food & Beverage Staff		28
Engineer		8
Recreational Staff		12
Manager		5
Job Number 3 (HUA)		
Administration Staff		17
Housekeeping Staff		18
Food & Beverage Staff		63
Engineer		8
Sales Staff		5
Security Staff		5
Manager		14
Job Number 4 (Job Creation/HUA)*		
Administration Staff		2
Housekeeping Staff		7
Food & Beverage Staff		16
Engineer		1
Recreational Staff		2
Manager		2

Trainees must be earning at least $10.50 by January 1, 2017

INTRODUCTION

Founded in 1990, DNC Parks & Resorts at Tenaya, Inc. dba Tenaya Lodge at Yosemite (Tenaya Lodge) is a year round destination resort located two miles from the Yosemite National Park. Tenaya Lodge is one of the largest employers in Mariposa County with 302 rooms, cottages, restaurants, fitness center and spa treatment rooms. The Resort has two other lodges in the Sequoia National Park and Kings Canyon National. The fourth location is the Tenaya Fresno Office with 15 sales and marketing employees. The Company provides hospitality services to guests from all over the world that visit the national parks. All four locations will participate in training.

PROJECT DETAILS

To compete for business, Tenaya Lodge must continue to improve the guest experience by maintaining its American Automobile Association (AAA) 4-Diamond rating. [Note: Hotels and lodges that demonstrate the basic requirements of cleanliness, comfort and hospitality during an unannounced inspection are designated as AAA/CAA Approved.] The AAA Diamond rating for hotels is a higher level, representing a combination of the overall quality, range of facilities, and level of services.

To maintain their 4-Diamond rating, all of Tenaya Lodges are undergoing major renovations to rooms, lobbies and restaurants. The Company also expects to spend an additional $25,000 on new technology and system upgrades impacting the restaurant layouts, menus, room service, banquet service and front desk.

Guest services will also be upgraded. The Company's goals are to add to employee's ability to effectively problem solve and communicate directly with guests.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

Tenaya Lodge is expanding business capacity by opening 52 new cabins at the Tenaya Lodge in Yosemite. The Company is also building a new restaurant at the Kings Canyon Lodge. It plans to add 108 tables inside, 48 tables outside and 75 picnic tables. This renovation will cost $6.2 million. To support the expansion, the Company needs to hire additional Engineers, Managers, Administration, House Keeping, Food & Beverage and Recreational Staff.

The date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Training will be provided by in-house experts via class/lab in the following:

Business Skills (45%): This training will be provided to all occupations. Topics include advanced communication, negotiating, accounting and operating procedures. Training will improve overall efficiency.

Computer Skills (10%): This training will be provided to all occupations. Trainees will learn new and upgraded systems for inventory controls and reservations. Training will allow staff to remain current with ever-changing technology within the industry. Food & Beverage Staff will learn to use handheld tablets to take orders, allow customers to pay on the spot, and manage workflow.

Continuous Improvement (45%): This training will be provided to all occupations. Trainees will learn to exceed guest expectations in all areas of service, work more efficiently in teams, resolve conflicts, improve communications, and think critically. Training will help team members solve guest problems and serve guests with more confidence.

High Unemployment Area

Trainees in Job Numbers 3 & 4 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in Fresno and Tulare qualify for HUA status under these standards. For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Tenaya Lodge is requesting a wage modification from $15.60 to $11.70 for Job Number 3 and from $12.77 to $10.00 for Job Number 4 (Job Creation).

Impact/Outcome

Training will allow employees to effectively communicate with guests, quickly solve problems and provide improved customer service.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. The Company's annual training budget per facility is approximately $200,000 for new employee orientation, safety, OSHA mandated training, sexual harassment prevention, diversification training and basic management. Safety training is provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

Tenaya Lodge has a training center that will recruit new employees and provide in-house training. Managers and the training center will schedule training and enroll trainees to provide timely training. The Company also designated one full-time and one part-time trainer to coordinate with Managers and maintain training documentation. Additionally, Tenaya Lodge retained National Training Company to assist with administration.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

National Training Company in Middletown assisted with development for a flat fee of $5,000.

ADMINISTRATIVE SERVICES

National Training Company will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting Skills
- Accountability and Taking Responsibility
- Advanced Communication Skills
- Advanced Telephone Techniques
- Business Processes
- Change Management
- Confidentiality and Privacy of Client Data Procedures
- Coaching and Mentoring
- Customer Focused Selling
- Dealing With Difficult People
- Empowerment
- Getting Results Through Accountability
- Integrated Kitchen Procedures
- Job Specific Processes
- Motivation and Attitude Improvement
- Negotiating Skills
- New Menu Presentation and Selling Skills
- Operating Procedures
- Point of Sale Skills
- Payroll Systems Skills
- PBX System Skills
- Reducing Negativity in the Workplace
- Resolving Guest Complaints
- Room Standards Techniques
- Service Standards
- Supervisory Skills
- Up-Selling and Closing Skills

COMPUTER SKILLS

- Retail Pro
- Computerized Inventory
- Customer Information Systems
- Halo Point of Sale Systems
- Micros-Restaurant
- Inventory Software Skill
- MS Office (Intermediate and Advanced)
- Outlook (Intermediate and Advanced)
- Springer Miller Systems
- OSS/USS

CONTNUOUS IMPROVEMENT

- Quality Improvement
- Team Building Skills
- Meeting Guests Needs

- Improving Communication Skills with Guests
- Measuring for Success
- Problem Solving and Resolution
- Standard Work Procedures
- Resolving Guest Complaints
- Leadership Skills
- Critical Thinking Skills

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

RETRAINEE - JOB CREATION

Training Proposal for:

JLS Environmental Services, Inc.

Agreement Number: ET17-0345

Panel Meeting of: December 16, 2016

ETP Regional Office: Sacramento **Analyst:** K. Mam

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Services Green Technology Priority Industry: ☒ Yes ☐ No
Counties Served:	Placer and Madera	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 108	U.S.: 108	Worldwide: 108
Turnover Rate:	18%		
Managers/Supervisors: (% of total trainees)	6%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$249,180		$0	$0		$249,180

In-Kind Contribution:	100% of Total ETP Funding Required	$286,688

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Cont. Improv., HazMat, Mgmt. Skills, Mfg. Skills, Literacy Skills, OSHA10/30, PL - Commercial Skills	95	8-200	0-17	$1,764	$15.60
				Weighted Avg: 98			
2	Job Creation Initative Priority Rate	Business Skills, Commercial Skills, Computer Skills, Cont. Improv., HazMat, Mgmt. Skills, Mfg. Skills, Literacy Skills, OSHA10/30, PL - Commercial Skills	34	8-200	0-17	$2,400	*$13.50
				Weighted Avg: 120			

***** It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: Job Number 1: $15.60 per hour for Placer and Madera counties. Job Number 2 (Job Creation): $11.70 per hour for Placer and Madera counties.

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe

Up to $2.10 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1 (Retrainees)		
Accounting Administrative Staff		2
Estimator		2
Lead Technician		26
Operations Administrative Staff		4
Project Manager 1		6
Project Manager 2		1

Technician		53
Manager		1
Job Number 2 (Job Creation)		
Estimator		1
Lead Technician		5
Operations Administrative Staff		1
Project Manager 1		2
Technician		25

INTRODUCTION

Founded in 2002 and located in Loomis, JLS Environmental Services, Inc. (JLS) (www.jlsinc.com) is a full restoration contractor that provides remediation, destructive testing, concrete preparation, construction and restoration, and energy retrofitting services for residential, commercial, and civic properties. Training under this proposal will provide training for the Loomis location and their satellite location in Madera.

PROJECT DETAIL

With an increase in work peformed for larger commercial companies under contract, JLS is transitioning into a full-service company. Until recently, JLS primarily specialized in specific services by "job orders" for small projects such as stucco work. Today, the Company has diversified into many other areas, to be a one-stop shop for remediation and building reconstruction. However, a majority of the current field staff only possess skills in one trade. Under this proposal, staff will be cross-trained to acquire the skillsets to perform the task of multiple trades. The Company is also increasing in size, and is continuing to hire additional staff. (Under its two prior ETP Agreements, JLS was a Small Business with fewer than 100 employees).

Additionally, JLS is looking to increase efficiency by converting to paperless communication and workflow. It is implementing electronic-based administrative services, and web-based and mobile-based communications, under a new mobile-based dispatch system. Tablets and smart phones will be utilized throughout the Company. Many staff members possesses trade skills but lack technical skills. Training will give both field technicians and back office staff, the Continuous Improvement and Computer Skills needed for this purpose.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

With the increase in work expected from transitioning into contract-based work, JLS has committed to hiring 34 new employees (Job Number 2). Employees will be cross-trained to perform multiple trades. The Company will be hiring Estimators, Lead Technicians, Operation Administrative Staff, Project Managers, and Techncians. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Training will be delivered via classroom/laboratory, Videoconferencing, E-Learning, Computer-Based Training (CBT), and Productive Lab methods. In-house subject matter experts and external training vendors may be utilized to deliver training in the following:

Business Skills (13%): Training will be offered to all occupations. Training will focus on strengthening customer service skills and improving workflow processes. Training topics include Customer Relationship Management, Communication Skills, Project Requirements Analysis and Specifications, and Strategic Planning.

Literacy Skills (4%): Training will be offered to Estimators, Technicians, and Project Managers. Training will focus on staff members that require improvement with the understanding of the English language as it pertains to their specific job duties. Training topics include Vocational English as a Second Language and Basic Math.

Commercial Skills (30%): Training will be offered to Technicians and Project Managers. Training will focus on cross-training new and incumbent staff on multiple trades. Training topics include Drywall Repair & Installation, Stucco Repairs, Demolition and Rough Carpentry Repairs.

Management Skills (5%): Training will be offered to Managers, Estimators, and Lead Technicians. Training will focus on improving management skills. Managers, Estimators and Lead Technicians typically manage worksites and having the responsibility of overseeing a jobsite will require training to improve those management skills. Training topics include Effective Meetings for Leaders, Leadership, and Teambuilding.

Computer Skills (10%): Training will be offered to all occupations. With the transition to paperless technologies, training will provide all staff with the ability to operate new software and devices accordingly. Training topics include Client Relationship Management Software, Proven Solutions Accounting, Xactimate/Xactware, and Cisco Spark.

Manufacturing Skills (5%): Training will be offered to all Techncians. Training will focus on equipment operations and cross-training on production equipment. Training topics include Blue Print Reading and Schematics, Inventory Control, Machine Maintenance, and Machine Operation.

Continuous Improvement (28%): Training will be offered to all occupations. Training will focus on improving production operations and lean procedures. Training topics include Production Operations/Workflow, Root Cause Analysis, and Quality Measurement Systems.

Certified Safety Training (5%)

OSHA 10/30 This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Hazardous Materials (HAZMAT) This training is also a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Project

Managers, Technicians, and Lead Technicians will receive up to 80 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, the certification entity is Restoration Consultants in Sacramento.

Productive Laboratory

The Panel adopted regulations to authorize reimbursement for training delivered in a Productive Laboratory (PL) setting. PL trainees may produce goods for profit as part of the training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training, and special attendance rosters will be used to assist in monitoring.

Due to the nature of their services, certain training cannot be replicated in a class/lab environment. PL training will allow practical, hands-on experience in a working environment to develop the skillsets for trainees to be able to perform the multiple trades such as drywall, stucco, painting, and remediation of hazardous materials.

JLS is requesting PL training for their Technicians and Lead Technicians. Equipment to be used during PL includes carpet extractors, containment systems, air movers, air scrubbers, and pressure meters. Training will be taught by subject matter-experts with demonstrated knowledge and expertise in the field. JLS is also requesting a trainer-to-trainee ratio of 1:3. Due to time constraints on remediation work, a 1:1 ratio would not allow the trainer to train the entire crew in a timely manner. Instructors will monitor trainee competencies before the trainee is deem competent for each trade skillset. PL will be capped at 60 hours per trainee.

Computer-Based Training

CBT is capped at 50% of total training hours per trainee. CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees in Job Numbers 1 and 2 will receive between 0-17 hours of CBT.

Commitment to Training

JLS training budget is approximately $500,000. ETP funds will not displace the existing financial commitment to training. The Company provides training in restoration containment, building containment, management training for project managers, and ethics and labor relations topics. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  The Company has assigned a staff member as the direct contact for the project with the assistance of 4 administrators to execute all the coordination scheduling and tracking all training sessions and hours. The Company has also hired a consulting team to assist in the administration of the project.

Green/Clean Operations

JLS provides consulting, remediation and clean up services to residential and commercial clients interested in green remodeling. JLS has also updated their fleet of vehicles with newer, more fuel efficiant models with lower emission ratings.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by JLS under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET11-0304	Loomis	06/21/11 – 06/20/12	$35,880	$35,828 (99%)
ET10-0704	Loomis	04/21/10 – 03/31/12	$74,880	$74,477 (99%)

DEVELOPMENT SERVICES

JLS retained Sierra Consulting Services in El Dorado Hills to assist with development of this proposal for a flat fee of $17,000.

ADMINISTRATIVE SERVICES

Sierra Consulting Services will also perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours/Videoconferencing/E-Learning

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting
- Business Fundamentals
- Business Performance
- Business Writing
- Behavior Style Strategies
- Conflict Resolution
- Creative Marketing
- Customer Relationship Management
- Customer Service
- Communication Skills
- Cost Control
- Dealing with Difficult People
- Employee Coaching
- Essential Skills for the New Supervisor
- Financial Analysis
- Interpersonal Communications
- Leadership
- Marketing/Sales Techniques
- Negotiating
- Operational Skills
- Personal Image
- Planning and Organization
- Product Knowledge
- Project Management and Methodology
- Project Requirements Analysis and Specifications
- Property and Resource Management Skills
- Retaining Customers
- Relationship Building
- Strategic Planning
- Time Management

COMMERCIAL SKILLS

- Architectural
- Building Systems
- Demolition
- Destructive Testing – Investigation
- Destructive Testing – Reporting
- Drywall Repair & Installation
- Emergency Service
- Energy & Environment Design for Green Building
- Engineering Theory/Planning/Design
- Kitchen and Bathroom Plumbing Systems
- Kitchen and Bathrom Sink Installation

- Finish Carpentry Repairs (light, medium, large)
- Lath/Shear Repairs (light, medium, large)
- Rough Carpentry Repairs (light, medium, large)
- Stucco Repairs (light, medium, large)
- Light Construction Job Site Sequencing
- Light Construction Methodologies
- Light Construction Team Support
- Light Construction Job Site Preparation
- Observation Report
- Paint Matching
- Painting/Blending Techniques
- Plan Reading and Application
- Remediation Assessment
- Setting Containments
- Telecommunications
- Water Damage Repair
- Water Test
- Work Order Processing

COMPUTER SKILLS

- Intermediate/Advanced Microsoft Office
- Client Relationship Management Software
- Computer Networking
- Financial Management System
- SQL Server (Management Studio)
- Software Applications and Equipment
- PSA (Proven Solutions Accounting)
- PSA Mobile/App
- Adobe App
- DocsVault
- Xactimate/Xactware
- Photo Management Software
- Cisco Spark
- Quantum Payroll – Certified Payroll
- Commercial Card Processing Software

CONTINUOUS IMPROVEMENT

- How to Coach and Mentor
- Leadership Skills for Frontline Workers
- Lean Procedures Practices
- Meeting Management
- Production Scheduling
- Production Operations/Workflow
- Process Improvement
- Project Management
- Problem Solving and Decision Making
- Process Improvement
- Quality Measurement Systems
- Quality Management
- Root Cause Analysis

- Statistical Process Control
- Systems Failure Analysis
- Strategic Planning
- Team Building
- Teamwork Development Skills
- Time Management
- Visual Controls

HAZARDOUS MATERIALS

- Asbestos Removal
- Hazardous Materials Handling
- Hazardous Chemical Cleaning/Handling
- Hazardous Waste Cleaning
- Restoration/Remediation – Mold
- Rust Removal

MANAGEMENT SKILLS

- Administration
- Coaching Procedures
- Decision Making
- Effective Meetings for Leaders
- Finance for Technical Managers
- Leadership
- Motivation
- Supervisor Skills
- Teambuilding

MANUFACTURING SKILLS

- Blue Print Reading and Schematics
- Cross-Training in Production Equipment/Skills
- Equipment Operation
- Inventory Control
- Machine Operation
- Machine Maintenance
- Troubleshooting
- Warehousing

LITERACY SKILLS

- Vocational English as a Second Language
- Vocational Engish
- Vocational Spanish as a Second Language
- Basic Math

OSHA 10/30

- OSHA 10
- OSHA 30

Literacy Training cannot exceed 45% of total training hours per-trainee
Safety Training cannot exceed 10% of total training hours per-trainee (This cap does not apply to Hazmat, OSHA 10/30 or HAZWOPER)

Productive Lab Hours (**1:3 Ratio)**
0-60

COMMERCIAL SKILLS

- Rough Carpentry Repairs (light, medium, large)
- Plan Reading and Application
- Observation Report
- Setting Containments
- Paint Matching
- Painting/Blending Techniques
- Water Test
- Water Damage Repair
- Destructive Testing – Investigation
- Destructive Testing – Report
- Drywall Repair
- Remediation Assessment
- Finish Carpentry Repairs (light, medium, large)
- Stucco Repairs (light, medium, large)
- Emergency Service
- Lath/Shear Repairs (light, medium, large)
- Demolition

CBT Hours

0-17

CBT – COMMERCIAL SKILLS

- Construction Awareness (6.75 hours)
    - Hand and Power Tool Safety – Advanced Training
    - Hand & Power Tool Safety in Construction Environments
    - Power Saw Safety
    - Eye Safety in Construction Environments & Update
    - Hand Injury Prevention – Basic Training
    - Lessons Learned from Hand Injuries – Graphic
    - Machine Guarding & Operator Safety
    - Hand Wrist and Finger Safety
    - PPE in Construction Environments
    - Good Housekeeping: Everyone's Responsibility
    - Housekeeping and Accident Prevention
    - What to Do About Workplace Emergencies
    - Heat Stress
    - Driving Safety: The Basics
    - Back Safety Basics & Update
    - Confined Space for Construction
    - Handle with Care – Forklift Safety Training
    - Lockout/Tagout Training for Employees
    - Ladder Safety & Update
    - Surviving the Fall – The Proper Use of Your Personal Fall Arrest System

CBT – COMPUTER SKILLS

- PSA Online Training – Accounting System (10 hrs)
    - Sales and Receivables
    - Purchases & Payables
    - Relationship Management
    - Inventory & Warehouse
    - General Ledger
    - Banking
    - Job Management
    - Company Set-Up & Preferences
    - PSA Web

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per trainee excluding OSHA 10/30, HAZWOPER or HAZMAT. PL is capped at 60 hours per-trainee.

RETRAINEE - JOB CREATION

Training Proposal for:

Pacific Coast Companies, Inc.

Agreement Number: ET17-0319

Panel Meeting of: December 16, 2016

ETP Regional Office: Sacramento **Analyst:** W. Sabah

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate HUA	Industry Sector(s):	Manufacturing Priority Industry: ☒ Yes ☐ No
Counties Served:	Statewide	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No Northern CA Carpenters Local 46, Local 405, Local 701		

Number of Employees in:	CA: 1,763	U.S.: 2,863	Worldwide: 2,902
Turnover Rate:	17%		
Managers/Supervisors: (% of total trainees)	9%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$749,264		$0	$0		$749,264

In-Kind Contribution:	100% of Total ETP Funding Required	$914,509

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp.	295	8-200	0-15	$1,062	$15.60*
				Weighted Avg: 59			
2	Retrainee Priority Rate Job Creation	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp.	119	8-200	0-15	$2,300	$12.77*
				Weighted Avg: 115			
3	Retrainee Priority Rate HUA	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp.	77	8-200	0-15	$1,062	$11.70*
				Weighted Avg: 59			
4	Retrainee Priority Rate HUA Job Creation	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp.	35	8-200	0-15	$2,300	$10.50*
				Weighted Avg: 115			

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: Job Number 1: $15.60 per hour in Nevada, Riverside, Solano, Placer, Sonoma and San Luis Obispo counties; $16.10 per hour in Sacramento County; $16.46 per hour in San Diego County; $16.48 per hour in Los Angeles County; and $17.02 in Alameda, San Mateo, Santa Clara and Marin counties

Job Number 2 (Job Creation): $12.77 per hour in Nevada, Riverside, Solano, Placer, Sonoma and San Luis Obispo counties; $13.42 per hour in Sacramento County; $13.72 per hour in San Diego County; $13.73 per hour in Los Angeles County; and $14.19 in Alameda, San Mateo, Santa Clara and Marin counties

Job Number 3 (HUA): $11.70 per hour in Butte, El Dorado, Fresno, Monterey, San Joaquin, Shasta, Stanislaus, Tulare and Yuba counties

Job Number 4 (Job Creation/HUA): $10.00 per hour in Butte, El Dorado, Fresno, Monterey, San Joaquin, Shasta, Stanislaus, Tulare and Yuba counties

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe

Up to $3.00 per hour may be used to meet the Post-Retention Wage in Job Number 1; up to $2.77 per hour in Job Number 2; and up to $1.70 per hour in Job Number 3.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1 (Priority)		
Administrative Staff		34
Maintenance Staff		18
Production Staff		83
Installer (Union)		88
Support Staff		35
Sales Staff		7
Manager		21
Supervisor		9
Job Number 2 (Priority/Job Creation)		
Administrative Staff		10
Maintenance Staff		5
Production Staff		32
Installer (Union)		59
Support Staff		11
Sales Staff		2
Job Number 3 (Priority/HUA)		
Administrative Staff		8
Maintenance Staff		4
Production Staff		22
Installer (Union)		24
Support Staff		2
Sales Staff		4
Manager		8
Supervisor		5
Job Number 4 (Priority/HUA/Job Creation)		
Administrative Staff		4
Maintenance Staff		2
Production Staff		10
Installer (Union)		16
Support Staff		1
Sales Staff		2

Trainees must be earning at least $10.50 per hour by January 1, 2017.

INTRODUCTION

Founded in 1953 and headquartered in Rancho Cordova, Pacific Coast Companies, Inc. (Pacific Coast) (www.paccoast.com) provides business services and support to a "family" of closely affiliated companies. Services include accounting and internal audit, environmental consulting, human resources, finance, information technology, marketing & advertising, risk management, legal services, tax and treasury management.

The parent corporation, Pacific Coast Building Products, Inc. and its affiliates/subsidiaries manufacture building products, provide construction and distribution services to residential, commercial and industrial subcontractors. The Company also sells products to the public through home improvement stores. The affiliates/subsidiaries participating in this proposal include: Basalite Building Products, LLC; Epic Plastics, Inc.; Gladding McBean; H.C.Muddox; PABCO Building Products (PABCO Gypsum, PABCO Paper and PABCO Roofing); Alcal Specialty Contracting, Inc.

Northern CA Carpenters represent workers (Production Staff) at Alcal Specialty Contracting. ETP received the letter of support.

Need for Training

As the building industry improves, each of Pacific Coast's subsidiaries continues to grow. The Company's materials, manufacturing and service companies require additional staff, resulting in the hiring of both skilled and unskilled workers.

To support this growth, Pacific Coast must optimize its business and manufacturing processes to insure continued competitiveness in the industry. Over the next couple of months, the Company will implement new IT software and programs, a new Human Resources system, telephone system and new cloud technology. The Company is currently shifting from Microsoft Office to Office 365 and all employees will require training. Maintenance and Production Staff will also require significant training in safe working conditions and company equipment.

This will be Pacific Coast's fourth ETP Agreement, the third within the last five years. In the prior Agreements, the Company focused on development and use of standardized equipment. ETP funds helped the Company get training in green building systems to address California Building Energy Efficiency Standards and newly updated manufacturing processes. This new proposal will focus on advanced training for incumbent employees and training for newly hired employees.

Due to a small labor pool, demand for skilled workers exceeds the supply available. As a result, the Company will focus significantly on hiring, training and developing unskilled labor in this proposal. Within the last two years, the Company has hired approximately 200 new employees. Pacific Coast is expecting to continue this growth and training is needed for all new employees to increase their skills. Training in this proposal will not duplicate the training from the prior contract.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

Pacific Coast's PABCO Plant in Newark originally served as a supply yard to receive products from the Las Vegas plant. In July of 2016, the PABCO plant started its own production systems and began operating as a manufacturer. In addition, the Basalite Plant in Tracy was renovated

at the end of 2015 and purchased $7 million worth of new machinery. The plant is currently operational and is producing materials since March 2016. Due to the expansion of the plants and manufacturing services, the Company will need to hire additional Administration, Maintenance, Production, Support and Sales Staff.

Pacific Coast has committed to hiring 154 new employees (Job Number 2 & 4). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

PROJECT DETAILS

Training Plan

Pacific Coast will deliver training via Class/Lab and Computer-Based Training. In-house subject matter experts will deliver all training.

Business Skills (30%): Training will be provided to Supervisors, Administrative, Support and Sales Staff to increase product knowledge and improve sales processes. Training will allow the Company to provide the highest quality service possible. Training topics will include Sales Process, Tracking Production, Change Orders and Project Management.

Commercial Skills (30%): Training will be provided to Maintenance, Installers and Production Staff to ensure employees have the skills to properly operate company equipment. Training will also increase staff's knowledge of energy conservation and work safety. Training topics will include Forklift/Lift Operations, Production Excellent, Energy Audits and Energy Conservation and Personal Safety Equipment.

Computer Skills (15%): Training will be provided to Managers, Supervisors, Administrative, Support and Sales Staff in new software and upgraded systems. Training will improve overall company processes and productivity. Training topics will include Project Management Software, Basic of Estimating Systems and Desktop Software 365.

Continuous Improvement (25%): Training will be provided to Supervisors, Administrative, Maintenance, Production, Installers and Support Staff in best practices and quality management. Training will also increase efficiencies and individual skills while promoting teamwork. Training topics will include Building/Leading Teams, Documenting Processes, Resolving Workplace Conflicts and Setting Performance Goals.

Green/Clean Operations

Pacific Coast's subsidiary, Epic Plastics, Inc., uses 100% recycled material to manufacture high quality and environmentally friendly landscape products.

High Unemployment Area

The 112 trainees in Job Numbers 3 and 4 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in Butte, El Dorado, Fresno, Monterey, Stanislaus, San Joaquin, Shasta, Tulare and Yuba qualify for HUA status under these standards.

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Pacific Coast is requesting a wage modification from $15.60 to $11.70 for Job Number 3 and from $12.77 to $10.00 for Job Number 4 (Job Creation).

Impact/Outcome

The Company's objective is to prepare new employees for long-term careers within the Company and strengthen skills of existing employees to retain skilled employees.

Substantial Contribution

Although Pacific Coast is a repeat contractor, no one facility has payment earned in excess of $250,000. Therefore no substantial contribution is applied.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. The Company's annual training budget per facility is approximately $60,000 for new employee orientation, safety training, coaching and new hire training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

The Company will begin ETP training upon project approval. Pacific Coast headquarters has identified six employees at the Rancho Cordova headquarters to track project performance and coordinate training at each training sites. The Company has also designated one employee at each training site to schedule training, track training documentation, and record new employees to ensure effective, accurate and successful training and completion of the ETP contract.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Pacific Coast under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET14-0389	Statewide	04/26/14 – 04/25/16	$693,504	$693,504 (100%)
ET12-0179	Statewide	11/28/11 – 11/27/13	$398,376	$398,376 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours
8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Project Management
- Estimating Material and/or Labor Costs
- Work Order System
- Tracking Production
- Tracking Materials and Labor Requirements
- Customer Service Excellence
- Product Knowledge
- Employee Development and Danagement
- Job Files
- Change Orders
- Sales Process
- Telecommunication/Voice Over IP Telephone System

COMMERCIAL SKILLS

- Safe Working Conditions
- Forklift/Lift Operations
- Personal Safety Equipment
- Production Excellence
- Understanding and following Standard Operating Procedures
- Energy Audits and Energy Conservation
- Building Codes and Management

COMPUTER SKILLS

- Basics of Estimating Systems
- Basis of Enterprise Systems
- System Updates/Desktop Software 365
- Project Management Software
- Advanced Computer Features
- Success Factor HR System

CONTINUOUS IMPROVEMENT

- Building/Leading Teams
- Evaluating Team Performance
- Continuous Improvement for Safety
- Documenting Processes
- Using Data to Improve Processes
- Resolving Workplace Conflict
- Promoting Collaborative Relationships
- Setting Performance Goals

CBT Hours
0-15

COMPUTER SKILLS

- Microsoft Office Suite Upgrade (8hours)

COMMERCIAL SKILLS

- Alcal-Arcade Injury Illness & Prevention Program Spanish (15 Min)
- Alcal-Arcade Injury Illness & Prevention Program (15 Min)
- Alcal-Arcade Orientation Spanish (10 Min)
- Alcal-Arcade Orientation (10 Min)
- C1 Bloodborne Pathogens Awareness (10 Min)
- C1 Cal Personal Protective Equipment Awareness (25 Min)
- C1 Cal Scaffold Safety Awareness (15 Min)
- C1 Crystalline Silica Exposure (10 Min)
- C1 Defensive Driver Awareness (15 Min)
- C1 Power Tool Awareness (10 Min)
- C2 Cal Fall Protection (40 Min)
- C2 Cal Hazard Communication R2 (25 Min)
- C2 Cal Hazcom (25 Min)
- C2 Cal Materials Handling (45 Min)
- C2 Cal Roofers Fall Protection (30 Min)
- C2 Cal Roofers HAZCOM/Prop 65 (25 Min)
- C2 Cal Scaffold Use (30 Min)
- C2 Defensive Driving (60 Min)
- C2 Forklift Hazards (60 Min)
- C2 How to Read an MSDS (45 Min)
- C2 Office Safety (30 Min)
- Spanish C1 Hazard Communication Awareness (15 Min)
- Spanish C1 Personal Protective Equipment Awareness (20 Min)
- Spanish C1 Power Tool Awareness (15 Min)
- Spanish C2 Cal Roofers Fall Protection (30 Min)
- Spanish C2 Cal Roofers Hazcom/Prop 65 (25 Min)
- Spanish C2 Fall Protection (90 Min)
- Spanish C2 Scaffold User Guidelines (30 Min)
- Spanish C2 Stairways and Ladders (45 Min)

Safety Training cannot exceed 10% of total training hours per-trainee

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per trainee.

CARPENTERS LOCAL UNION NO. 46

August 29, 2016

The Employment Training Panel
1100 J St. Fourth Floor
Sacramento, CA 95814

To Whom It May Concern:

The Northern California Carpenters support Alcal Specialty Contracting, Inc.'s participation in the Employment Training Program as it applies to our members.

Sincerely,

Richard Pires
Financial Secretary/Treasurer

RP/cl
opeiu#29
afl-cio

Training Proposal for:

The Dow Chemical Company

Agreement Number: ET17-0320

Panel Meeting of: December 16, 2016

ETP Regional Office: Sacramento **Analyst:** K. Smiley

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee SET	Industry Sector(s):	Manufacturing Priority Industry: ☒ Yes ☐ No
Counties Served:	Contra Costa	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 400	U.S.: 25,000	Worldwide: 50,000
Turnover Rate:	5%		
Managers/Supervisors: (% of total trainees)	4%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$296,800		$0	$0		$296,800

In-Kind Contribution:	100% of Total ETP Funding Required	$320,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills	200	8-200 Weighted Avg: 80	0	$1,440	$20.00
2	Retrainee Priority Rate Veterans	Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills	5	8-200 Weighted Avg: 80	0	$1,760	$20.00

Minimum Wage by County: Job Numbers 1 & 2: $17.02 per hour for Contra Costa County.
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☐ Yes ☒ No ☐ Maybe
Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Technician		130
Administrative Staff		10
Engineer		50
Supervisor		10
Job Number 2 (Veteran)		
Technician		2
Administrative Staff		1
Engineer		1
Supervisor		1

INTRODUCTION

Founded in 1897 and headquartered in Midland, MI, The Dow Chemical Company. (Dow) manufactures and sells chemicals and plastics used by the agricultural and pest control industries. Dow also produces food, pharmaceuticals, paints, packaging, and personal care products. This will be Dow's sixth ETP Agreement, the second in the past five years. Dow has California facilities in Pittsburg, Torrence, Tracy, Rancho Cucamonga, San Diego, and Contra Costa. Only the Contra Costa facility will participate in training.

PROJECT DETAILS

Dows previous ETP Agreement focused on troubleshooting production equipment and training companywide in engineering principles to increase customer satisfaction.

This project will focus on training staff on newly purchased equipment. Dow Recently invested six million dollars in new equipment to remain at the forefront of the chemical manufacturing industry. This equipment includes two transformers, a water and condensate system and caustic chemical storage equipment. This equipment will decrease production waste and provide cost savings for Dow and their clients. This new equipment will also enhance the product quality. Staff must train on this equipment to ensure proper use and service of production equipment.

Training will focus on processes and procedures. New equipment requires that new processes and procedures be in place to manage production. Courses include Inventory Control, Improved Manufacturing Practices and Work Process Tools Training.

Training Plan

Business Skills (20%): Training will be offered to all occupations to improve internal processes and procedures. Courses include Financial Acumen, Strategic Planning and Engineering and Document Control. Training will ensure understanding of processes and workers know proper use of resources.

Computer Skills (10%): Training will be offered to all occupations. Training on Enterprise Resource Planning (ERP) software will ensure competency in all aspects of production software including procurement, accounting and distribution.

Manufacturing Skills (40%): Training will be offered to Technicians, Engineers and Supervisors to increase production knowledge and consistency. Topics include Improved Manufacturing Practices, Quality Improvement, Troubleshooting and Six Sigma.

Continuous Improvement (30%): Training will be provided to all occupations to enhance production quality and reduce waste. Courses will include Statistical Process Control, Change Management and Project Management.

Commitment to Training

Dow has an annual training budget of $250,000 per facility. Training includes new-hire orientation, staff development and safety training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

Most training will be provided by in-house subject matter experts, consisting of senior-level engineers and dedicated technical trainers. Dow may also use a training vendor.

Veterans Program

The Panel has established a higher reimbursement rate and other incentives for training California veterans. Dow actively recruits veterans at their facilities countrywide.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

PRIOR PROJECTS

The following table summarizes performance by Dow under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET13-0284	Pittsburg	02/25/2013 – 02/24/2015	$99,150	$99,150 (100%)

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Project Management
- Strategic Planning
- Evaluations and Monitoring
- Material Resource Planning
- Inventory Control
- Purchase Order Tracking
- Cost Accounting
- Engineering and Document Control
- Communication Skills
- Business and Report Writing
- Conflict Management
- Workplace Diversity
- Interpersonal Skills
- Leadership
- Decision Making
- Coaching
- Payroll
- Business Administration
- Financial Acumen

COMPUTER SKILLS

- Enterprise Resource Planning software

MANUFACTURING SKILLS

- Troubleshooting
- Production Process for Enhanced Equipment Operations
- Improved Manufacturing Practices
- Cross Training in production equipment
- Work Process Tools Training
- Quality Improvement
- Six Sigma
- LEAN and 5S

CONTINUOUS IMPROVEMENT

- SPC - Statistical Process Control
- Quality control
- Project Management
- Work Process Training
- Communication Skills
- Quality Improvement
- Teambuilding
- Problem Solving
- Change Management
- Root Cause Analysis or Cause and Effect

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Laborers Training and Retraining Trust Fund for Southern California

Agreement Number: ET17-0921

Panel Meeting of: December 16, 2016

ETP Regional Office: North Hollywood **Analyst:** M. Webb

PROJECT PROFILE

Contract Attributes:	Retrainee Apprenticeship Veterans	Industry Sector(s):	Construction Priority Industry: ☒ Yes ☐ No
Counties Served:	San Diego, Kern, Los Angeles, Ventura, Orange, San Bernardino, Riverside	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No SoCal District Council of Laborers and affiliated Laborers International Union: Local 89; Local 220; Local 300; Local 1309; Local 585; Local 652; Local 783; Local 1184		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
$503,640		$34,865 8%		$538,505

In-Kind Contribution:	50% of Total ETP Funding Required	Inherent

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Journeyman	Commercial Skills, Business Skills, OSHA 10/30	165	8-200	0	$564	$28.34
				Weighted Avg: 24			
2	Retrainee Apprentice (Construction Craft laborer)	Commercial Skills, OSHA 10	377	8-210	0	$1,001	$21.28
				Weighted Avg: 72			
3	Retrainee Apprentice (Landscape & Irrigation Fitter)	Commercial Skills, OSHA 10	38	8-210	0	$1,001	$21.28
				Weighted Avg: 72			
4	Retrainee Apprentice Veterans	Commercial Skills, OSHA 10	30	8-210	0	$1,001	$21.28
				Weighted Avg: 72			

Minimum Wage by County: Job Numbers 1-4 (SET/Priority Industry): $21.28 per hour

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☐ Yes ☐ No ☒ Maybe

Participating employers may use health benefits to meet the Post-Retention Wage.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Journeymanl Construction Craft Laborer		160
Journeyman Landscape & Irrigation Fitter		5
Job Number 2		
Apprentice Construction Craft Laborer		377
Job Number 3		
Apprentice Landscape & Irrigation Fitter		38
Job Number 4 (Veterans)		
Apprentice Construction Craft Laborer/Landscape & Irrigation Fitter		30

INTRODUCTION

Founded in 1970, the Laborers Training and Retraining Trust for Southern California (SoCal Laborers)(www.Laborerstrainingschool.com) funds training for three separate Apprenticeship

Programs, two of which will participate in this proposal: 1) Laborers Southern California JAC and 2) Southern California Laborers Landscape and Irrigation Fitters JAC. SoCal Laborers serves eight Southern California Locals (89, 220, 300, 585, 652, 783, 1309, and 1184) in 12 counties.

In 2015, some 361 Apprentices graduated successfully from the Laborers School; an estimated 468 will complete the program this year (2016). SoCal Laborers currently has 1,835 Apprentices enrolled. This will be the fourth ETP Agreement for SoCal Laborers. This is the first time Veterans have been introduced as a distinct cohort of Apprentice trainees.

Apprenticeship Program

The Panel is authorized to fund Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding is designed to supplement cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Depending on the type of trade, apprenticeship programs vary in length. In this case the Landscape & Irrigation Fitter program is five years, and the Construction Craft Laborer program is 18 months.

Apprentice programs are typically sponsored by a Joint Apprenticeship Training Committee (JATC). A JATC is created through collective bargaining, with an equal number of members appointed by union and management with employer contributions to a training trust fund. The employers are not “participants” but are signatories to the Collective Bargaining Agreement.

RSI is traditionally delivered as class/lab, and ETP does not reimburse CBT delivery for apprenticeship training. The curriculum is developed with input from DAS and a designated Local Educational Agency (in this case Hacienda La Puente Unified School District for both programs). The Apprenticeship Program allows reimbursement for up to 200 hours of RSI plus OSHA10, per-apprentice. (Journeymen are capped at 200 hours.)

In the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by $5, reducing the priority industry rate from $18 to $13 per hour. In addition, the Panel adopted a “blended rate” for Journeymen, reflecting the fact that they may be employed by a variety of contractors over the two-year term of contract ranging from large employers, to small ($\leq$100 employees). This is $22 per hour, midway between the Priority Industry standard rate ($18) and Small Business rate ($26). [Note: This “blended rate” has been extended to Pre-Apprentices, for ease of administration.]

The ETP wage for Apprentices is no less than $21.28 per hour, tracking the Special Employment Training wage as modified for priority industries. However, the actual wages paid are shown in the Training Plan Table and contract when they exceed $21.28, for both Apprentices and Journeymen.

Employer Demand

Participating Employers and union representatives have identified the following industry needs:

1) Out-of-State and non-union Competition;
2) Cost cutting measures and increase in material cost;
3) New quality standards;
4) A large amount of upcoming retirees which can cause staffing issues; and
5) Complexity of newer construction projects.

To manage rising costs, employers have begun working with new alternative materials for building, and continue to improve construction techniques to reduce waste and increase efficiency. The training program developed by SoCal Laborers provides trainees with the necessary skills to perform construction duties as well as work with new materials and processes to meet the needs of employers, as well as improve job security for union members.

PROJECT DETAILS

Advanced methods and techniques are introduced continually in the construction field. Eco-friendly construction projects now require workers to have certification in Leadership in Energy and Environmental Design (LEED), to construct and design eco-friendly buildings. To meet industry needs, SoCal Laborers has developed training courses to increase trainee knowledge in green awareness, energy efficiency and sustainable materials. Once training is completed, workers have the skills to assess materials and determine their life cycle to sustain in commercial and residential buildings.

Curriculum provided via SoCal Laborers will include Commercial and Business Skills training for Apprentice and Journeymen. Apprentice will participate in both lecture-based and hands-on training to perform various construction tasks including concrete removal and replacement, setting and maintaining irrigation and water systems, scaffolding, green solutions, and hoisting and rigging (pipes). Apprentice training will also include general construction skills required at a construction site. Training sessions offered to the Apprentice are dependent on the trainees' specialty, either Construction Craft or Landscape and Irrigation. Construction Craft Apprentice topics are geared towards pipe laying and concrete removal techniques, while training for Apprentice in the Landscape and Irrigation Fitters training program will include topics on control erosion drainage and maintain green spaces.

Under this Agreement, Journeymen will also receive training to increase worker skill sets and reduce re-work on construction sites. As a result, Employers can complete construction projects on-time and within budget for the customer. Training courses delivered will include Green Construction, Water Diversion, Oxyfuel Cutting and Weatherization training.

Training Plan

The Laborers apprenticeship program will prepare workers with limited experience in the construction field and improve journeymen skills in the following areas:

Business Skills (10%): Training will be offered to Journeymen to improve worker job skills to better plan, organize and manage construction projects. Training topics include Teambuilding Skills, Project Management and Problem Solving.

Commercial Skills (80%) Training will be offered to all occupations to increase and introduce new job skills in construction, and improve job performance. Workers will learn new installation concepts, green solutions and pipe layout techniques.

OSHA 10/30 (10%): Training will be offered to Apprentice and Journeymen to complete either the 10 hour for entry level workers (Apprentice) or 30-hour course requirement (Journeymen) to ensure union members are aware of safety and health hazards often encountered in the workplace. The coursework is geared to construction work, and manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Impact/Outcome

Certifications that may be earned include: OSHA 10, OSHA 30, Rigging and Lifting, Traffic Control, Flagging, Hazardous Waste Removal, Scaffold User, Scaffold Builder, Confined Space, Forklift and Welding.

Commitment to Training

Employers will continue to make contributions to the training trust for every hour worked by Apprentices and Journeymen. Safety training is, and will continue to be, provided by the participating employers in accordance with all pertinent requirements under state and federal law.

Marketing and Support Costs

SoCal Laborer training programs are marketed to the community via personal contacts, informational flyers, phone calls, emails, and websites. Application announcements for the Apprentice program are also provided to local high schools and community colleges, local organizations, and federal agencies. A total of 18 staff members located at the eight locals will assist with marketing, recruitment, training and assessment of this project. As a result, SoCal Laborers requests 8% in support costs to continue marketing their program for recruitment of new participating employers over the duration of this Agreement.

Trainer Qualifications

Trainers are former and current laborers and experts in the areas of topics that they teach. The JATC's have 25 instructors; 23 full-time and two part-time staff. All trainers are certified by Hacienda La Puente Unified School District (LEA).

Tuition Reimbursement

In accordance with Title 22, CCR, Section 4412.1, students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Agreement.

Veterans Apprentice

SoCal Laborers will train 30 Veterans under this Agreement (Job Number 4). These trainees served on active full-time duty in the Armed Forces, including the California National Guard, and were (a) honorably discharged, or (b) released from active duty because of a service-connected disability.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by SoCal Laborers under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET16-0916	$490,565	11/19/15-11/18/17	1,345	780	TBD

Based on ETP Systems, 25,000 reimbursable hours have been tracked for potential earnings of $387,974 (79% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through the end of December 2016.

PRIOR PROJECTS

The following table summarizes performance by SoCal Laborers under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET15-0909	Azusa	09/02/14-09/01/16	$358,704	$358,704 (100%)
ET13-0907	Azusa	10/08/12-10/07/14	$346,585	$344,943 (99%)

DEVELOPMENT SERVICES

California Labor Federation in Sacramento assisted with development at no charge.

ADMINISTRATIVE SERVICES

Strategy Workplace Communications in Oakland will perform administrative services for a fee of not to exceed 13% of payment earned.

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours
8-200 (Job 1)

Journeyman Training

Trainees may receive any of the following:

COMMERCIAL SKILLS

- Above Ground Drilling
- Aerial Boom Lift
- Air Tools
- Anthrax Remediation
- Arc Welding
- Blue Print Reading
- Asbestos Abatement
- Brazing and Soldering
- Brick Tending
- California Class A Prep
- Concrete: Coring and Drilling, Cutting, Placement, R & R, Sawing & Wall Sawing
- Confined Space Entry
- Drilling Operations
- Energy Auditor
- Environmental Hazards
- Fence Installation and Repair
- Fork Lift
- Geothermal Energy
- Green Construction
- Hoisting and Rigging
- Jobsite Erosion Control
- Landscape
- Lead Abatement and Awareness
- Mechanical Pipe
- Nuclear Power Plant Worker
- Oxyfuel Cutting
- Paver Installation
- Pipeline Procedures: Polyethylene Pipe Fusion
- Photovoltaic
- PV Racking Systems, Service and Maintenance
- Quality Electrical Worker
- Residential Construction Landscaping
- Sandblasting
- Silica Awareness
- Scaffold Builder
- Scaffold User
- Skid Steer
- Thermal Solar Awareness

- Traffic Control 2
- Trench Plate Protection
- Trencher
- Tunneling
- Underground Storage Tank Program
- Water Diversion
- Signal Person
- Weatherization Technician and Installer

OSHA 10/30 (OSHA Certified Instructor)
- OSHA 10 (requires completion of 10 hours)
- OSHA 30 (requires completion of 30 hours)

BUSINESS SKILLS
- Teambuilding Skills
- Green Awareness Training and Green Certifications
- Leadership Skills
- Customer Service Skills
- Conflict Resolution
- Problem Solving
- Decision Making Skills
- Inventory Checklist
- Advanced Time Management
- Filling Out Work Documents and Reports Accurately
- Project Management
- Creating Project Bids

Apprentice Training

Class/Lab Hours
8-210 (Jobs 2-4)

COMMERCIAL SKILLS
Laborer: General
- Air Tools
- Asphalt Remove & Replace Builders Level Math
- Fractions and Decimals, Inches to Decimals
- Brick Tending
- Concrete
- Hazardous Waste Worker
- Hand & Power Tools
- Lead Abatement Worker
- Mechanical Pipe
- Pipe Laying
- Steward Training
- Tilt-Up Construction
- Welding

Laborer: Landscape

- Environmental Hazards of Highway Work
- Environmental Passport
- Landscape 1: Planting & Maintenance
- Landscape 2: Construction Math & Irrigation Systems
- Landscape 3: Erosion Control, Grading & Drainage
- Landscape 4: Retention Walls, Dividers & Flatwork
- Mini Excavator
- Skip Loader
- Utility Trailer

All

- Aerial Boom Lift Safety
- Asbestos Abatement
- Confined Space
- Environmental Hazards
- Fall Protection
- First Aid/CPR
- Forklift and Forklift Safety
- General Construction
- Hazard Communications
- Infection Control Risk Assessment Awareness
- Infection Control Risk Assessment for Occupied
- Laser/Transit/Building Level Basics
- Laser Transit and Building Level
- Lead Awareness
- Plasma Arc and Oxy-Acetylene Cutting
- Scaffold Builder
- Scaffold User
- Skid Steer
- Traffic Control and Flagging
- Treated Wood Waste Awareness
- Trench Plates and Shoring

OSHA 10 (OSHA Certifies Instructor)

- OSHA 10 (requires completion of 10 hours)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee in Job Number 1 and capped at 210 in Job Numbers 2-4, regardless of the method of delivery.

Training Proposal for:

Southwest Carpenters Training Fund

Agreement Number: ET17-0922

Panel Meeting of: December 16, 2016

ETP Regional Office: North Hollywood **Analyst:** M. Reeves

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprenticeship Veterans	Industry Sector(s):	Construction Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles, Kern, Imperial, Inyo, Mono, Orange, Riverside, San Bernardino, San Diego, San Luis Obispo, Santa Barbara, Ventura	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No United Brotherhood of Carpenters and Joiners of America, (Southwest), various locals		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL:

Program Costs	+	Support Costs	=	Total ETP Funding
$887,840		$61,470 8%		$949,310

In-Kind Contribution:	50% of Total ETP Funding Required	Inherent

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate Journeyman	Commercial Skills, Computer Skills, OSHA 10/30	54	8-200	0	$941	$40.40
				Weighted Avg: 40			
2	Retrainee Apprentice (Carpenter JATC)	Commercial Skills, Computer Skills, OSHA 10/30	445	8-210	0	$556	$24.24
				Weighted Avg: 40			
3	Retrainee Apprentice (Insulator JATC)	Commercial Skills, Computer Skills, OSHA 10/30	70	8-210	0	$556	$24.24
				Weighted Avg: 40			
4	Retrainee Apprentice (Millwright JATC)	Commercial Skills, Computer Skills, OSHA 10/30	134	8-210	0	$1,112	$24.54
				Weighted Avg: 80			
5	Retrainee Apprentice (Pile Driver JATC)	Commercial Skills, Computer Skills, OSHA 10/30	134	8-210	0	$1,112	$24.32
				Weighted Avg: 80			
6	Retrainee Apprentice (Drywall/Lather JATC)	Commercial Skills, Computer Skills, OSHA 10/30	445	8-210	0	$556	$24.24
				Weighted Avg: 40			
7	Retrainee Apprentice (Acoustical Installer JATC)	Commercial Skills, Computer Skills, OSHA 10/30	40	8-210	0	$556	$24.24
				Weighted Avg: 40			
8	Retrainee Apprentice (Plasterer JATC)	Commercial Skills, Computer Skills, OSHA 10/30	30	8-210	0	$556	$23.74
				Weighted Avg: 40			
9	Retrainee Veteran Apprentice (All Trades)	Commercial Skills, Computer Skills, OSHA 10/30	50	8-210	0	$556	$23.74
				Weighted Avg: 40			

Minimum Wage by County: $21.28 per hour Statewide (Priority Industry).
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☐ Yes ☒ No ☐ Maybe

Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Journeyman Carpenter Journeyman Insulator Journeyman Millwright Journeyman Pile Driver Journeyman Drywall/Lather Journeyman Acoustical Installer Journeyman Plasterer		54
Job Numbers 2 – 9		
Apprentice Carpenter Apprentice Insulator Apprentice Millwright Apprentice Pile Driver Apprentice Drywall/Lather Apprentice Acoustical Installer Apprentice Plasterer		1348

*Journeyman wages vary by occupational specialties.

INTRODUCTION

The Southwest Carpenters Training Fund (SWCTF) (www.swctf.org) provides multi-site training for Journeymen and Apprentices in various carpentry fields throughout Southern California and five other states (Arizona, Nevada, Utah, New Mexico and Colorado).

The SWCTF is an “umbrella trust” created through collective bargaining between the United Brotherhood of Carpenters and Joiners of America, in affiliation with the Southwest Regional Council of Carpenters; and, four employer trade associations.

There are multiple union locals spread across 12 Southern California counties. There are thousands of signatory employers organized under the following four trade associations:

- Associated General Contractors of America (Southern California Chapter)
- Building Contractors Association of California, Inc.
- Engineering and Grading Contractors Association, Inc.
- Home Builders Association of Los Angeles, Orange and Ventura counties

This proposal will cover seven occupations at the Journeyman and Apprentice level: Carpenter, Insulator, Millwright, Pile Driver, Drywall/Lather, Acoustical Installer, and Plasterer. This is an increase from the prior Agreement (ET13-0901) in which five occupations were trained. The additional occupations are Insulator and Pile Driver.

Each occupation trains under an apprenticeship program sponsored by its own Joint Apprenticeship Training Committee (JATC), as created under separate Collective Bargaining Agreements. Each apprentice occupation will be funded under its own Job Number, consistent with the seven different program sponsors.

Given the wide geographic region served, there are multiple Local Educational Agencies. However, training will not be campus-based, but will be delivered by Journeymen with instruction experience at training centers operated by the JATCs in nine cities.

Employer Demand

SWCTF met with the trade associations and other building trade groups (e.g., United General Contractors, Building Industry Association) to evaluate industry priorities and assess skill shortages. This evaluation shows a need for journeyman upgrade training, and apprentice ancillary training, in the following subjects: equipment operation, welding, rigging, crane operation, construction for emerging technologies, building science for energy conservation, weatherization, and renewable energy (solar/wind) production. These meetings resulted in a decision to add the occupations of Insulator and Pile Driver training to this proposal.

Apprenticeship Program

The Panel is authorized to fund Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding is designed to supplement cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Depending on the type of trade, apprenticeship programs vary in length. In this case the programs are four or five years.

Apprentice programs are typically sponsored by a Joint Apprenticeship Training Committee (JATC). A JATC is created through collective bargaining, with an equal number of members appointed by union and management with employer contributions to a training trust fund. The employers are not “participants” but are signatories to the Collective Bargaining Agreement.

RSI is traditionally delivered as class/lab, and ETP does not reimburse CBT delivery for apprenticeship training. The curriculum is developed with input from DAS and multiple Local Educational Agencies. The Apprenticeship Program allows reimbursement for up to 200 hours of RSI plus OSHA10, per-apprentice. (Journeymen are capped at 200 hours.)

For the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by $5, reducing the priority industry rate from $18 to $13 per hour. In addition, the Panel adopted a “blended rate” for Journeymen, reflecting the fact that they may be employed by a variety of contractors over the two-year term of contract ranging from large employers, to small ($\leq$100 employees). This is $22 per hour, midway between the Priority Industry standard rate ($18) and Small Business rate ($26).

The ETP wage for Apprentices is no less than $21.28 per hour, tracking the Special Employment Training wage as modified for priority industries. However, the actual wages paid are shown in the Training Plan Table and contract when they exceed $21.28, for both Apprentices and Journeymen.

Funding Cap

The Panel caps funding for the Apprenticeship Training Pilot Program at $450,000 per program sponsor, with case-by-case flexibility. This is consistent with independent program operation as sponsored by a JATC or Unilateral Apprenticeship Committee. The program sponsor cap does not apply to Journeyman training.

As stated earlier, ETP funding will be allocated between Journeyman upgrade training, and Apprentice training (standard RSI and ancillary skills). ETP funding for apprentice training will not exceed $450,000 in any Job Number, as shown below:

- **Job Number 1** All Journeymen: $50,814
- **Job Number 2** Apprentice Carpenter: $247,420
- **Job Number 3** Apprentice Insulator: $38,920
- **Job Number 4** Apprentice Millwright: $149,008
- **Job Number 5** Apprentice Pile Driver: $149,008
- **Job Number 6** Apprentice Drywall/Lather: $247,420
- **Job Number 7** Apprentice Acoustical Installer: $22,240
- **Job Number 8** Apprentice Plasterer: $16,680
- **Job Number 9** Veteran Apprentice (All Trades): $27,800

[Note: The allocation of funds in separate Job Numbers will allow ETP t0 better track performance for apprentice training by occupation.]

PROJECT DETAILS

Training Plan

The Curriculum was developed collaboratively by subject matter experts, industry advocates, employer associations, training administrators, and local education agency advisors (Palomar Community College, Santiago Community College, and Rio Hondo Community College). The courses are designed to provide workers with industry recognized residential and commercial skills, and training certifications/qualifications to meet job requirements. The proposed center-based training will be provided at the SWCTF's training centers in Arroyo Grande, Bakersfield, Buena Park, Ontario, San Diego, Santa Maria, Sylmar, Ventura/Camarillo and Whittier.

Commercial Skills (90%) – Training will be offered to all occupations. Journeymen upgrade training will include aerial lift operation, rigging, scaffold erector standards, print reading, renewable energy technology, and various welding skills. Apprentice training will include print reading, foundations and flatwork, "green" building and weatherization, advanced lathing, acoustical grids, plastering equipment applications, and turbine familiarization.

Computer Skills (5%) - Training will be offered to all occupations to utilize computer technology for Building Information Modeling and Building Science Thermography.

OSHA 10/30 (5%) - Training will be delivered to Journeymen and Apprentice trainees to ensure safe working conditions on-the-job. OSHA 10/30 training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of training for journey-level and 30 hours for frontline supervisors. The coursework is geared to construction work and manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Veteran Apprentice

The Veteran training curriculum will be the same as Apprentice training. These trainees are in a separate Job Number to better track performance toward the goal of improved outreach for Veterans. SWCTF is committed to supporting job-related training that helps Veterans transition into the California Workforce. However, this is the first time Veterans have been included as a distinct cohort of Apprentice trainees (Job Number 9).

Impact/Outcome

Certifications for Journeyman and Apprentice training include: Scaffold Erector, Scaffold Refinery, Powered Industrial Lift Truck Operator, Aerial Lift Operator, Solar Installer Level 1, Powder Actuated Tools, Light Gauge and Structural Welding, Building Information Modeling Concepts and Procedures, Building Envelope, Rigging and Signaler, and Advanced Safety for High Hazard Facilities.

Electronic Recordkeeping

ETP staff has approved the use of a Learning Management System for recordkeeping.

Commitment to Training

Employers will continue to make contributions to the training trust for every hour worked by Apprentices and Journeymen. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

Marketing and Support Costs

The SWCTF is requesting 8% support costs to assist in with recruitment, employer outreach, and assessment of employer-specific job requirements.

The SWCTF will market the program to employers and union members through event flyers, newspaper/print notices, work source centers, community outreach, trade associations, and social media. While many of the participating employers have already been notified, additional recruitment and assessment activities will be required during the contract term. Staff recommends the 8% support costs.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by SWCTF under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET15-0901	Various	07/01/2014–06/30/2016	$1,172,779	$924,660 (79%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours
8 - 200 (Job Number 1)

Trainees may receive any of the following:

Journeyman Training

COMMERCIAL SKILLS

Safety & Health Certifications
- Aerial Lift Operator
- Powered Industrial Lift Truck/Gradall Operator
- American Red Cross First Aid/CPR
- Construction Fall Prevention
- Mine Safety and Health Administration (MSHA) New Miner
- Best Practices in Healthcare Construction (ICRA)

Journey Worker Skill Enhancement
- Best Practices for Health Care Construction (AIA-ICRA)
- Human Performance
- Rigging Certification and Certification Maintenance
- Scaffold Erector Standard 40 Hr Scaffold Training
- Scaffold Erector Welded Frame & Mobile Towers
- Scaffold Erector System Scaffolds
- Scaffold Erector Tube/Clamp Scaffolds
- Scaffold Refinery Qualification
- Transit Level/Laser
- Total Station
- Hytorc Bolting
- Air Barriers/Building Envelop
- Water Treatment Facilities
- Print Reading
- Advanced Print Reading

Renewable and Energy Efficiency
- Solar Installer Level 1
- Green Building & Weatherization
- Energy Audits
- Gas Turbine Familiarization and Turbine Maintenance
- Steam Turbine Familiarization and Turbine Maintenance

Shielded Metal Arc Welding – Steel Plate
- Bridge Welding – AWS
- Bridge Welding – LA City
- Light Gage – AWS
- Light Gage – LA City
- Pipe Welding
- Reinforced Steel – AWS
- Reinforced Steel – LA City

- Structural Welding – AWS
- Structural Welding – LA City

Gas Metal Arc Welding – Steel Plate
Flux Core Arc Welding – Steel Plate
- Semi-Automatic Light Gage AWS
- Semi-Automatic Light Gage LA City
- Semi-Automatic Reinforced Steel – AWS D1.4
- Semi-Automatic Reinforced Steel – LA City D1.4
- Semi-Automatic Structural AWS
- Semi-Automatic Structural LA City

Gas Metal Arc Welding – Stainless Steel Plate
Flux Core Arc Welding – Stainless Steel Plate
Gas Tungsten Arc Welding – Steel Plate
- Semi-Automatic Stainless Steel – AWS D1.6

Gas Tungsten Arc Welding - Other
- Aluminum – AWS
- Aluminum – LA City

COMPUTER SKILLS

Computer and Information Technology
- Building Information Modeling (BIM 1-2-3)
- Building Science Thermography

OSHA 10/30 (OSHA Certified Instructor)

- OSHA 10 (Requires Completion of 10 Hours)
- OSHA 30 (Requires Completion of 30 Hours)

Class/Lab Hours
8 - 210 (Job Numbers 2 - 9)

Trainees may receive any of the following:

Apprentice Training

COMMERCIAL SKILLS

Carpenter
- Print Reading
- Commercial Floor Framing
- Basic Roof Framing
- Foundations and Flatwork
- Wall Forming
- Stair & Ramp Forming
- Moldings & Trims
- Transit Level/Laser
- Advanced Print Reading

- Basic Wall Framing
- Basic Stairs
- Bridge Construction
- Door/Door Hardware

Insulator/Carpenter
- Flexible Foam Insulation
- Infiltration & Moisture Control
- Construction Methods
- Firestop/Fire Code Applications
- Sound Control & Weatherstripping
- Print Reading
- Rigid Foam & Cellular Glass Installations
- Loose Fill & Spray Insulation
- Green Building and Weatherization
- Energy Audits

Drywall Applicator/Lather
- Basic Lathing
- Basic Metal Framing
- Framing Curves and Arches
- Advanced Lathing
- Exterior Insulation and Finish Systems (EIFS)
- Free-Form Lathing
- Framing Suspended Ceilings
- Framing Ceilings & Soffits
- Door/Door Frames
- Advanced Print Reading
- Drywall/Acoustical Ceilings
- Light Gage Welding A/B

Acoustical Installer
- Standards Acoustical Grids
- Suspended Ceilings
- Acoustical Soffits
- Drywall Acoustical Ceilings
- Concealed Glue/Staple-Up Systems
- Print Reading
- Designer & Specialty Trims
- Metal Pan/Security Systems

Plasterer
- Exterior Plastering
- Print Reading
- DOT & Screed Techniques
- Interior Plastering
- Plastering Equipment
- Exterior Insulation & Finish Systems
- Ornamental Plastering
- Plastering Equipment Applications

Millwright
- Print Reading
- Optics & Machinery Alignment
- Machinery Shaft Alignment
- Machinery Installation & Erection A/B
- Millwright General Skills A/B
- Rigging Hardware & Procedures
- Turbine Familiarization
- Conveyors
- Drives, Pulleys, and Belts
- Cutting & Burning
- Welding Fabrication
- Compressor Theory and Maintenance

Pile Driver
- Print Reading
- Piles and Hammers A/B
- Pile Caps and Columns A/B
- Falsework A/B
- Abutments A/B
- Bridge & Deck Forms A/B
- Rigging
- Transit Level/Laser
- Cutting & Burning
- Stair & Ramp Forming
- Basic Wall Framing
- Welding Fabrication

Safety & Health Training (all apprentices)
- Construction Fall Protection
- Aerial Lift Operator
- Power Industrial Lift Truck/Gradall Operator
- American Red Cross CPR/First Aid
- Refinery Safety
- MSHA New Miner

Skill Enhancement (all apprentices)
- Scaffold Erector, Standard, Frame/Mobile Tower/System
- Best Practices for Healthcare Construction (ICRA)
- Human Performance
- Rigging Certification
- Solar Installer Level 1
- Building Information Modeling (BIM 1-2-3)
- Green Building & Weatherization
- Energy Audits

Shielded Metal Arc Welding Plate
- Bridge Welding – AWS
- Bridge Welding – LA City

- Light Gage – AWS
- Light Gage – LA City
- Pipe Welding
- Reinforced Steel – AWS
- Reinforced Steel – LA City
- Structural Welding – AWS
- Structural Welding – LA City

Gas Metal Arc Welding – Steel Plate
Flux Core Arc Welding – Steel Plate
- Semi-Automatic Light Gage AWS
- Semi-Automatic Light Gage LA City
- Semi-Automatic Reinforced Steel – AWS D1.4
- Semi-Automatic Reinforced Steel – LA City D1.4
- Semi-Automatic Structural AWS
- Semi-Automatic Structural LA City

Gas Metal Arc Welding – Stainless Steel Plate
Flux Core Arc Welding – Stainless Steel Plate
Gas Tungsten Arc Welding – Steel Plate
- Semi-Automatic Stainless Steel – AWS D1.6

Gas Tungsten Arc Welding - Other
- Aluminum – AWS
- Aluminum – LA City

COMPUTER SKILLS

Computer and Information Technology
- Building Information Modeling (BIM 1-2-3)
- Building Science Thermography

OSHA 10/30 (OSHA Certified Instructor)

- OSHA 10 (Requires Completion of 10 Hours)
- OSHA 30 (Requires Completion of 30 Hours)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee for Job Number 1, including OSHA 10/30. Reimbursement is capped at 210 total training hours per trainee (200 hours RSI + 10 hours of OSHA 10) for Job Numbers 2-9 regardless of the method of delivery.

Training Proposal for:

Joint Apprenticeship and Training Committee of the Plumbing and Pipe Fitting Industry of San Mateo County

Agreement Number: ET17-0918

Panel Meeting of: December 16, 2016

ETP Regional Office: San Francisco Bay Area **Analyst:** D. Woodside

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprenticeship Veterans	Industry Sector:	Construction Green Technology Priority Industry: ☒ Yes ☐ No
Counties Served:	San Mateo	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada (UA Local 467)		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		N/A	

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
$382,680		$26,496 8%		$409,176

In-Kind Contribution:	50% of Total ETP Funding Required	Inherent

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Priority Rate Journeyman	Commercial Skills, Computer Skills, OSHA10/30	36	8-200	0	$941	$46.70
				Weighted Avg: 40			
2	Retrainee Apprentice	Commercial Skills, Computer Skills, OSHA10/30	132	8-210	0	$2,780	$26.85
				Weighted Avg: 200			
3	Retrainee Apprentice Veteran	Commercial Skills,, Computer Skills, OSHA10/30	3	8-210	0	$2,780	$26.85
				Weighted Avg: 200			

Minimum Wage by County: Job Numbers 1-3 (Statewide/Priority Industry): $21.28 per hour

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☐ Yes ☒ No ☐ Maybe

Although health benefits are provided, they are not being used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Journeyman Plumber, Pipefitter, Refrigeration and Air Conditioning Fitter	*	36
Apprentice and Veteran Apprentice Plumber, Pipefitter, Refrigeration and Air Conditioning Fitter		135

*This is the lowest base wage among the Journeyman occupations participating in this proposal.

INTRODUCTION

For over 100 years, the Joint Apprenticeship and Training Committee of the Plumbing and Pipe Fitting Industry of San Mateo County (Plumbers JATC San Mateo) (http://www.ualocal467.org/training) have provided qualified workers in the plumbing, pipefitting and HVAC (heating, ventilation and air-conditioning) trades throughout San Mateo County. This will be the second ETP Agreement for Plumbers JATC San Mateo.

The JATC was formalized in 1955 with the establishment of the Pipe Trades Apprentice and Journeyman Training Trust Fund. The Fund is governed by a Board of Trustees comprised of six labor and six management representatives. The JATC and Trust are formed under collective bargaining between the United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada (UA Local 467), and the Plumbing-Heating-Cooling Contractors Association of the Greater Bay Area.

There are 180 signatory employers to the Collective Bargaining Agreement located in South San Francisco (including the San Francisco Airport) to East Palo Alto., and these are primarily

building and plumbing contractors. They employ 147 Apprentices and 753 Journeymen in heavy industrial, manufacturing, commercial and residential sectors. Approximately 60% of the signatory employers meet the Panel's definition of a small business.

The Plumbers JATC San Mateo apprentice program is accredited through the Division of Apprenticeship Standards (DAS) to offer apprenticeship opportunities in Residential Plumbing, Commercial Plumbing, Steamfitting, and Refrigeration/heating, ventilation, air-conditioning (HVAC). The significant number of retiring workers and the recent upswing in construction means the demand for Apprentices has been accelerating in San Mateo County, with 347 Apprentices currently registered. The JATC graduated 22 Apprentices in 2015 and anticipates 25 graduates in 2017. Graduates of the Pipe Trades program work in construction and repair for industries that include: airport expansion and renovation, hotel and resort properties, biotech research and manufacturing facilities, food and beverage facilities, public and private education buildings, housing, water and waste treatment, and technology industries.

A sample of local construction projects generating demand for Apprentices and Journeymen include:

- New Biotech start-ups and Bio/Pharma development - the vacancy rate of life sciences space from San Francisco to Palo Alto is now below 1%.
- Illumina Inc. expansion in Foster City - 360,000 square feet of laboratory and office space Lincoln Center with an option for another 160,000 square feet.
- Gilead is remapping its Foster City campus - up to 17 new buildings over the 72-acre site.
- The Britannia Cove project has started with the first of two buildings at 253,000 square feet per building.
- San Francisco Airport construction is ongoing.
- Facebook Campus is expanding.

The JATC is returning to the Panel for funding at this time because all training has been delivered under its most recent Agreement. This is the first time Veterans have been included as a discrete cohort of Apprentice trainees.

Apprenticeship Pilot

The Panel is authorized to fund Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the DAS. ETP funding is designed to supplement cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Depending on the type of trade, apprenticeship programs vary in length. In this case, the programs are five years.

Apprentice programs are typically sponsored by a Joint Apprenticeship Training Committee (JATC). A JATC is created through collective bargaining, with an equal number of members appointed by union and management with employer contributions to a training trust fund. The employers are not "participants" but are signatories to the Collective Bargaining Agreement.

RSI is traditionally delivered as class/lab, and ETP does not reimburse CBT delivery for apprenticeship training. The curriculum is developed with input from DAS and a designated Local Educational Agency (in this case Foothill Community College). The Apprenticeship Program allows reimbursement for up to 200 hours of RSI plus OSHA10/30, per apprentice. (Journeymen are capped at 200 hours.)

For the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by $5, reducing the priority industry rate from $18 to $13 per hour. In addition, the Panel adopted a "blended rate" for Journeymen, reflecting the fact that they may be employed by a variety of contractors over the two-year term of contract ranging from large employers, to small (≤100 employees). This is $22 per hour, midway between the Priority Industry standard rate ($18) and Small Business rate ($26).

The ETP wage for Apprentices is no less than $21.28 per hour, tracking the Special Employment Training wage as modified for priority industries. However, the actual wages paid are shown in the Training Plan Table and contract when they exceed $21.28, for both Apprentices and Journeymen.

PROJECT DETAILS

The JATC operates a 30,935 square-foot training center in Burlingame with 15 classrooms and laboratories equipped for specialized skills. This includes welding along with specialty subjects such as medical gas installations for biotechnology manufacturers and hospitals. Apprentice and Journeyman welders will receive medical gas certifications after successful completion of this training.

The JATC offers a five-year apprenticeship program. This requires an Apprentice to have over 10,000 hours of on-the-job training as well as over 1,200 hours of RSI. Classroom delivery of RSI is at the JATC facility using qualified instructors approved by Foothill College, the LEA.

Training Plan

This training will give Apprentice and Journeymen the skills they need to complete jobs quickly with the highest quality workmanship. Training will be delivered by experienced Journeyman workers in the trade. No outside training vendors will be used. Instructors attend special courses provided by the UA Instructor Training Program to stay current with changes in the industry. The instructors also create customized teaching materials, giving students up-to-the-minute, state-of-the-art information on codes, materials, and processes not found in traditional textbooks.

Journeyman Training

Commercial Skills (80%) - Trainees will receive training in the use of new plumbing and piping equipment, updated building standards, emerging technologies, and green business practices. Training will meet employer demand to develop, retrofit, and maintain more efficient water flow into and out of buildings. Training will also focus on energy-efficient technologies and products such as green building materials; solar installations; new motor controls and programming; advanced orbital, TIG, and Medical Gas Welding; and advanced testing and audit equipment.

Computer Skills (13%) - Training will include scheduling, planning and modeling software. AutoCAD and Job Tracking applications will provide trainees with the tools to modify blueprints, look up project requirements, build budgets and timelines, design virtual buildings, and adjust computerized control systems.

OSHA 10/30 (7%) - Training will be delivered to Journeyman trainees. This training provides a complete overview of occupational safety and health so that workers are more knowledgeable about workplace hazards and how to prevent accidents.

Apprenticeship Training

Commercial Skills (90%) **–** Apprentices must learn to assemble, install, and repair pipes, fittings and fixtures for heating, water, and drainage systems, according to specifications and plumbing codes. The RSI coursework will include industry math and the ability to study building plans and drawings to determine equipment needs on each job. Coursework will supplement on-the-job training in fabrication, assembly, installation and maintenance of piping and plumbing systems, fixtures, and equipment for steam, hot water, heating, cooling, sprinkling and industrial processing systems.

Apprentices must also learn to assist in the installation of heating and air conditioning systems including assembling and installing a variety of piping for air, ammonia, gas and water systems. Again, RSI coursework will supplement in such areas as: electrical installation and wiring for HVAC equipment, including switches and controls; as well as recovery of refrigerant gasses. Trainees must also learn to test and balance air and water systems using the latest technologies.

Computer Skills (7%) - Training will include scheduling, planning and modeling software, AutoCAD and Job Tracking software applications. Trainees will learn to use these applications to modify blueprints, look up project requirements, build budgets and timelines, design virtual systems, and adjust computerized control systems.

OSHA 10/30 (3%) - Training will be delivered to Apprentices to ensure safe working conditions and fulfill current mandates requiring 25% to 40% of an employer's on-site workforce be OSHA certified.

Certified Safety Training

OSHA 10/30: Training is a series of courses "bundled" by industry sector and occupation. This training is not required as a condition of doing business in California. However, the coursework must be approved by, and the instructors must be certified by Cal-OSHA. When delivery is by CBT all training hours must be delivered in a classroom over a finite amount of time, and the vendor must have a certified instructor present to confirm attendance.

Completion of the training results in a certificate that expands employment opportunities. To ensure that each trainee receives certification, ETP will only consider payment earned upon completion of the full 10-hour or 30-hour course. OSHA 10/30 is not included in the 10% limitation on safety training nor in the 50% limitation on CBT.

Journeymen and Apprentice Plumbers and related occupations may work under extremely dangerous conditions and on tight timelines. Thus, there is the potential for injury to themselves and other people in the work area vicinity. Participating employers and property owners may need trainees to undergo additional training to ensure that they can perform their work safely.

Veteran Apprentice

The Veteran training curriculum will be the same as Apprentice training outlined above. These trainees are in a separate Job Number to better track performance toward the goal of improved outreach for Veterans.

The JATC is committed to supporting job-related training that helps Veterans transition into California's workforce. It recruits Veterans in cooperation with Helmets to Hardhats,

(http://www.helmetstohardhats.org), a national joint labor-management program that recognizes the link between skills acquired in military service and the building trades.

In addition, the Veterans in Piping (VIP) program (http://www.uavip.org/veterans) offered by the United Association (UA) of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada, offers high-quality skills training and jobs in the pipe trades to active duty military personnel preparing to leave military service. The JATC reports that since 2008, the UA has trained over 1,000 Veterans. The VIP program consists of 18 weeks of highly specialized, intensive training in marketable skills such as welding; heating, ventilating, air conditioning and refrigeration (HVACR); and sprinkler fitting. The UA provides Veterans with additional skills training opportunities after they complete this program by connecting them to established apprenticeship training programs.

The VIP Program has been recognized as one of the leading programs in the country for assisting Veterans. The VIP does all this at absolutely no cost to the military, the government, or participants because all costs are paid by the UA and its contractors.

Trainer Qualifications

Plumbers JATC San Mateo employs 14 full and part-time trainers. All trainers are former or current members of the trade. Some have received Master Certification status by the National Joint Apprenticeship and Training Committee. As noted earlier, all, instructors meet standards set by the LEA.

Curriculum Development

Plumbers JATC San Mateo's labor and management representatives have customized the national plumber, pipe fitters curriculum to address the local needs. The JATC also collaborated with the National Competency Testing Institute to create an industry-driven curriculum. All courses are designed to address employer needs as determined by their customers and energy efficiency and technology changes that are quickly becoming standard in the plumbing industry. Hiring demands help shape the curriculum, such as the need for workers with the ability to weld on technically advanced construction projects.

Feedback on training content and delivery comes directly from the employers and union representatives based on workplace performance, requests of customers, and needs of the industry as well as course evaluations that are completed by students. Thus, the curricula for both apprentices and journeyman was developed and customized with input from both labor and management representatives to address the local needs of union members, participating employers, and the industry as a whole.

Impact/Outcome

Certifications earned for the journey-level and apprenticeship training to be funded by ETP may include: OSHA 10, OSHA 30, HVAC Star, Medical Gas Installer, Medical Gas Brazer, Foreman's Certification, Industrial Signal Person Certification, and various welding certifications.

Commitment to Training

Signatory employers will continue to make contributions to the training trust for every hour worked by Apprentices and Journeymen. General safety training is, and will continue to be, provided by participating employers in accordance with all pertinent requirements under state and federal law.

Marketing and Support Costs

Plumbers JATC San Mateo conducts marketing through direct mailings, informational flyers, personal contacts, telephone calls, public service announcements, emails, and its website. Class information will be disseminated throughout the year to all apprentice and journeyman workers within the jurisdiction, as well as to the pipe trades contractors who employ them. Application announcements for the apprentice program will be sent to local, state, and federal agencies as well as to local high schools, community colleges, and community-based organizations.

The Training Director of Pipe Trades JATC San Mateo, working with a dedicated administrative assistant, will be responsible for marketing, recruiting, needs assessments, and scheduling. The JATC is requesting 8% in support costs to fund its staff in recruiting, qualifying, and assessing participating employers for this program. The projected budget costs for personnel alone, especially for a first-time ETP MEC Contractor, will exceed the ETP support cost funding. The JATC will cover these additional expenses. Staff recommends the 8% support costs.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by the Plumbers JATC San Mateo under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET16-0900	$386,124	08/03/2015-08/02/2017	151	95	25

Based on ETP Systems, 18,130 reimbursable hours has been tracked as of October 27, 2016 sufficient to support earnings of $348,931 (90%). The Contractor projects final earnings of 100%. Training will be completed by the December Panel meeting.

DEVELOPMENT SERVICES

California Labor Federation in Sacramento and Strategy Workplace Communications in Oakland assisted with development at no cost.

ADMINISTRATIVE SERVICES

Strategy Workplace Communications will also perform administrative services for an amount not to exceed 13% of payment earned.

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Trainees may receive any of the following:

Class/Lab Hours

8-200 (Job Number 1) **Journeyman Training**

COMMERCIAL SKILLS

- Green Compliance
  - Energy Efficiency in Existing Equipment and Materials
  - Design and Installation of New Energy Efficient Equipment and Materials
  - LEED Standards
- BACnet Programming
- Johnson Controls Courses
- Robotic Total Station
- Start Test and Balance
- Solar Installations
- Specialty Seminars for Service Work
- Johnson DX9100 (Brand of Digital Controller)
- Compressor Overhaul
- Direct Digital Controls – Principals of Operation, Calibration, Documentation, Shutdowns
- Orbital Welding
- Welding
- Brazing
- Safe Working Conditions (All training supplements Cal-OSHA required safety training).
  - Foreman and Worker Responsibility
  - Scaffolding
  - Fall Protection
  - Electrical Safety
  - Falling Objects
  - Working in Confined Spaces
  - Working Around Pipelines
- Certifications
  - Industrial Rigging
  - Signalperson
  - National Environmental Balancing Bureau
  - Commissioning (Certification for Heating & Cooling Systems)
  - Medical Gas -- Installation, System Testing, Maintenance, Repair, Standards and Brazing
  - Foreman
  - Backflow
  - Orbital Welding
  - Tungsten Inert Gas Welding
  - Star Review

COMPUTER SKILLS

- Computer-Aided Drafting
- 3-D Drawings Software

OSHA 10/30 (OSHA CERTIFIED INSTRUCTOR)

- OSHA 10 (requires completion of 10 hours)
- OSHA 30 (requires completion of 30 hours)

Class/Lab Hours

8-210 (Job Numbers 2 & 3) **Apprentice Training**

COMMERCIAL SKILLS

Plumbing and Steamfitting

- 2nd year
  - Code/Water Supply
  - Drawing I
- 3rd year
  - Drawing II
  - Welding
  - Oxygen/Acetylene Training
  - Pipe Fitting
- 4th year
  - Steam Systems
  - Rigging
  - Pipefitting and Service
  - Hydronics/ Steam
  - Medical Gas Certification
  - Signal Person Certification
- 5th year
  - Advanced Drawing/Layout
  - Code II
  - Junior Mechanics Review and Exam

Refrigeration

- 2nd year
  - Basic Electricity
  - Advanced Electricity
  - Pneumatic DDC Introduction
- 3rd year
  - Controls I
  - Electro Pneumatics
  - Controls II
  - Advanced Pneumatics
  - Calibration
  - Hydronics
- 4th year
  - Start, Test and Balance I
  - Start, Test and Balance II
- 5th year
  - Chillers
  - HVAC Star Certificate
  - Special Systems

- Heating Ventilation Air Conditioning Refrigeration Star Review and Exit Exam

- All Years
  - Trade Math
  - Industry Math
  - Rigging
  - Drawing
  - Blueprint Reading
  - Welding
  - Cutting
  - Industrial Safety
  - Industrial Install
  - Medical Gas Install
  - Backflow Certification
  - Foreman Certification
  - Rigging Certification
  - Direct Digital Controls
  - Compressor Overhaul

COMPUTER SKILLS

- Computer-Aided Drafting
- 3-D Drawings Software

OSHA 10/30 (OSHA CERTIFIED INSTRUCTOR)

- OSHA 30 (requires completion of 30 hours)
- OSHA 10 (requires completion of 10 hours)

Note: Reimbursement for Job Number 1 Journeymen retraining is capped at 200 total training hours per trainee regardless of the method of training delivery. Reimbursement for Job Numbers 2 and 3 Apprenticeship training is capped at 200 total training hours per trainee in Commercial, Business, and Computer Skills and 10 hours of OSHA10/30 for a total of 210 hours regardless of the method of training delivery. Safety training cannot exceed 10% of total training hours for any individual trainee. This 10% safety training cap does not apply to Hazardous Materials or OSHA 10/30 training.

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

California Tooling and Machining Apprenticeship Association

Agreement Number: ET17-0920

Panel Meeting of: December 16, 2016

ETP Regional Office: Sacramento **Analyst:** K. Mam

PROJECT PROFILE

Contract Attributes:	Retrainee Apprenticeship	Industry Sector(s):	Manufacturing Priority Industry: ☒ Yes ☐ No
Counties Served:	Northern and Central California	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No Machinist Automotive Trades Lodge No. 190		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
$80,496		$5,590 8%		$86,086

In-Kind Contribution:	50% of Total ETP Funding Required	Inherent

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Apprentice	Comm'l Skills, Computer Skills, OSHA 10/30	43	8-210	0	$2,002	*$15.60
				Weighted Avg: 144			

*It will be made a condition of contract that these trainees will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: $17.02 per hour for Alameda, Contra Costa, Marin, San Francisco, San Mateo and Santa Clara Counties; $16.10 per hour for Sacramento County; $15.91 per hour for Alpine County; and $15.60 per hour for remaining Northern and Central California Counties.

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☐ Yes ☐ No ☒ Maybe

Participating employers may use health benefits to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
CNC Machinist Technician		2
CNC Machinist		22
Machinist		2
Maintenance Machinist		2
Mold Maker		9
Tool & Die Maker		6

INTRODUCTION

The California Tooling and Machining Apprenticeship Association (CTMAA or Association)(www.calmachinist.com) began operations 23 years ago as a chapter of the National Tooling & Machining Association. In 2008, CTMAA formed as a stand-alone trade association, doing business in California as a non-profit corporation headquartered in Petaluma. The Company's primary function is to train the next generation of machinists in California. This is the second ETP Agreement with CTMAA.

CTMAA offers multiple four-year apprenticeship programs for five occupations: Machinist, CNC Machinist, Mold Maker, Tool and Die Maker, and Maintenance Machinist. Additionally, CTMAA

offers a two-year apprenticeship program for the occupation of CNC Machine Technician. Apprentices from all six occupations will be trained under this proposal.

CTMAA operates as a Unilateral Apprenticeship Committee (UAC) for its member employers and a Joint Apprenticeship Training Committee (JATC) for machinist trades organized under Machinist Automotive Trades Lodge No. 190. CTMAA is recognized as a "non-traditional" apprenticeship and approved as a "hybrid" program by the California Division of Apprenticeship Standards (DAS).

PROJECT DETAILS

CTMAA estimates that 30% of current Journeyman machinists will retire in the next three to five years, creating strong demand for training the "next generation". CTMAA will continue to provide Apprentices with valuable skills to become certified in industry recognized standards which will enable them to remain employed. This proposal is for Apprentice. All trainees will be full-time permanent employees with a member employer. The training Curriculum has been approved by DAS and the federal Department of Labor and is also certified by the National Institute of Metal Working Skills.

The on-the-job training component of each apprenticeship requires 8,000 hours over the course of four years (for the five four-year programs), and 4,000 hours over the course of two years for CNC Machine Technicians. Related Supplemental Instruction (RSI) classroom training is delivered in affiliation with two Local Educational Agencies (LEA). Trainees will attend RSI four hours a week over two semesters (36 meetings).

Apprenticeship Program

The Panel is authorized to fund Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the DAS. ETP funding is designed to supplement cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Depending on the type of trade, apprenticeship programs vary in length. In this case the program is two years for CNC Machinist Technicians and four years for CNC Machinist, Machinist, Maintenance Machinist, Mold Maker and Tool and Die Maker.

- ETP Minimum Wage

Apprenticeships are a multi-year training program that results in DAS certification to work as a Journeyman. They are authorized in California under the Shelly-Maloney Apprenticeship Labor Standards Act of 1939. Apprentices commit to training under contract with an apprenticeship program sponsor. They advance through a series of apprenticeship levels as they complete modules of RSI and on-the-job training. Apprentice wages are proportionate to Journeymen as required by DAS with pay advancements at each six-month period. (See Wage Range by Occupation table above.) Wages are paid for hours worked on the job, in progression with a series of advancements up to the Journeyman level.

Under the Apprenticeship Program, the post-retention wage has been standardized to reflect the Special Employment Training (SET) wage for Priority Industry of $21.28. However, this model does not apply to Apprentices in a non-traditional or "hybrid" program. Here, where all employers are in the manufacturing industry, the ETP Minimum Wage will be used, given that this industry sector faces steep out-of-state competition. The value of employer-paid health benefits may be used to meet this post-retention wage for some trainees. Given that CTMAA operates as a UAC the wages and benefits will vary by employer.

- Hybrid Program

Apprentice programs are typically sponsored by a JATC or UAC. A JATC is created through collective bargaining, with an equal number of members appointed by union and management, as compared to a UAC which is created through a trade association. ETP recognizes both types of programs so long as they are approved by DAS. CTMAA was approved as a "hybrid" program with both a UAC and a JATC component.

For the UAC program, the employers are members of the Association, and are obligated to pay the cost of RSI through their regular dues. For the JATC program, the employers are signatories to a Collective Bargaining Agreement, under which they are obligated to pay RSI through a training trust for represented employees. These employers are members of the Association.

Depending on the type of trade, apprenticeship programs vary in length, typically from 2-6 years. They also vary in size, ranging from less than 10 to several hundred apprentices at any given point in time. In this proposal, five of the occupational titles are registered in a four-year program, and one is registered in a two-year program, as discussed earlier in the Introduction. Although first-year Apprentices are usually not eligible due to their higher drop-out rates, they may be included on a case-by-case basis when the program is two years or less in length. Here, they are included for CNC Machine Technician.

- Curriculum

RSI is traditionally delivered as class/lab, and ETP does not reimburse CBT delivery for apprenticeship training. The curriculum is developed with input from DAS and designated LEAs. In this proposal, CTMAA is affiliated with five LEAs in Petaluma, Santa Rosa, Hayward, Oakland and Cupertino, with plans to recruit and expand to other community college LEAs in Northern and Central California.

For apprenticeship training, ETP allows reimbursement for up to 200 hours of RSI. This cap may be extended to 210 hours if OSHA 10 training is included in the Curriculum, as it is here. Apprentices are expected to work full-time for 90 consecutive days with one employer, which is the standard period for incumbent workers. However, consistent with the Apprenticeship Program guidelines, they will also be allowed to satisfy retention by working no less than 500 hours within 272 days, with more than one employer.

ETP funding cannot displace another source of government funds. For this reason, the fixed fee reimbursement rate is reduced by $5.00 to account for adult education funding appropriated each year for Apprentice training through the California Community College Chancellor's Office. This changes the ETP Priority Industry reimbursement rate from $18 to $13 per hour for all Apprentice Job Numbers.

Training Plan

Commercial Skills (75%): Training will be delivered to all Apprentices and will follow the DAS approved curriculum. Trainees will receive a Certificate of Apprenticeship upon completion of the program.

Computer Skills (20%): Training will be delivered to all apprentice occupations and will focus on software programs that apprentices will use to produce metal works. Training topics will include Autodesk Inventor, Computer-Aided Design (CAD), Computer Aided Machining (CAM), HAAS CNC Programs, Programming and Operation, and MasterCam.

Certified Safety Training

OSHA 10/30 (5%): This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 or 30 hours of classroom or CBT. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  The Apprentice coordinator and an assistant will coordinate training and trainers, hand out rosters, and send copies of them to their consultant, Sierra Consulting Services. There is a class schedule, curriculum, and structure for each trade skill at each site.

Impact/Outcome

Successful completion of the apprenticeship program will result in Journeyman status, as certified by DAS. These trainees will also receive National Institute of Metalworking Skills credentials and a Certification for OSHA 10/30 safety training.

Marketing and Support Costs

CTMAA requests 8% in support costs. The Association engages in outreach and positive recruitment activities with a special focus on increasing the participation in the apprenticeship program. Enrollment is anticipated to double as CTMAA expands from 10 Northern California Counties to 46 Northern and Central California Counties.

The Association conducts individual employer assessments to evaluate their machinist training needs and review their on-the-job training facilities. As a result, CTMAA updates the RSI Curriculum on a regular basis, through DAS. In addition, the Association regularly evaluates the performance of each registered apprentice. Staff recommends support costs of 8% for these purposes.

Training Coordinator

RSI will primarily be delivered on-campus at the Petaluma Adult School and Santa Rosa Junior College, although instruction may also take place at Chabot College, De Anza College, Laney College, San Joaquin Delta College, Diablo Valley College, and College of Marin. Instructors will include Journeymen and industry experts with extensive experience and knowledge of the subject matter.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by CTMAA under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET16-0902	$80,080	08/03/15 - 08/02/17	40	0	0

Based on ETP Systems, 4,362 reimbursable hours have been tracked for potential earnings of $56,706 (71% of approved amount). The Contractor projects final earnings of 100% based on training currently committed and in progress by employers.

DEVELOPMENT SERVICES

Sierra Consulting Services in Cameron Park assisted with development for a flat fee of $2,600.

ADMINISTRATIVE SERVICES

Sierra Consulting Services will also perform administrative services for a fee not to exceed 11% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours
8-210

Trainees may receive any of the following:

COMMERCIAL SKILLS

- Assembly
- Bearings
- Bench Work
- Blue Print Reading
- Calibration
- Coating
- Composites
- Construction of Molds
- Construction of Tools and Dyes
- Coolant Changes
- Coordinate Measuring Machine
- Deburring
- Drilling
- Electrical Discharge Machining
- Electrical Equipment
- Engineering Drawings for Machinist and Industrial Technicians
- Estimating
- Fabrication
- Finishing
- Fit-Up
- Job Planning and Preparation
- Gaskets
- Gearboxes
- Geometric Dimensioning and Tolerancing Interpretation & Application
- Grinding
- Heat Treating
- Hand Tools
- Hydraulics
- Inspections
- Jig Borer
- Lathes
- Lubrication
- Machine Cleaning
- Machine Tool Technology 1
- Machine Tool Technology 2
- Maintenance, Cleaning and Repair
- Manufacturing Materials and Processes
- Material Identification
- Material Testing
- Measurements and Calculations
- Mechanical Seals
- Metallurgy
- Milling
- Packing
- Pipefitting
- Pneumatics

- Powers Sources
- Power Tools
- Power Transmission Systems
- Precision Inspection
- Preventative Maintenance
- Process Control and Documentation
- Pumps
- Reaming
- Rigging
- Rotating Equipment
- Safety Training
- Secondary Operations
- Shop Maintenance
- Sketching
- Special Projects/NIMS
- Surface Treatment
- Tapping
- Tool Control/Selection/Application
- Tool Crib
- Tooling
- Turning (Manual and CNC)
- Vibration Analysis
- Vision Inspection Equipment
- Welding
- Writing Inspection Reports

COMPUTER SKILLS

- Autodesk Inventor
- Computer-Aided Design
- Computer-Aided Machining
- CNC Programming and Operation
- HAAS CNC Programs
- MasterCam

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10 (requires completion of full 10 hour course)
- OSHA 30 (requires completion of full 30 hour course)

Safety Training cannot exceed 10% of total training hours per-trainee. This cap does not apply to Hazmat, OSHA 10/30 or HAZWOPER.

Note: Reimbursement for retraining is capped at 210 total training hours per trainee, regardless of the method of delivery.

STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Central Valley Mother Lode Plumbers, Pipe and Refrigeration Fitters Joint Apprenticeship Training Committee

Agreement Number: ET17-0919

Panel Meeting of: December 16, 2016

ETP Regional Office: Sacramento **Analyst:** W. Sabah

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprenticeship Veterans	Industry Sector(s):	Construction Priority Industry: ☒ Yes ☐ No
Counties Served:	Stanislaus, San Joaquin	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No Central Valley - Mother Lode Plumbers, Pipe and Refrigeration Fitters JATC Local Union 442		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL:

Program Costs	+	Support Costs	=	Total ETP Funding
$195,320		$13,500 8%		$208,820

In-Kind Contribution:	50% of Total ETP Funding Required	Inherent

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Journeyman Priority Rate	Business Skills, Commercial Skills, OSHA 10/30	40	8-200	0	$564	$37.00
				Weighted Avg: 24			
2	Retrainee Apprentice	Commercial Skills, OSHA 10	63	8-210	0	$2,780	$21.73
				Weighted Avg: 200			
3	Retrainee Apprentice Veterans	Commercial Skills, OSHA 10	4	8-210	0	$2,780	$21.73
				Weighted Avg: 200			

Minimum Wage by County: Statewide Priority Industry Wage of $21.28

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☐ Yes ☒ No ☐ Maybe

Although health benefits are provided, they are not being used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Journeymen Plumber, Pipefitter, Refrigeration Fitter		40
Apprentice Plumber, Pipefitter, Refrigeration Fitter		67

INTRODUCTION

Central Valley Mother Lode Plumbers, Pipe and Refrigeration Fitters Joint Apprenticeship Training Committee (Central Valley JATC) was established in 1955. In 1997, Local 492 (Stockton) and Local 437 (Modesto) merged with it to create the Plumbers, Pipe and Refrigeration Fitters Local Union 442. The JATC is funded by signatory employers pursuant to collective bargaining. As usual, the JATC consists of equal representatives from labor and employers.

The JATC is responsible for training over 420 journeymen and 79 apprentice workers to ensure that union plumbers, pipefitters and refrigeration fitters have the skills, knowledge and experience necessary to build and service commercial and residential buildings.

This is the third ETP Agreement with Central Valley JATC, within a five-year period. This is the first time Veterans have been introduced as a distinct cohort of Apprentice trainees.

Apprenticeship Program

The Panel is authorized to fund Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding is designed to supplement cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Depending on the type of trade, apprenticeship programs vary in length. In this case the program is five years.

RSI is traditionally delivered as class/lab, and ETP does not reimburse CBT delivery for apprenticeship training. The curriculum is developed with input from DAS and a designated Local Educational Agency (in this case San Joaquin Delta College and San Joaquin Office of Education). The Apprenticeship Program allows reimbursement for up to 200 hours of RSI plus OSHA10, per-apprentice. (Journeymen are capped at 200 hours.)

For the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by $5, reducing the priority industry rate from $18 to $13 per hour. In addition, the Panel adopted a "blended rate" for Journeymen, reflecting the fact that they may be employed by a variety of contractors over the two-year term of contract ranging from large employers, to small (≤100 employees). This is $22 per hour, midway between the Priority Industry standard rate ($18) and Small Business rate ($26).

PROJECT DETAILS

Training will expand trainees' skills in preparation for projects in the Modesto and Stockton area. Their new projects will include a high speed rail, a veteran's hospital, additional projects at the UC Merced College, and increased industrial work in areas such as the wine industry, cheese industry and tomato processing plants.

There is an increasing need for more skilled, experienced, and credentialed plumbers, pipefitters and refrigeration fitters at all levels. Well-trained employees are key to structural integrity and safety of construction projects. To win contracts and maintain employment levels, employers must have highly skilled and certificated workers.

The JATC supports the Central Valley in meeting its water and energy efficiency goals. The new green mandate now requires workers to use new materials and skills to build and maintain water efficient buildings. In addition, clients have higher quality standards while wanting projects to stay on budget and on time. Training is needed for trainees to become proficient in the use of new materials and to reduce waste.

Plumbers will receive training in servicing, repairing, and remodeling existing plumbing systems in residential, commercial, and industrial buildings. Refrigeration Fitters will require training in installing and retrofitting all types of refrigeration equipment and refrigeration units used in hospitals, schools, and other complex installations. Pipefitters will learn to design and install complex heating systems, special piping for acid, gas, oil, air, oxygen, nitrogen, and ultra-high-purity water and gas systems.

Training Plan

Business Skills (5%): Training will be delivered to Journeymen in topics such as Customer Service, Problem Solving, Inventory Checklist, Advanced Time Management, and Creating Project Bids. Training will give workers the skills needed to complete jobs quickly and with the highest quality workmanship.

Commercial Skills (90%) Training will be offered to all occupations to develop high skills levels needed in the plumbing industry. Courses will include topics such as Medical Gas Installation, Post Tensioning and Advanced Welding for Journeymen, and Shielded Metal, Refrigeration & A/C Mechanic, and Motor Alignment for Apprentices.

Certified Safety Training (5%)

OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Curriculum Development

The JATC director along with the labor and management representatives have developed and customized a curriculum to address the local needs of its members, participating employers and the industry. Industry needs are determined by the JATC, union representatives, and UA Instructor Training Programs, which provides feedback on industry trends and new and evolving certification requirements. Central Valley JATC also works with employers to perform assessments of employer-specific job requirements and collect feedback on workplace performance, requests of customers, and student course evaluations.

Veterans Program

The Veteran training curriculum will be the same as Apprentice training outlined above. These trainees are in a separate Job Number to better track performance toward the goal of improved outreach for Veterans.

Central Valley JATC recruits Veterans in cooperation with Helmets to Hardhats, a national joint labor-management program that recognizes the link between skills acquired in military service and the building trades.

Also, the Veterans in Piping (VIP) program offer by the National UA, offers high-quality skills training and jobs in the pipe trades to active duty military personnel preparing to leave the service. Since 2008, the UA has trained over 1,000 Veterans. The VIP program consists of 18 weeks of highly specialized, intensive training in highly marketable skills such as welding, heating, ventilating, air conditioning and refrigeration and sprinkler-fitting. The UA provides participants with additional skill training opportunities after the Veterans complete this program by connecting them to established apprenticeship training programs. When they enter a local UA, the Veterans are given credit for the classes they have already taken.

The UA VIP Program has been recognized as one of the leading programs in the country for assisting Veterans. The VIP does all this at absolutely no cost to the military.

Employer Demand

According to the JATC, demand for Apprentices has been accelerating, with 420 Journeyman and 79 apprentice field plumbers, pipe and refrigeration fitters. Graduates of the Pipe Trades program work in construction and repair for industries that include: semiconductor, energy, biopharmaceutical, healthcare, aerospace, education, housing, water treatment, and technology industries. A sample of local construction projects generating demand for Apprentices and Journeymen include:

- High Speed Rail
- UC Merced College Campus
- Construction of a Veterans Affairs Hospital
- Increased industrial work in the Central Valley which includes: Wine Industry, Cheese Industry and Tomato Processing Plants.
- Increased employer demand for training in water-efficient products and services
- New Green Mandates which require workers to use new materials and skills as a result of updated building standards and green/LEED business practices. The industry is focused on the need to develop, retrofit, and maintain greener energy and water flow into and out of buildings.

The JATC is returning to the Panel for funding at this time because all training has been delivered under its most recent Agreement. The request for additional funding is driven by the demand of employers for skilled apprentices and journeymen plumbers in the Central Valley.

Marketing and Support Costs

The Central Valley JATC publicizes the availability of training through direct mailings, brochures/flyers, personal contacts, telephone calls, and public service and e-mail announcements. Central Valley JATC will disseminate class information throughout the year to all Apprentice and Journeymen plumbers and pipe and refrigeration fitters within the local's jurisdictions as well as the plumber, pipe, and refrigeration fitter contractors who employ them. Application announcements for union apprentice programs are sent to government agencies as well as to local high schools, community colleges, and community-based classes.

The Central Valley JATC is requesting 8% support costs to market journeyman training to employers, to recruit and place apprentices, and to conduct ongoing assessments of employer-specific job requirements. While many participating employers are on board, outreach activities will also be ongoing. Staff recommends the 8% support costs.

Commitment to Training

The Central Valley JATC represents that signatory employers will continue to pay into the Trust for Journeyman and Apprentice training. In addition, employers must provide structured, on-the-job training for Apprentices that meets DAS standards. Thus, ETP training funds supplement and do not displace employer contributions to training. Safety training is provided by the participating employers in accordance with all requirements under state and federal law.

Trainer Qualifications and Training Coordinator

A Training Coordinator and administrative assistant will be responsible for marketing, conducting recruiting, needs assessments and scheduling training. There are over 10 part time-instructors with impressive credentials and vast field experience. Instructors attend special courses provided by the UA Instructor Training Program to stay current with industry changes.

Impact/Outcome

Certifications for Journeymen and Apprentice training include OSHA 10/30, Medical Gas Installer, Medical Gas Brazer, Foreman's Certification, Crane Signal Person Certification, Backflow Certification, Industrial Rigger Certification, Crane Signalperson Qualification and various welding certifications.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Central Valley JATC under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET15-0913*	Modesto, Stockton	09/01/14-08/30/16	$231,140	$81,718 (35%)
ET13-0910**	Modesto, Stockton	10/08/12-10/07/14	$236,927	$160,547 (68%)

*ET15-0913: According to the ETP Tracking site, 13,623 reimbursable hours have been uploaded to potentially earn $185,100 (80% of approved funding). ETP Fiscal has determined $81,718 is Earn-Approved and $27,876 is Earned-in-Process. The Contractor has yet to submit a final closeout invoice. According to the JATC, the low performance was because work availability declined when a 2012 prison hospital project was completed.

The Central Valley JATC has contracted for multiple construction projects next year that will allow trainees to be retained and complete the ETP Project successfully. See Employer Demand p. 5 of this proposal.

**ET13-0910: According to the JATC, performance was lower than anticipated because the local industry was still recovering from the recession. Trainees were not able to complete retention.

DEVELOPMENT SERVICES

California Labor Federation in Sacramento assisted with development of this proposal at no cost.

ADMINISTRATIVE SERVICES

Strategy Workplace Solutions in Oakland will perform administrative services for a fee not to exceed 13% payment earned.

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Job Number 1

Journeyman

Trainees may receive any of the following:

COMMERCIAL SKILLS

- Welding I, II, and III
- Structural
- Rigging
- Cranes
- Architectural I
- Architectural II
- Reinforcing
- Post Tensioning
- Conveyors / Industrial Maintenance
- Climate Energy Efficiency and Consumption
- Greenhouse Gas Abatement
- Solar Hot Water Installing and Retro Fitting
- Water Efficiency Products and Installations
- Hydronics Systems and Refrigeration
- Reuse/Recycled Water
- Medical Gas Installation
- Septic Tanks/Wastewater Treatment Systems
- Energy Audits
- Welding and Burning
- Proper Installation and Use of Testing and Auditing Materials and Equipment (Green Training)
- Understanding New Technologies and Changes to Industry Standards (Green Training)
- Proper Equipment Set-Up (Green Training)
- Safe Working Practices (Training is capped 10% of a trainee's total hours)
- Advanced Instrumentation and Motor Controls
- Programmable Logic Controllers
- Advanced Welding
- Architecture Designs and Advanced Plan Reading
- Management and Monitoring of Materials
- Testing Materials and Equipment –Proper Set-Up and Use (Green Training)
- Understanding Changes to Industry Standards (Green Training)

BUSINESS SKILLS

- Teambuilding
- Green Awareness Training and Green Certifications
- Leadership

- Customer Service
- Conflict Resolution
- Problem Solving
- Decision Making
- Inventory Checklist
- Creating Master Plan for Future Improvements
- Advanced Time Management
- Filling Out Work Documents and Reports Accurately
- Project Management
- Creating Project Bids

OSHA 10/30 (OSHA Certified Instructor)

- OSHA 10 (requires completion of 10 hours)
- OSHA 30 (requires completion of 30 hours)

Class/Lab Hours

8-210 Job Numbers 2 & 3

Apprentice

COMMERCIAL SKILLS

Plumbing and Refrigeration Fitters

- Mathematics, Rigging and Signaling
- Drawing Interpretation & Plan Reading, Science, Basic Electricity
- Shielded Metal – Arc Welding
- Pipefitting and a Calculator
- Plumber Code Application, Plumbing Fixtures, Guide to Service Work
- Guide to Service Work, Gas Installations, Drainage
- Advanced Plan Reading, CAD
- Water Supply, Instruments Used for Layout
- Medical Gas Installations
- Refrigeration & A/C Mechanic
- Mathematics, Rigging and Signaling
- Refrigeration (Volume 1), Customer Service Skills
- Air Conditioning, Safe Handling of Refrigerants with EPA Certification
- Electronic Controls for MES
- DC Electronics Training
- Refrigeration (Volume II), Pneumatic Controls
- Motor Alignment, Air Conditioning
- Air & Water Balance
- Chillers, Building Automation & Telecommunications Skills
- First Aid/CPR

Pipefitter

- Mathematics, Rigging and Signaling
- Drawing Interpretation & Plan Reading, Science, Basic Electricity
- Shielded Metal – Arc Welding
- Pipefitting and a Calculator
- Patterns, Stream Systems, Pumps
- Advanced Plan Reading, CAD

- Instrumentation & Pneumatic Controls, Tube bending and Hydronics
- Detail and Layout Piping Systems, Advanced Welding
- Rigging and Signaling
- First Aid/CPR

OSHA 10 Certified OSHA Instructor)

- OSHA 10 (requires completion of 10 hours)

Safety Training cannot exceed 10% of total training hours per-trainee (This cap does not apply to Hazmat, OSHA 10/30 or HAZWOPER)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee in Job Number 1 and capped at 210 total training hours per trainee for Job Numbers 2 & 3, regardless of the method of delivery.

DELEGATION ORDER

Training Proposal for:

Armanino Foods of Distinction, Inc.

Small Business

ET17-0290

Approval Date: November 10, 2016

ETP Regional Office: San Francisco Bay Area **Analyst:** L. Molinar

CONTRACTOR

- Type of Industry: Manufacturing

  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees

  California: 42

  Worldwide: 48

  Number to be trained: 41

  Owner ☐ Yes ☒ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 6%
- Repeat Contractor: ☐ Yes ☒ No

FUNDING

- Requested Amount: $18,122
- In-Kind Contribution: $20,676

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100	Business Skills, Computer Skills, Continous Impr, HazMat, Mgmt Skills, Mfg Skills	41	8-60 Weighted Avg: 17	0	$442	$17.02

- Reimbursement Rate: $26 SB Priority
- County(ies): Alameda
- Occupations to be Trained: Production, Warehouse, Production Leads, Sanitation, QA, Operations, Sales, Accounting, Maintenance, Managers, Corporate Administrator
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Up to $1.97 per hour

SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: Toyota Material Handling of Hayward will be providing Manufacturing Skills training. Training for Hispanics in the Workplace of Dallas, TX, will be providing a Business Skills Webinar.

OVERVIEW

Founded in 1986 and located in Hayward, Armanino Foods of Distinction, Inc. (Armanino) (http://www.armaninofoods.com/) develops, manufactures and licenses a variety of food products, with a focus on frozen pesto, sauces, pasta, and meatballs. Armanino conducts research and development for its own products, and also for external clients such as foodservice and processed food manufacturers. Armanino's products can be found in many supermarket chains in the Western United States; and are used by food services distributors such as Sysco Foods and US Foods; and by restaurants.

Need for Training

Armanino is expanding its business into "ready-to-use" sauces. These sauces have higher food handling and safety requirements because they are not frozen before use. This initiative will require the Company to modify the manufacturing area by adding a clean room and new equipment.

Additionally, the Company currently has two production lines manufacturing the same products in different rooms. During the expansion, Armanino will need to consolidate all production into

one manufacturing area. This will streamline the production process and increase flexibility with production.

The expansion is scheduled to start December 2016, with an estimated completion date of April 2017. Armanino anticipates adding additional employees once expansion is complete. However, since this is the Company's first ETP agreement, it is being conservative with training requested and may amend to add job creation at a later time.

Training Plan

Armanino plans on delivering one to two (1-2) training sessions every month, during the morning and afternoon in order to accommodate its two shifts. Production will be ongoing during construction. New construction will be sectioned off from the production area.

Most training will be delivered as Class/Lab by internal trainers at the Company's facility in Hayward. Some courses, such as the Forklift Operator certification, will be delivered by vendors. Management Skills will be delivered as E-Learning.

Business Skills – Training will be offered to all occupations on Conflict Management, Effective Communication, and Team Building. This training will promote a healthy culture and allow cross-functional collaboration between employees.

Computer Skills – Training will be offered to Accounting Staff, Sales Staff, Managers, and Corporate Administrator in Microsoft Excel and Crystal Reports. Armanino is currently using paper records and needs to update the skills of its tenured administrative staff to transition to digital records.

Continuous Improvement – Training will be offered to all occupations. This training will ensure that all employees understand the Company's processes to improve efficiencies and allow collaboration.

Hazardous Materials – Training will be provided to Production Workers, Production Leads, Warehouse Workers, Sanitation Workers, Maintenance Workers, QA, and Operations employees on Hazardous Materials and Bloodborne Pathogens. This training will keep Armanino's employees and customers safe.

Management Skills – Training will be offered to Production Leads and Managers. Trainees will learn about tools necessary to adjust their leadership style to improve communication with employees.

Manufacturing Skills – Training will be offered to Production Workers, Production Leads, Warehouse Workers, Sanitation Workers, Maintenance Workers, QA, and Operations on production techniques, food handling, and safety procedures. Armanino is committed to providing a safe product. Training will ensure efficient production of high quality, safe products.

Out-of-State Vendor

Management training will be conducted by an out-of-state vendor, and will be offered in the eLearning format as a one and a half hour webinar in order to eliminate travel expenses. Due to its large Spanish speaking workforce, this training will be conducted in Spanish. Armanino was unable to locate any other vendor capable of meeting its requirements. This out-of-state vendor request was reviewed and approved in the Bay Area Regional Office.

RECOMMENDATION

Staff recommends approval of this proposal.

Exhibit B: Menu Curriculum

Class/Lab Hours
8 - 60

Trainees may receive any of the following:

BUSINESS SKILLS
- Conflict Management
- Effective Communication
- Team Building

COMPUTER SKILLS
- Microsoft Excel (Basic, Intermediate and Advanced)
- Crystal Reports

CONTINUOUS IMPROVEMENT
- Standard Operating Procedures (SOP)

MANUFACTURING SKILLS
- GMP HACCP Awareness
- Allergen Awareness
- Food Defense
- Food Safety
- Recall & Traceability
- Hold and Release
- Production SOP
- Equipment Operation
- Incorporating Formula Changes
- Sanitation

HAZARDOUS MATERIALS
- Bloodborne Pathogens (facilities cleaning)
- Hazardous Materials

Safety Training is capped at 10% of a trainee's total training hours

ELearning Hours
0 - 2

Trainees may receive any of the following:

MANAGEMENT SKILLS (Managers and Supervisors Only)
- Essential Communication Skills for Supervisors

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.

DELEGATON ORDER

RETRAINEE - JOB CREATION

Training Proposal for:

Bennett & Bennett, Inc.

Agreement Number: ET17-0289

Approval Date: November 22, 2016

ETP Regional Office: Sacramento **Analyst:** W. Sabah

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate HUA Seasonal Job Creation Initiative SET	Industry Sector(s):	Services Agriculture Priority Industry: ☒ Yes ☐ No
Counties Served:	Kings	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 130	U.S.: 130	Worldwide: 130
Turnover Rate:	17%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$73,200		$0	$0		$73,200

In-Kind Contribution:	100% of Total ETP Funding Required	$73,900

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA SET	Business Skills, Computer Skills, HazMat, Mfg. Skills, PL-Comm'l Skills	6	8-200	0	$1,800	*$11.70
				Weighted Avg: 100			
2	Retrainee Priority Rate HUA Job Creation SET	Business Skills, Computer Skills, HazMat, Mfg. Skills, PL-Comm'l Skills	24	8-200	0	$2,000	*$11.00
				Weighted Avg: 100			
3	Retrainee Seaonal Workers Priority Rate HUA SET	HazMat, Mfg Skills, PL-Comm'l Skills	10	8-200	0	$1,440	*$11.70
				Weighted Avg: 80			

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: Job Numbers 1(HUA) & 3 (Seasonal/HUA): $11.70 in Kings County
Job Number 2 (Job Creation/HUA): $10.00 in Kings County

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe
Up to $0.70 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 & 3.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Project Manager		2
Foremen		2
Warehouse Staff		2
Job Number 2-Job Creation		
Project Manager		1
Foremen		5
Field Staff		16
Warehouse Staff		2
Job Number 3-Seasonal		
Field Staff		10

INTRODUCTION

Founded in 1928 and headquartered in Lemoore, Bennett & Bennett, Inc. (Bennett) (www.Bennettirrigiation.com) provides agricultural irrigation services including drip installations, system design, repairs and maintenance. The Company also services the area's dairy industry with flush systems, water pipelines and transfer systems. Each year the Company installs thousands of acres of drip irrigation systems from the Imperial Valley to Sacramento and customers include Lone Oak Farms, Stone Land Company and Maddox Farms. Bennett has branches in Selma and Lemoore; however, only the Lemoore location will participate in ETP training. This will be Bennett's first ETP Agreement.

PROJECT DETAILS

The drought has brought unprecedented challenges and hardships to the Central Valley, where agriculture and related services are of vital importance to the economy. State officials and customers are now demanding more water conservation and efficient water systems pertaining to agriculture. Businesses are faced with difficult choices as they implement drought-sensitive changes in crops, irrigation equipment, irrigation schedules and the amount of pesticides and fertilizers used.

Training will educate staff in water usage efficiencies, irrigation systems and pipeline installations. In addition, staff will receive training on recent technological advances regarding water systems and equipment, which will foster improvement and ensure sustainability. The drought has affected all sectors of the business and training will implement eco-friendly irrigation services to reduce water waste and improve production efficiencies.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

As the agricultural industry demands more water conservation, Bennett has decided to expand its services by implementing new water efficient irrigation systems. Additionally, there has been an increase in the number of potential customers due to the new services offered. The Company expects to expand its existing business capacity approximately 10% in the next two years, which will require newly-hired employees to support the increase in demand.

Bennett has committed to hiring 24 new employees (Job Number 2). The date-of-hire for these trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Training will be delivered via class/lab and Productive Lab (PL) by in-house trainers.

Business Skills (25%): Training will be provided to Project Managers, Foreman and Warehouse Staff on customer service and parts tracking to improve services to clients. Training will improve communication between departments and enable employees to manage their jobs efficiently.

Hazardous Materials (10%): Training will be offered to all occupations. Trainees will learn the proper procedures for identifying, storing and handling hazardous materials.

Computer Skills (10%): Training will be provided to Project Managers and Warehouse Staff to increase efficiency in tracking and shipping inventory. Project Managers will receive training on the new Gnatt Charts software to enhance collaboration and organizational effectiveness.

Manufacturing Skills (15%): Training will be provided to Warehouse and Field Staff on all prefabricated parts of the machines used in the production process of irrigation and trench equipment. Training will improve staff's understanding of new water conservation equipment to apply the right tools at their job sites.

Productive Laboratory- Commercial Skills (40%)

Trainees may produce goods for profit as part of the PL training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training.

Training will be offered to 33 Project Managers, Foremen and Field Workers on machine set-ups, operation, preventative maintenance, setting changes, backfilling trenches, digging method and proper lying of PVC pipes. The Company is requesting 60 hours of PL training as they have many pieces of equipment that require specialized skills to operate. PL training will supplement Class/Lab training to strengthen employee's expertise. The trainer will be an expert in the course topic and will provide demonstration of the process prior to observing the trainee perform the task. Mentoring by the trainer will be provided until the trainee has an increased level of efficiency and has been deemed competent in the area.

Bennett is requesting a trainer-to-trainee ratio of 1:3 as many of the tasks requires staff to work in small groups. During training, production is expected to decrease and waste and defect products are expected to increase.

Frontline Managers

Frontline Managers directly supervise frontline workers and actively participate in servicing equipment. Frontline Managers do not dictate policy and receive an hourly wage. Bennett's Project Managers are not considered Managers but frontline employees that manage installation and irrigation projects. Based on the nature and scope of their job duties, these trainees meet the Panel's definition of frontline worker. As frontline workers, these trainees qualify for Special Employment Training (SET) funding and are not included in the percentage of managers and supervisor.

Seasonal Worker/Retention

The seasonal workers (Job Number 3) are employed approximately seven months out of the year to install and provide irrigation services during the crop cycles. These employees receive the same health benefits as the full time permanent staff. In keeping with Panel guidelines for this program, the seasonal workers qualify for a modified retention period: no less than 500 hours within 12 months of the end-of-training. Bennett requests this retention modification for workers in Job Number 3.

Special Employment Training/High Unemployment Area

Under Special Employment Training (SET), the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period.

Trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's location in Kings County qualifies for HUA status

under these standards. These trainees qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage. For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Bennett is requesting a wage modification from $15.60 to $11.70 for Job Numbers 1 & 3 and from $12.77 to $11.00 for Job Number 2.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. The Company's annual training budget per facility is approximately $8,000, including basic/advanced irrigation, pumps, irrigations design, project management and on-the-job training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  The Company has designated four staff members to administer the ETP project. One staff member will be dedicated to scheduling training and meeting with ETP staff. The three other staff members will enroll trainees and track training hours to complete the ETP project successfully.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Parts Tracking
- Labor Tracking
- Customer Relations
- Sub-Contractor Relations
- Managing Jobs Efficiently

COMPUTER SKILLS

- Utilizing Smartphone Applications
- Gnatt Charts

HAZARDOUS MATERIALS

- Safe Handling of Hazardous Materials

MANUFACTURING SKILLS

- Prefabricated Parts

Safety Training cannot exceed 10% of total training hours per-trainee

Productive Lab Hours

0-60

COMMERCIAL SKILLs (Ratio 1:3)

- Bobcat
- Excavator
- Trencher
- Bull Dozer
- Back Hoe
- Tractor
- Forklift
- Large Boom Truck
- Small Boom Truck
- Tape Injection Tool
- Tape Extraction Tool
- Tractor
- Fork

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. PL is capped at 60 hours per-trainee.

DELEGATION ORDER

Training Proposal for:

Blue Box OpCo LLC dba Infantino

Small Business

ET17-0283

Approval Date: October 27, 2016

ETP Regional Office: San Diego **Analyst:** H. Bernard

CONTRACTOR

- Type of Industry: Services

  Priority Industry: ☐ Yes ☒ No
- Number of Full-Time Employees

  California: 42

  Worldwide: 52

  Number to be trained: 41

  Owner ☐ Yes ☒ No
- Out-of-State Competition: Customers Outside CA
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 9%
- Repeat Contractor: ☐ Yes ☒ No

FUNDING

- Requested Amount: $18,040
- In-Kind Contribution: $30,252

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100	Business Skills, Commercial Skills, Computer Skills, OSHA 10/30	41	8-60 Weighted Avg: 20		$440	*$15.60

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

- Reimbursement Rate: Job # 1: $22 SB Non-Priority
- County(ies): San Diego, San Bernardino
- Occupations to be Trained: Customer Service, Distribution Center Staff, Finance/Administratve, Marketing/Creative, Sales, Supply Chain Staff, Management
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #1: $3.60 per hour

SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: In-house trainers and vendors to be determined.

OVERVIEW

Blue Box OpCo LLC dba Infantino (infantino) (www.infantino.com) specializes in the design and distribution of infant toys, gyms and baby carriers. The Infantino brand originated as part of Dorel Industries which was eventually acquired by Blue Box OpCo LLC in 2014. Headquartered in San Diego, Infantino also has a distribution warehouse located in Fontana, both of which will participate in training. Infantino distributes its baby products to large retails stores such as Walmart, Target, Babies R Us, Amazon and many others.

Infantino has been experiencing a growth in sales averaging approximately 20% per year for the last three years. These increases are due in part to increased sales of its products at the Company's retailers. Additionally, Infantino attributes its sales increases in part to its innovative design teams constantly improving product designs. Despite the Company's increased product demand, it is not currently adding new staff, requiring that the current staff operate with

improved efficiencies as they take on new and more responsibilities. In order to accommodate the staffs need for new skills, the Company is planning to implement a culture of training and is seeking ETP funds to assist with this effort.

Training Plan

The Company is working to elevate its staff to a higher level of productivity, and training is an essential part of that plan. The HR team will schedule training. A new HR Manager with a background in training and development will facilitate training. Training will focus on companywide cross-training to enable staff to diversify their skills and take on more responsibilities. Infantino will also focus on communication skills to ensure that all teams across California can effectively work together. Additionally, Infantino plans to provide training on updates to its ERP system, Oracle. The Company purchased additional modules of the Oracle system and must train staff on the new software components.

Business Skills: Training will be delivered to all occupations. Infantino will be providing communications skills to all staff. There will also be extensive training for the Finance Staff in accountants payable & receivable. Infantino will also provide training to its Distribution Center Staff in production and inventory management. Training will also be delivered to Management Staff in leadership skills.

Commercial Skills: Training will be delivered to Distribution Staff on the warehouse standard operating procedures and warehouse and order processing. This includes training on regulations that govern the distribution center's operations and processing.

Computer Skills: Training will be provided to all staff focusing on the ERP system (Oracle) updates. Computer Skills training will also include extensive training for the Company's creative and design staff. Infantino reports that the design of its products and packaging is completely digital and its staff requires extensive training in Computer Aided Design.

Certified Safety Training

Infantino is requesting OSHA 10/30 for Distribution Center staff.

OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

RECOMMENDATION

Staff recommends approval of this proposal.

Exhibit B: Menu Curriculum

Class/Lab Hours

8– 200 Trainees may receive any of the following:

BUSINESS SKILLS

- Communication Skills
- Production and Inventory Management
- Accounts Payable/Receivable
- Payroll
- Accounting
- Product Knowledge
- Time Management
- Leadership Skills

COMPUTER SKILLS

- Adobe Creative Suite
- Computer Aided Design
- Microsoft Office Suite
- Oracle Software

COMMERCIAL SKILLS

- Standard Operating Procedures
- Warehouse Purchasing and Order Processing

OSHA 10/30

- OSHA 10
- OSHA 30

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

DELEGATION ORDER

Training Proposal for:

Booth Ranches LLC

Small Business

ET17-0315

Approval Date:

ETP Regional Office: Sacramento **Analyst:** D. Jordan

CONTRACTOR

- Type of Industry: Agriculture

  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees

  California: 99

  Worldwide: 99

  Number to be trained: 99

  Owner ☐ Yes ☒ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☒ Yes ☐ No
- Turnover Rate: 5%
- Repeat Contractor: ☒ Yes ☐ No

FUNDING

- Requested Amount: $69,498
- In-Kind Contribution: $55,081

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., HazMat, Mgmnt. Skills, Mfg. Skills	99	8 - 60 Weighted Avg: 27	0	$702	*$15.60

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

- Reimbursement Rate: $26 SB Priority
- County(ies): Fresno
- Occupations to be Trained: Administration/Sales, Citrus Farmers, Packing Production, Horse/Cattle Ranchers, Supervisors, Frontline Managers
- Union Representation: ☐ Yes ☒ No
- Health Benefits: $2.60 per hour

SUBCONTRACTORS

- Development Services: Strategic Business Services, LLC, Visalia, provided development services for a flat fee of $4,864.
- Administrative Services: Strategic Business Services, LLC, will also provide administrative services for a fee not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

OVERVIEW

Founded in 1957, Booth Ranches LLC (Booth Ranches) (www.boothrances.com) is family-owned and operated. The Company's main product is oranges grown on 8,500 acres located in Fresno and Kern counties. The oranges are grown with sustainable practices, full traceability and direct from grower to consumer. Booth Ranches also operate two other divisions, the Horse Division is dedicated to raising high quality reigning horses for sale and the Cow/Calf Division runs the certified Angus Beef cattle operation.

Need For Training

This is Booth Ranches' third ETP-funded Agreement, all in the last 5 years. Previous training concentrated on Lean Processes and sustainable farming practices. Training in this proposal will focus on providing sustainable practices for citrus farming, renovation of shipping and packing operations which includes new and retrofitted equipment, and Agronomy for drought conscious irrigation practices. In addition, the Company will provide training on Tableau and Face-Forward's Streamline software programs and begin phase two of Lean processes training.

This proposal will not have duplication of training from the previous Agreement. Training will take place at the Company's three facilities in Orange Cove.

Training Plan

Training will be delivered via class/lab by in-house subject matter experts in the following:

Business Skills: Training will be offered to Administration/Sales Staff and Frontline Managers. Training will focus on advanced customer service and sales. Trainees will learn to provide acute information interdepartmentally. Advanced sales training will focus on cultural knowledge and auditing needs of customers.

Commercial Skills: Training will be delivered to Citrus Farmers, Packing Staff, Horse/Cattle Ranchers, Supervisors and Managers. Training will focus on installation of a new inrrigation system, and identifying crop and livestock needs. Training topics include Wind Machine Repair and Maintenance, Agronomy Best Practices, Pest Control Best Practices, Irrigation System Installation and Management.

Management Skills: Training will be delivered to Frontline Managers and Supervisors. Training will focus on a single course topic, Strategic Planning, to provide leaders with the ability to plan and implement realistic and achievable company goals.

Computer Skills: Training will be delivered to all Frontline Managers, Administration/Sales, Supervisors, and select Packing Production Staff. Training will improve software efficiencies in Famous, Advanced Excel, In Scan Software (Phase Two), Face Forward Streamline and Tableau.

Manufacturing Skills: Training will be delivered to all occupations except Administration/Sales Staff. Training on new equipment includes sorters, conveyors, scanners and boxing/packaging. Training on this new equipment will increase efficiencies, capacities and food product safety.

Continuous Improvement: Training will be delivered to all occupations. Topics include Lean Processes (Phase Two), resource management, and waste reduction. In addition, Sustainable Farming Practices will provide staff with skills in water management, crop diversification, soil management and renewable energy options. Training topics will include Lean Processes and Food Processing Safe Practices.

Hazardous Materials: Training will be delivered to Citrus Farmers, Packing Production and Horse/Cattle Ranchers. Staff will receive training on the proper handling, storage, transport and clean-up of hazardous materials.

High Unemployment Area

All trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in Fresno County qualify for HUA status under these standards. For these trainees, the Panel may modify the ETP Minimum Wage by up

to 25% if post-retention wages exceed the start-of-training wages. However, Booth Ranches is not asking for a wage modification.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Booth Ranches under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET16-0137	Orange Cove	08/01/15 – 07/31/16	$49,920	$41,980 (84%)
ET14-0114	Orange Cove	08/01/13 – 07/31/15	$52,290	$51,660 (99%)

Exhibit B: Menu Curriculum

Class/Lab Hours

8 - 60 Trainees may receive any of the following:

BUSINESS SKILLS
- Advanced Customer Service Skills
- Advanced Sales Training

COMMERCIAL SKILLS
- Wind Machine Repair and Maintenance
- Agronomy in a Drought Environment

COMPUTER SKILLS
- In Scan (Do Forms) Training
- Famous Software Training
- Advanced Microsoft Excel Training
- Tableau Computer Training
- Computer Assisted Machinery Software Training
- Face Forward-Streamline Computer Training

CONTINUOUS IMPROVEMENT
- Lean Processes
- Food Product Safety
- Sustainable Farming Practices
- Fall Protection
- Respiratory Protection

HAZARDOUS MATERIALS
- Hazardous Materials Storage, Transportation, and Clean-Up

MANAGEMENT SKILLS (Managers/Supervisors Only)
- Strategic Planning

MANUFACTURING SKILLS
- Production Equipment Safe Operation and Maintenance

Safety Training cannot exceed 10% of total training hours per-trainee

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.

DELEGATION ORDER

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Brickley Construction Company, Inc. dba Brickley Environmental

Small Business

ET17-0323

Approval Date: December 1, 2016

ETP Regional Office: North Hollywood **Analyst:** M. Paccerelli

CONTRACTOR

- Type of Industry: Construction
  Services
  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  California: 50
  Worldwide: 50
  Number to be trained: 48
  Owner ☒ Yes ☐ No
- Out-of-State Competition: No OSC
- Special Employment Training (SET): ☒ Yes ☐ No
- High Unemployment Area (HUA): ☒ Yes ☐ No
- Turnover Rate: 5%
- Repeat Contractor: ☒ Yes ☐ No

FUNDING

- Requested Amount: $64,896
- In-Kind Contribution: $69,888

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SB<100 SET HUA	Continuous Imp., Computer Skills, HazMat, Hazwoper, OSHA 10/30, Literacy Skills	48	8-200 Weighted Avg: 52	0	$1,352	*$15.60

*It will be made a condition of contract that the trainees will never be paid less than the State of local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. This highest minimum wage rate will prevail.

- Reimbursement Rate: $26 SB Priority
- County(ies): San Bernardino
- Occupations to be Trained: Project Manager, Remediation Worker, Remediation Leadman, Office Administrative Staff, Working Supervisor, Owner
- Union Representation: ☐ Yes ☒ No
- Health Benefits: $1.60 per hour

SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: Ecologics Training Institute (Placentia), Global Environmental Training (West Covina) and Occutrain (Newport Beach) will provide HAZMAT and Certified Safety training.

OVERVIEW

Founded in 1983, Brickley Construction Company, Inc. dba Brickley Environmental (Brickley) (www.brickleyenv.com) is an environmental remediation contractor providing safe and cost-effective solutions for the containment, abatement and removal of hazardous materials. Its customer base includes government, military facilities, schools, universities, hospitals, commercial buildings, single and multi-family residences.

Brickley performs mold remediation and cleanup; microbial and particulate decontamination of building components, HVAC systems, and other air delivery systems. Services also include filter replacement in sensitive areas such as hospital morgues, laboratories, and cleanrooms. As a licensed hauler and handler of hazardous waste, Brickley safely removes and transports various contaminants, including polychlorinated biphenyls, lead, asbestos, mold, mercury and heavy metals. These hazardous materials require specialized packaging, manifesting, transportation and disposal methods.

Need for Training

The environmental remediation standards continue to evolve due to an overall public awareness of the effects of hazardous materials. Further, the industry has rapidly changing regulations and standards requiring training of its employees.

In addition, the majority of Brickley's customers are from hospitals, schools and military, which depend heavily on government funding for their facilities maintenance and upkeep. As a result, there is set specific contractual work criteria for Brickley beyond federal and state requirements. The proposed training will enable staff to keep up with customer requirements and upgrade worker skills.

This will be Brickley's third ETP Agreement. In the two prior ETP contracts, significant changes in communication enabled the Company to eliminate frontline challenges. This training proposal will focus on process automation, new hardware and software, and new processes for overall efficiency. There will be some course topics similar to the prior projects, however no trainee will receive duplicate training.

Training Plan

Training will be delivered via class/lab by in-house subject matter experts and vendors as needed in the following:

Continuous Improvement: Training will be offered to all occupations to help employees embrace the Company culture of Lean principles and process improvement.

Computer Skills: Training will be provided to all occupations. Instruction on various software solution products will provide workers with tools to automate its processes and improve data accuracy.

Hazardous Materials: Training will be provided to Remediation Workers, Remediation Leadmen, and Working Supervisors on how to recognize, handle, store and process hazardous materials.

Literacy Skills: Training will be offered to all occupations who must overcome language barriers in the workforce to improve employee teamwork and productivity.

Certified Safety Training:

OSHA 10/30 - This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA. OSHA 10 will be provided to Remediation Workers, Remediation Leadmen and Project Managers. OSHA 30 training will be provided to Frontline Supervisors to ensure a safe work environment.

Hazardous Waste Operations and Emergency Response Standard (HAZWOPER) - This training is also a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g. Remediation Workers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment

opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Hazardous Materials (HAZMAT) **-** This training is also a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from "first responder" to "incident commander." It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Remediation Workers, Remediation Leadmen, Project Managers, and Frontline Supervisors will receive up to 40 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, certification is by the certified trainers.

Special Employment Training

Under SET, the employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period.

High Unemployment Area

All trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by 15%, under the Panel's standards. The Company's location in San Bernardino qualifies as an HUA. These trainees qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage from $21.28 to $15.60.

Waiver for Maximum Training Hours

Brickley is requesting a waiver to the standard maximum training hours for Small Business, from 60 to 200 hours. The Company estimates that approximately six trainees need up to 200 hours of extensive training in processes including Certified Safety Training.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Brickley under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET16-0173	San Bernardino	09/15/2015 – 09/14/2016	$49,920	$49,920 (100%)
ET14-0311	San Bernardino	03/03/2014- 06/02/2015	$49,280	$45,245 (92%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

CONTINUOUS IMPROVEMENT

- Office & Field Administrative Process Improvement
- Field Construction Process Improvement
- Lean Skills
- Team building
- Leadership skills
- Developing client relationships

COMPUTER SKILLS

- Microsoft Office (Excel, Word, Access)
- QuickBooks
- Estimating and Project Management Software
- Timesheet Estimating and Scheduling Software

OSHA 10/30

- OSHA 10 (Requires completion of 10 hours)
- OSHA 30 (Requires completion of 30 hours)

HAZARDOUS MATERIALS

- Environmental Management of Hazardous Materials
- Hazardous Material Handling

HAZWOPER

- HAZWOPER

LITERACY SKILLS

- Vocation English (Verbal and Written)

Literacy Training cannot exceed 45% of total training hours per-trainee.

Safety Training will be limited to 10% of total training hours per-trainee. This cap does not apply to HAZMAT, OSHA 10/30 or HAZWOPER.

Note: Reimbursement for retraining is capped at 200 total hours per-trainee, regardless of method of delivery.

DELEGATION ORDER

Training Proposal for:

Cal-Sierra Pipe, LLC

Small Business

ET17-0310

Approval Date: November 16, 2016

ETP Regional Office: Sacramento **Analyst:** K. Smiley

CONTRACTOR

- Type of Industry: Services
  Warehousing
  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  California: 21
  Worldwide: 21
  Number to be trained: 21
  Owner ☒ Yes ☐ No
- Out-of-State Competition: No OSC
- Special Employment Training (SET): ☒ Yes ☐ No
- High Unemployment Area (HUA): ☒ Yes ☐ No
- Turnover Rate: 5%
- Repeat Contractor: ☐ Yes ☒ No

FUNDING

- Requested Amount: $29,484
- In-Kind Contribution: $31,350

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	HUA Priority Rate SET	Business Skills, Commercial Skills, Computer Skills, PL-Comm Skills	21	8-60 Weighted Avg: 54	0	$1,404	$16.00

- Reimbursement Rate: $26 SB Priority
- County(ies): San Joaquin
- Occupations to be Trained: Pipe Workers, Transportation Staff, Administrative Staff, Frontline Managers, Customer Service Staff, Owner
- Union Representation: ☐ Yes ☒ No
- Health Benefits: N/A

SUBCONTRACTORS

- Development Services: Propel Consulting Group of El Dorado Hills assisted with development of this proposal for a flat fee of $2,211.
- Administrative Services: Propel Consulting Group will also assist with administration for a fee not to exceed 7.5% of earned funds.
- Training Vendors: Central California Safety Council of Stockton has been retained to provide Production Safety training for a fee of $2,500.

OVERVIEW

Founded in 1962 and located in Stockton, Cal-Sierra Pipe, LLC (CSP) distributes steel pipes, cement lining and epoxy coating. CSP also offers other services including in-house saw and torch cutting of steel pipes and welding for the agricultural, construction, fabrication and water-well industries. Most of the Company's clients are located in California. However, the Company also provides products and services to Arizona, Nevada and Oregon, sufficient to demonstrate out-of-state competition.

PROJECT DETAILS

The drought has presented challenges for the industry. The need for new water wells has increased as existing wells are drying up and surface water supplies are dwindling. Additionally, drilling companies are now forced to drill between 500 to 1,000 feet deeper. These challenges

have altered CSP's production, given that pipe systems must stand-up to increased depth and pressure. The Company has developed a training plan that focuses on changes to steel pipe cutting and welding, allowing CSP to meet client need.

Training Plan

CSP will use a combination of training delivery methods including Class/Lab and Productive Lab training.

Business Skills: Training will be offered to all occupations to ensure customer satisfaction and increase product knowledge. Courses will include Customer Service, Communication, Product Knowledge and Project Management.

Commercial Skills: Training will be offered to Field Staff and Transportation Staff to increase knowledge of pipe systems, installation, and repairs. Courses will include Pipe Threading, Roll Grooving, Forklift and Load Prioritizing.

Computer Skills: Training will be offered to Administrative Staff, Frontline Managers and Customer Service Staff on Microsoft Office Suite, Pro-Comm (an accounting program) and Zoho (customer relationship manager). Training will ensure competency in all software programs.

Productive Laboratory

Trainees may produce goods for profit as part of Productive Lab (PL) training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training. Training will be provided at a 1:3 trainer-to-trainee ratio. The Company requires a higher ratio to reflect employees' work situations at their workstations. PL training will be capped at 30 hours per trainee.

CSP will train 20 Pipe Workers and Transportation Staff in PL Commercial Skills. Trainees will learn to properly cut, weld and transport steel pipes and pipe systems. Equipment will include Welding Machines, Saws, Torches, Roll Grooving, Threading Machines and Forklifts. Training will be at a much slower pace to prevent errors as trainees become proficient. The trainer will first demonstrate and then supervise trainees using the equipment. The trainer will infer a trainee's competency once training is completed.

SET/HUA

Under SET, the employer is not required to demonstrate out-of-state competition. To qualify, trainees must be earning at least the modified statewide average hourly wage of $21.28 at the end of retention.

Trainees in Job Number 1 work in San Joaquin County, a High Unemployment Area (HUA) with unemployment exceeding the state average by 25%. These trainees qualify for the ETP Standard Minimum Wage rather than the Statewide Average Hourly Wage. Further, the Panel may modify the ETP Minimum Wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages. However, the Company will not require a wage modification.

RECOMMENDATION

Staff recommends approval of this proposal.

Exhibit B: Menu Curriculum

Class/Lab Hours

8-60 Trainees may receive any of the following:

BUSINESS SKILLS

- Customer Service
- Sales Skills
- Communication
- Accounting Systems
- Accounting Processes/Topics
- Inventory Tracking/Controls
- Product Knowledge
- Decision Making
- Project Management
- Financial Controls and Reporting
- Conflict Resolution
- Project Scheduling
- Process Improvement
- Team Building
- Problem Solving
- Time Management

COMMERCIAL SKILLS

- Torch Cutting
- Saw Cutting
- Pipe Threading
- Pipe Welding
- Equipment Operation
- Tool Operation
- Roll Grooving
- Load Structures
- Load Prioritizing
- Load Removal
- Efficient Delivery Mapping
- Forklift Training
- Chemical Handling/Cleaning
- Production Safety Training

COMPUTER SKILLS

- Intermediate/Advanced Microsoft Excel
- Intermediate/Advanced Microsoft Word
- Accounting Software – Pro-Comm
- Zoho – Customer Relationship Management Software.

Safety Training will be limited to 10% of total training hours per-trainee.

Productive Lab

0-30

COMMERCIAL SKILLS (trainer-to-trainee ratio not to exceed 1:3)

- Torch Cutting
- Saw Cutting
- Pipe Threading
- Pipe Welding
- Equipment Operation
- Tool Operation
- Roll Grooving
- Load Structures
- Load Prioritizing
- Load Removal
- Efficient Delivery Mapping
- Forklift Training

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery. PL is capped at 30 hours per-trainee.

DELEGATION ORDER

Retrainee – Job Creation Training Proposal for:

Claude Laval Corporation

Agreement Number: ET17-0267

Approval Date: October 14, 2016

ETP Regional Office: Sacramento **Analyst:** K. Mam

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative HUA	Industry Sector(s):	Manufacturing Priority Industry: ☒ Yes ☐ No
Counties Served:	Fresno	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 126	U.S.: 878	Worldwide: 1,386
Turnover Rate:	13%		
Managers/Supervisors: (% of total trainees)	13%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$56,000		$0	$0		$56,000

In-Kind Contribution:	100% of Total ETP Funding Required	$259,673

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., Mfg. Skills	84	8-200	0	$450	*$15.60
				Weighted Avg: 25			
2	Retrainee Job Creation Priority Rate	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., Mfg. Skills	35	8-200	0	$520	*$13.55
				Weighted Avg: 26			

* It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: Job Number 1: $15.60 for Fresno County
Job Number 2 (Job Creation); $12.77 for Fresno County

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe
Up to $3.58 per hour may be used to meet the Post-Retention Wage in Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Support Staff		2
Engineer		9
Manufacturing/Production Support Staff		40
Accounting Staff		5
Sales Staff		17
Shipping/Material Handler Staff		7
Marketing/Business Development Staff		3
IT Staff		1
Job Number 2 (Job Creation)		
Engineer		2
Manufacturing/Production Support Staff		23
Sales Staff		6
Shipping/Material Handler Staff		4

INTRODUCTION

Founded in 1972 and headquartered in Fresno, Claude Laval Corporation (Claude Laval) (www.lakos.com) is a wholly-owned subsidiary of Lindsay Corporation. The Company manufactures and markets LAKOS Separator and filtration solutions products for a variety of commercial, industrial, groundwater and agricultural application.

Claude Laval provides services to homeowners, groundwater, irrigation, municipal waterworks, industrial, and HVAC-heat transfer markets domestically and internationally. The Company offers industrial products, such as JPX and purge systems, accessible and non-accessible industrial use separators, industrial cooling tower systems, down hole separators, self-cleaning pump in-take screens, filtration for cooking oil systems and stainless steel sand media filtration systems.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

Claude Laval is expanding into new geographic markets by adding new products and services with the goal of enhancing sale processes and capabilities by 66%. The Company has recently invested $350,000 in a new CNC Machining Center. The Company has hired a new Director of Operations and a new Engineering/Product Development Manager to ensure the business growth is supported.

Claude Laval has committed to hiring 35 new employees (Job Number 2). The Company is hiring Engineers, Shipping and Material Handlers, Manufacturing and Production and Sales Staff. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract.

PROJECT DETAILS

This is Claude Laval’s third ETP Agreement, the second in the last five years. The previous ETP-funded training focused on improving quality and processes. Under this proposal, the Company will launch their new ERP system in the 1st quarter of 2017, previously delayed due to a change in leadership. The new ERP system will assist in information flow, analysis, and reporting which will provide the Company with improved daily processes, inventory accuracy, and efficient procurement and production planning.

The Company will also train on American Society of Mechanical Engineers (ASME) Certification and ISO Certification. ASME Certification will ensure that the Company is meeting governmental safety regulations. ISO Certification will assist in increasing revenue with customer satisfaction.

Although training topics in this proposal are similar to those provided in prior Agreements, trainees will not repeat the same training courses previously received.

Training Plan

Classroom/laboratory and videoconferencing will be provided by in-house subject matter experts and external training vendors as determined in the following:

Business Skills (20%): Training will be offered to all occupations. Training will improve communication, customer relations, and organizational and planning abilities. Training topics include Customer Service, Product Knowledge, Strategic Planning, Inventory Control and Budgeting.

Computer Skills (35%): Training will be offered to all occupations. Training will give workers the knowledge to utilize various applications efficiently to manage sales and inventory and to generate reports. Training topics include SolidWorks, Customer Relationship Management and the ERP software.

Commercial Skills (2%): Training will be offered to Engineers and Manufacturing Support and Production Staff. Training will provide staff with the skillsets for proper installation of LAKOS products. Training topics include Production Installation and Troubleshooting of LAKOS Products.

Manufacturing Skills (20%): Training will be offered to Manufacturing Support and Production Staff. Training will increase employee competencies in processes, development and design. Training topics include System Assembly, Lean manufacturing and Proper Machine Operations.

Continuous Improvement (23%): Training will be offered to all occupations. Training will enable workers to effectively participate in teams to improve processes. Training topics include Quality Concepts, Process Improvement, Efficient Workflows and Statistical Process Control.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. The Company's current annual training budget of $250,000 is used to provide compliance training, employee orientation, on-the-job skills and management training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  The Administration and Training Manager will oversee training, and a number of dedicated staff will be responsible for scheduling training, enrolling trainees, tracking training hours and meeting with ETP staff.

High Unemployment Area

All trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in Fresno County qualify for HUA status under these standards. However, Claude Laval is not asking for a wage modification.

Impact/Outcome

Training will include certification for the following:

- ASME Certification
- ISO Certification

Temporary to Permanent Hiring

Claude Laval will train up to 10 workers (Job Number 2) under Panel guidelines for "temporary to permanent" employment. The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for "converting" temporary workers into full-time permanent employment is 3 to 4 months. Claude Laval is using PrideStaff and Aerotek for their temporary employees.

These trainees must be determined eligible to participate in ETP-funded training before the start of training, while on payroll with the temporary agency. (Unemployment Insurance Code Section 10201(c).) However, the retention and post-retention wage requirements cannot be satisfied until after they have been hired by Claude Laval. Until then, the Company will not receive progress payments.

Commission Sales

Sales Staff receive commission compensation; however, commissions will not be used to meet the ETP minimum wage requirement.

Claude Laval is not in Retail Trade; therefore, not affected by the Panel's recent Strategic Plan low funding priority placement of Commission Sales occupation in Retail Trade.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Claude Laval under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET15-0182	Fresno	07/07/14 – 07/06/16	$122,422	$51,870 (42%)
ET12-0372	Fresno	05/07/12- 05/06/14	$198,680	$95,007 (48%)

(ET15-0182) Claude Laval experienced a decline in sales due to the drastic reduction in the value of a barrel of oil, which negatively affected the oil industry along with its support industries. This caused delays in many projects in their pipeline with less groundwater and irrigation sales. All assets were used to keep the business thriving, and training was not implemented. The Company also had to delay the implementation of the ERP System due to a change in senior leadership. Claude Laval was acquired by Lindsay Corporation in August 2013. In August of 2015, the previous owners (Chairman and President) departed the company and an entirely new management team was put into place beginning August 2015 until September 2016. Under this proposal, the Administration and Training Manager will be dedicated to the administration of this project to ensure that training is the highest priority for all employees by overseeing training schedules. Also, with strong, stable senior leadership in place, Senior Management will ensure a successful ERP implementation. The current proposal has been "right-sized" consistent with prior earnings.

(ET12-0372) The Company did not have a specific staff member dedicated to administering the program. The responsibility of administrating the program was passed through multiple staff members and communication was not properly executed.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab/Videoconference Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting
- Budgeting
- Change Management
- Conflict Resolution
- Creating a Lean Culture
- Customer Service
- Effective Selling Strategies
- Forecasting
- Interpersonal Communication Skills
- Inventory Control
- Leadership Skills
- Managing Your Emotions
- Motivation and Delegation
- New Product Knowledge
- Project Management
- Strategic Planning
- Supply Chain Management

COMMERCIAL SKILLS

- Product Installation
- Troubleshooting LAKOS Products

COMPUTER SKILLS

- Microsoft Office (Intermediate/Advanced)
- Microsoft Dynamics NAV/ERP
- Customer Relationship Management Software

CONTINUOUS IMPROVEMENT

- Efficient Workflows
- Lean Manufacturing
- Problem Solving Skills
- Process Improvement
- Quality Concepts
- Statistical Process Control
- Teambuilding Skills
- Total Quality Management

MANUFACTURING SKILLS

- American Society of Mechanical Engineers
- ISO Certification
- Blueprint Reading
- Crane Operation
- Electrical Skills
- Equipment Safety

- Forklift Safety
- Hydro-Testing
- Machine Operation
- Plumbing Skills
- Systems Assembly
- Welding

Safety Training cannot exceed 10% of total training hours per-trainee.

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

DELEGATION ORDER

Retrainee - Job Creation Training Proposal for:

Digital Path, Inc.

Small Business

ET17-0295

Approval Date: November 15, 2016

ETP Regional Office: Sacramento **Analyst:** K. Smiley

CONTRACTOR

- Type of Industry: Services
  Telecommunications
  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  California: 80
  Worldwide: 80
  Number to be trained: 71
  Owner ☐ Yes ☒ No
- Out-of-State Competition: Competitors Outside CA
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☒ Yes ☐ No
- Turnover Rate: 8%
- Repeat Contractor: ☐ Yes ☒ No

FUNDING

- Requested Amount: $60,528
- In-Kind Contribution: $42,780

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate HUA	Business Skills, Comm'l Skills, Computer Skills, Mfg. Skills, PL-Mfg. Skills	60	8-60 Weighted Avg: 30	0	$780	*$11.70
2	Retrainee Job Creation SB <100 HUA Priority	Business Skills, Comm'l Skills, Computer Skills, Mfg. Skills, PL-Mfg. Skills	11	8-60 Weighted Avg: 48	0	$1,248	*$10.00

*It will be made a condition of contract that the trainees will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

- Reimbursement Rate: Job #'s 1 & 2: $26 SB Priority
- County(ies): Butte
- Occupations to be Trained: Customer Service Staff, Sales Staff, Technology Support Staff, Installer, Production Staff, Manager, Programmer
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #1: $1.70 per hour

SUBCONTRACTORS

- Development Services: Synergy Management Consultants of Grass Valley assisted with development for a flat fee of $4,842.
- Administrative Services: Synergy Management Solutions will also provide administration services for a fee not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

OVERVIEW

Founded in 2005 and headquartered in Chico, Digital Path, Inc. (DP) (digitalpath.net) offers wireless broadband network services including wireless Internet and installation services to residential and commercial clients statewide.

Need for Training

DP faces competition from larger wireless internet providers in California. For DP to remain competitive, it must provide a superior product and customer experience. To achieve this, DP has developed a training plan to focus on new product marketing, including satellite dishes and radio receivers. Courses such as Selling Services, Fiber Optic Systems and Hardware Bundles will provide trainees the skills and product knowledge needed to ensure clients have a positive experience.

DP's training plan will also focus on customer service. Courses such as High Definition Service Skills and Employee Engagement will ensure trainees have skills to engage and retain clients.

Retrainee-Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

Previously, DP outsourced the production of its wireless network components. However, DP recently purchased two CNC machines to manufacture components in house to reduce cost and increase product quality. Expanding into production requires DP hire and train staff.

DP has committed to hiring 11 new staff including Installer, Programmer, Manager, Customer Service, Sales, Technology Support and Production Staff (Job Number 2) to ensure an efficient expansion. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Business Skills: Training will be provided to all occupations specific to job duties to increase customer satisfaction. Courses will include High Definition Service Skills, Selling Internet Based Systems and Employee Engagement to enhance their client's experience.

Commercial Skills: Training will be provided to all occupations specific to job duties to increase product knowledge and operational efficiencies. Courses will include Network Reliability, Optic Transmission Theory, Wireless Encryption and Tree Climbing.

Computer Skills: Training will be provided to all occupations specific to job duties to increase understanding of internal software systems. Courses will include Oracle Software Systems, Project Management Software and Quickbooks to ensure trainees are proficient in all systems.

Manufacturing Skills: Training will be offered to Production Staff and Managers to increase efficiency and production knowledge. Topics will include Welding, CNC Cutting Techniques and CNC Programming to create a safe working environment.

Productive Laboratory

DP will train 40 Installer, Production and Technology Support Staff on CNC operation, CNC Programming and high elevation radio installation. This training will be at a much slower pace than regular production and installation time, with a higher rate of defects, as staff learn to accurately program. An in-house subject matter expert will conduct training, first demonstrating how to use the equipment and then supervising its usage by the trainees. The trainer will certify as to competency once training is completed.

Training will be provided at a 1:3 trainer-to-trainee ratio due to trainees working in groups during production and installation. PL training is capped at 24 hours per trainee.

High Unemployment Area

All trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by 25%. The Company's location in Butte County qualifies for the ETP Reduced Standard Wage rather than the Standard Wage. The Panel may modify the ETP Standard Wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages.

For Job Number 1, DP is requesting a wage modification from $15.60 to $11.70 for 60 incumbent staff. For Job Number 2, DP is requesting a wage modification from $12.77 to $10.00 for 11 newly hired trainees.

RECOMMENDATION

Staff recommends approval of this proposal.

Exhibit B: Menu Curriculum

Class/Lab Hours

8-60 Trainees may receive any of the following:

BUSINESS SKILLS

- Business Internet Services
- Business Voice Management
- Carrier Access
- Digital Convergence
- High Definition Service Skills
- Integrated Engineering
- Coaching
- Customer Service
- Selling Services
- Selling Internet-Based Systems
- Time Management
- Employee Engagement
- Process Improvement Techniques
- Teambuilding
- Communication
- Root Cause Analysis
- Leadership Skills
- Presentation Skills
- Negotiation
- Employee Development

COMMERCIAL SKILLS

- Advanced Operating Procedures
- Digital Telephone Installation and Troubleshooting
- Emergency Restoration
- Fiber Optic Systems
- Hardware Bundles
- Hardware Troubleshooting
- Home Networking
- Home Security Systems
- Installation of Telephone, Video and Data
- Integrated Features
- Internet Applications
- IP Telephone and VOIP
- Media Store and Share
- Network Reliability
- Optic Transmission Theory
- Tree Climbing
- Tree Identification and Safety
- Aerial Rescue
- High Elevations Radio Installations
- Switched Digital Video

- System Design Parameters
- Technical Standards
- Video Compression Skills
- Wireless Encryption
- UNIX Code
- Linux Operating Systems
- Microwave Devices
- Quality Control Procedures

COMPUTER SKILLS

- Oracle Software Applications
- Server Systems
- Project Management Software
- MS Office Intermediate/Advanced Skills
- BillMax Software
- QuickBooks/Peachtree Accounting Software

MANUFACTURING SKILLS

- Welding
- CNC Cutting Techniques
- CNC Programming Techniques

Safety Training will be limited to 10% of total training hours per-trainee.

Productive Lab

0-24

MANUFACTURING SKILLS (Ratio 1:3)

- Welding
- CNC Cutting Techniques
- CNC Programming Techniques

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery. PL is capped at 24 hours per-trainee.

DELEGATION ORDER

Retrainee - Job Creation Training Proposal for:

ESL Power Systems, Inc.

Small Business

ET17-0274

Approval Date: October 21, 2016

ETP Regional Office: San Diego **Analyst:** H. Bernard

CONTRACTOR

- Type of Industry: Manufacturing

  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees

  California: 81

  Worldwide: 81

  Number to be trained: 63

  Owner ☐ Yes ☒ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 16%
- Repeat Contractor: ☐ Yes ☒ No

FUNDING

- Requested Amount: $42,978
- In-Kind Contribution: $43,550

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., Mfg. Skills, PL-Mfg. Skills	58	8-60 Weighted Avg: 26	0	$676	*$15.60
2	Retrainee Job Creation SB <100 Priority Rate	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., Mfg. Skills, PL-Mfg. Skills	5	8-60 Weighted Avg: 29	0	$754	*$12.77

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

- Reimbursement Rate: Job #'s 1 & 2: $26 SB Priority
- County(ies): Riverside
- Occupations to be Trained: Production Staff, Engineering Staff, IT Staff, Service Staff, Sales Staff, Administrative Staff, Supervisors/Managers
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #'s 1 & 2: $1.77 per hour

SUBCONTRACTORS

- Development Services: Training Funding Source in Seal Beach assisted with development for a flat fee of $2,900.
- Administrative Services: Training Funding Source will also assist with administration services for a fee not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

OVERVIEW

ESL Power Systems, Inc. (ESL) (www.eslpwr.com) designs and manufactures safety-interlock electrical solutions such as ship-to-shore power connection equipment, manual transfer switches, set stage switch applications, shipyard power distribution equipment, and wayside

power connection applications. ESL has recently merged with its sister company, Electrical Systems Ltd., both operations are located in Corona.

Over the last few years, the Company has found that international and domestic competition has put pressure on ESL to increase efficiencies and lower prices. To address this issue, ESL has implemented a three-year plan to increase growth, revenue and profits by 30%. The three-year plan focuses heavily on education and training for the entire staff. ESL found that many inefficiencies identified are related to lack of staff training. As a result, the Company is implementing a policy that all staff must be trained for at least 15-20 hours per year.

Training will focus on increasing skills of Managers and Supervisors, implementing and refining Lean Manufacturing/processing and computer skills and software. Additionally, training will include company-wide internal procedures currently being developed. These procedures will ensure staff safety and improve production line efficiencies.

Retrainee Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage. ESL will be implementing a new product, the Y-splitter for production, and will need to increase staff to meet increased manufacturing and customer needs.

ESL has committed to hiring five new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract

Training Plan

Training will be delivered via class/lab and Productive Lab (PL) by in-house experts and vendors if needed in the following:

Business Skills: Training will be offered to all occupations. ESL will provide leadership training, planning and goalsetting and project management training for its Supervisors/Managers. Training will also include internal procedures and product knowledge for all staff.

Computer Skills: Training will be offered to all occupations. Training will focus on internal databases for all staff, Microsoft Office for Administrative Staff and Solidworks and CAD for Engineers. Additionally, ESL will train all staff to increase skills in the ERP system.

Continuous Improvement: Training will be offered to all occupations. ESL is working to create a company culture of increasing efficiencies across all functional areas by eliminating waste and redundancies in its workflow and processes. To achieve this, training will focus on Lean Manufacturing, 5S methodologies, Kaizen methodologies and Six Sigma Process Controls.

Commercial Skills: Training will be offered to all occupations. Training will focus on ESL’s products to ensure all staff is familiar with product offerings and to ensure that Production Staff is able to safely and efficiently assemble products.

Manufacturing Skills: Training will be offered to Production, IT, Service, Sales and Engineering Staff. This training will focus on new manufacturing processes and new products; it will also include equipment operation, maintenance and trouble shooting.

Productive Lab

PL trainees may produce goods for profit as part of the training in the courses identified in the Curriculum. The instructor must be dedicated to training delivery during all hours of training.

ESL estimates that 25 Production and Engineering Staff will receive up to 24 hours of productive lab training. The Company is introducing a new product, the Y-splitter, and must ensure that all staff is fully trained on procedures. Additionally, the Company is aiming for a scrap rate of the Y-splitter at 10%. All Production and Engineering Staff must be trained in this highly technical work to ensure competency.

This training must occur on the production floor. Training will be delivered by experienced leads or supervisors with a trainer-to-trainee ratio of 1:1. The trainer's time is exclusively on training and the trainers will be relieved of their job duties during that time. The Company expects that the production will be minimal and the defect rates for the Y-splitter will be high as trainees learn the proper manufacturing techniques.

Temporary to Permanent Hiring

ESL intends to train workers under Panel guidelines for the Temporary-to-Permanent program. The Company has retained these employees on a temporary basis with the intention of hiring them into full-time, permanent positions after training. According to ESL the average time for "converting" temporary workers into full-time permanent employment is 6 or fewer months. ESL utilizes temporary agencies as its primary source for hiring. All five Retrainee Job Creation trainees will be hired from a temporary agency. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

Under Panel guidelines for the Temporary to Permanent program, trainees must be eligible to participate in ETP-funded training pursuant to Unemployment Insurance Code Section 10201(c). Moreover, they cannot be enrolled as trainees until after they have been hired by ESL into full-time, permanent employment. Until they are so hired, retention and post-retention wage requirements cannot be satisfied and the Company will not receive progress payments.

RECOMMENDATION

Staff recommends approval of this proposal.

Exhibit B: Menu Curriculum

Class/Lab Hours

8 - 60 Trainees may receive any of the following:

BUSINESS SKILLS

- Facilitator
- Finance/Accounting procedures
- Leadership Skills
- Planning/Goal Setting
- Product Knowledge
- Project/Program Management
- Sales and Marketing Skills
- Strategy Deployment Process (X-Matrix)
- Work Processes/Procedures

COMMERCIAL SKILLS

- Product Knowledge
- Competitor Knowledge

COMPUTER SKILLS

- Calibration Manager
- Customer Relationship Management
- Engineering Design
- Enterprise Resource Planning
- Lean Six Sigma
- Machine Programming
- Microsoft Office
- Payroll Processing
- Project Management

CONTINUOUS IMPROVEMENT

- 5S
- Lean Process Improvement/Kaizen
- Problem Solving/Six Sigma Process Controls
- Process Improvement
- Quality Improvement

MANUFACTURING SKILLS

- Daily Status Package/Operational Strategy Execution
- Equipment Operation, Maintenance & Troubleshooting
- Good Manufacturing processes
- Inspection techniques
- Quality Assurance equipment
- UL Certification

PL Hours
0 – 24

MANUFACTURING SKILLS (Ratio 1:1)

- Y-Splitter Manufacturing

Safety Training is capped at 10% of a trainee's total training hours

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery. PL is capped at 24 hours per-trainee.

DELEGATION ORDER

Retrainee - Job Creation Training Proposal for:

Express Sewer & Drain, Inc.

Small Business

ET17-0312

Approval Date: November 15, 2016

ETP Regional Office: Sacramento **Analyst:** K. Mam

CONTRACTOR

- Type of Industry: Construction

  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees

  California: 46

  Worldwide: 46

  Number to be trained: 48

  Owner ☒ Yes ☐ No
- Out-of-State Competition: No OSC
- Special Employment Training (SET): ☒ Yes ☐ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 3%
- Repeat Contractor: ☐ Yes ☒ No

FUNDING

- Requested Amount: $56,784
- In-Kind Contribution: $62,280

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET Priority Rate SB <100	Business Skills, Comm'l Skills, Computer Skills, HazMat, OSHA 10/30, PL-Comm'l Skills	42	8-60 Weighted Avg: 46	0	$1,196	$23.90
2	Retrainee SET Job Creation Priority Rate SB <100	Business Skills, Comm'l Skills, Computer Skills, HazMat, OSHA 10, PL-Comm'l Skills	6	8-60 Weighted Avg: 42	0	$1,092	$22.00

- Reimbursement Rate: Job #'s 1 & 2: $26 SB Priority
- County(ies): Sacramento
- Occupations to be Trained: Pipefitter, Tradesmen, Plumbers, Labor Utility, Frontline Supervisor, Owner, Administration Staff
- Union Representation: ☐ Yes ☒ No
- Health Benefits: N/A

SUBCONTRACTORS

- Development Services: Propel Consulting Group in El Dorado Hills assisted with development services for a flat fee of $2,839.20.
- Administrative Services: Propel Consulting Group will also provide administrative servcies for a fee not to exceed 8% of payment earned.
- Training Vendors: Environmental Safety Training Professionals in Rancho Cordova will deliver OSHA/HAZMAT training.

OVERVIEW

Headquartered in Rancho Cordova and founded in 2006, Express Sewer & Drain, Inc. (Express Sewer) (www.expresssewer.com) provides traditional plumbing services to residential, commercial and municipal clients. Services include drain cleaning, water heater installation and repair, and trenchless pipe repair and pipe fusing. Training under this proposal will be delivered

at the Company's site and at various customer locations. This will be Express Sewer's first ETP Agreement.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

The Company will be hiring Pipefitters and Plumbers. The date-of-hire for all trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Express Sewer is offering a new plumbing service: pipe bursting, which is a trenchless (no-dig) method of replacing buried pipelines. It will eliminate the need to perform excessive property excavations. The Company is one of the few plumbing contractors in the area that provides this service and has invested over $470,000 in new equipment such as Excavators, Asphalt Rollers, Mainline Cured in Place Pipelining Shooter, Horizontal Directional Drill, and RIDGID Cameras. Training under this proposal will allow the Company to train staff on this new service and equipment.

Additionally, Express Sewer will be implementing new software for full-service construction accounting and job tracking, Computerease. The Company has invested $40,000 on this software, and training will provide the skills needed for its proper operation.

Express Sewer has grown 100% in terms of revenue and headcount over the past two years due to the demand for trenchless repairs. The Company plans to continue to their growth by increasing their workforce and has committed to hiring six new employees (Job Number 2).

Training Plan

Classroom/laboratory and Productive Lab will be provided by in-house subject matter experts and external training vendors as determined in the following:

Business Skills: Training will be offered to Frontline Supervisors, Administration Staff and Owner. Training will focus on managing large projects and improving customer service skills. Training topics will include Customer Relationship, Product Knowledge and Resolving Customer Complaints.

Commercial Skills: Training will be offered to Pipefitters, Tradesmen, Labor Utility, Frontline Supervisors, Plumbers and Owner. Training will focus on all aspects of construction of sewers, water and drain systems, repairs, and new technologies and equipment offered or utilized by the Company. Training topics will include Trenchless Technologies, Equipment Installation and Pipe Lining Techniques.

Computer Skills: Training will be offered to all occupations and focus on the Company's new project management and accounting software. Training topics include Computerease Accounting/Job Tracking Software, Microsoft Office and Mobile Device/Handheld Computer.

Certified Safety Training

OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing.

Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Hazardous Materials (HAZMAT)**.** This training is also a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from "first responder" to "incident commander." It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Pipefitters, Tradesmen, Labor Utility, Frontline Supervisors, Plumbers and the Owner will receive up to 24 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, certification is by Environmental Safety Training Professionals.

Productive Laboratory

Productive Laboratory (PL) trainees may produce goods for profit as a part of the training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training.

Due to the nature of their services, certain training cannot be replicated in a class/lab environment. PL training will allow practical, real-world experience in a working environment without creating an excess of waste.

Express Sewer is requesting PL training for their Pipefitters, Tradesmen, Labor Utility, Frontline Supervisors and Plumbers. Equipment to be used during PL includes Pipe Bursting Equipment, Mainline CIPP Shooter, RIDGID Cameras, Horizontal Directional Drills, Excavators, Asphalt Rollers, Lining Equipment, Pipe Fusion Equipment, Wire Cutters, and Concentrated Pressure Blast. Training will be taught by subject matter-experts with demonstrated knowledge and expertise in the field. Instructors will monitor trainee competencies before the trainee is deemed competent for each piece of equipment. PL will be capped at 20 hours per trainee with a 1:1 trainer-to-trainee ratio.

RECOMMENDATION

Staff recommends approval of this proposal.

Exhibit B: Menu Curriculum

Class/Lab Hours

8-60 Trainees may receive any of the following:

BUSINESS SKILLS
- Accounting
- Product Knowledge
- Customer Relationship
- Project Cost Controls
- Project Tracking
- Time Tracking
- Time Reporting
- Conflict Management
- Resolving Customer Complaints

COMMERCIAL SKILLS
- Trenchless Technologies
- Equipment Troubleshooting
- Equipment Installation
- New Equipment Set-Up & Use
- Pipe Bursting Techniques
- Pipe Lining Techniques
- Tool Operation
- Equipment Operation

COMPUTER SKILLS
- Computerease Accounting/Job Tracking Software
- Microsoft Excel (Intermediate/Advanced)
- Mobile Device/Handheld Computer

HAZARDOUS MATERIALS
- Asbestos Removal/Handling
- Hazardous Waste Cleaning
- Measuring/Identifying Hazardous Gasses

OSHA 10/30 (Certified OSHA Instructor)
- OSHA 10 (requires 10hrs completion)
- OSHA 30 (requires 30hrs completion)

Safety Training cannot exceed 10% of total training hours per-trainee (This cap does not apply to Hazmat, OSHA 10/30 or HAZWOPER)

Productive Lab Hours

0-20

COMMERCIAL SKILLS (Ratio 1:1)
- Trenchless Technologies
- Equipment Troubleshooting
- Equipment Installation

- New Equipment Set-Up & Use
- Pipe Bursting Techniques
- Pipe Lining Techniques
- Tool Operation
- Equipment Operation

Note: Reimbursement for retraining is capped at 60 total training hours per trainee, regardless of the method of delivery. PL is capped at 20 hours per-trainee.

DELEGATION ORDER

RETRAINEE - JOB CREATION

Training Proposal for:

FCC Global, LLC dba FreeConferenceCall.com

Agreement Number: ET17-0279

Approval Date: November 10, 2016

ETP Regional Office: North Hollywood **Analyst:** M. Webb

PROJECT PROFILE

Contract Attributes:	Retrainee SB <100 Job Creation Initiative	Industry Sector(s):	Communication Services Technology/Other Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 79	U.S.:95	Worldwide: 95
Turnover Rate:	9%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$97,760		$0	$0		$97,760

In-Kind Contribution:	100% of Total ETP Funding Required	$163,749

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate	Business Skills, Computer Skills, Continuous Impr	79	8-60 Weighted Avg: 40	0	$1,040	*$16.48
2	Retrainee Job Creation Initiative SB<100 Priority Rate	Business Skills, Computer Skills, Continuous Impr	15	8-60 Weighted Avg: 40	0	$1,040	*$13.73

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: Job Number 1: $16.48 per hour for Los Angeles County.
Job Number 2 (Job Creation): $13.73 per hour for Los Angeles County.
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe
Up to $3.48 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
JOB NUMBER 1		
Administration Staff		13
Customer Service Representative		39
Marketing/Sales Staff		10
Network Operations Staff		8
Product Developer		6
Supervisor/Manager		3
JOB NUMBER 2		
Administration Staff		1
Customer Service Representative		1
Marketing/Sales Staff		1
Network Operations Staff		2
Product Developer		8
Supervisor/Manager		2

INTRODUCTION

FCC Global, LLC dba FreeConferenceCall.com (FCC) (www.freeconferencecall.com), was founded in 2001 and provides collaborative communications solutions and services to businesses worldwide. Services and products include the following:

1) Reservation-less toll-free audio conferencing (International services available)
2) Conference Web controls with up to 1,000 participants
3) File Downloading
4) Web Streaming
5) RSS and Podcast Conversation
6) Real-Time Sharing (Desktop Content)
7) Voicemail/Messaging
8) Mobile Phone Applications
9) And Online Meeting Support Services

Headquartered in the City of Long Beach, FCC services are used by businesses to conduct meetings, provide trainings, multi-vendor conferences, seminars, online presentations, and Webinars. Although the company has three locations included in this proposal, all training will take place at the Long Beach site. This will be the Company's first ETP Agreement.

PROJECT DETAILS

FCC has experienced a 200% increase in revenue over the last two years. This growth is expected to continue over the next few years. However, the Company must improve its processes to meet marketing goals. Toward this end, FCC created a training plan that targets new marketing initiatives and strategic plans. Training in Business Skills and Continuous Improvement will improve staff's ability to identify problems and develop communication solutions based on changes and collaborations in the market space.

The training plan will introduce workers to conference call features and collaboration tools via Outlook and Google Calendar, HD Conferencing, web controls, teleconference radio, streaming, data storage, and screen sharing sessions. Training will improve the integration of new enterprise services, products, and features. Customer Service Representatives and Marketing/Sales Business Skills will also receive training in new product knowledge.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

FCC will be expanding business capacity and has committed to hiring 15 new employees (Job Number 2) to support growth. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Business Skills (25%): Training will be offered to all occupations to increase employee skills, improve job performance (sales), and provide product support to partners and customers. Trainees will learn new skills to manage time, improve business and report writing, and identify customer needs.

Computer Skills (50%): Training will be offered to all occupations to improve staff's ability to assist customers with online systems and increase overall efficiency. Training will allow staff to improve computer skills in programs such as Microsoft, Cloud Management, Cisco Equipment, and various Web Applications.

Continuous Improvement (25%): Training will be offered to all occupations to increase staff knowledge of the market space and learn about new and on-going improvements being provided to customers.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. FCC spends approximately $50,000 annually in training. The Company will continue to provide new hire orientation and on-the-job training. Training provided is both job-specific and organization wide.

- Training Infrastructure

  FCC has hired Training Funding Source (TFS) to perform administrative duties for the duration of this Agreement. An FCC representative will be responsible to schedule training and collect training rosters for data entry.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

FCC retained Training Funding Source (TFS) in Seal Beach to assist with development of this proposal for a flat fee of $3,500.

ADMINISTRATIVE SERVICES

FCC also retained TFS to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

8-60 Trainees may receive any of the following:

BUSINESS SKILLS

- Accountability and Delegation
- Big Data
- Business and Report Writing
- Change Management
- Coaching
- Conflict Management
- Communication
- Customer Service
- Coding and Development
- Finance and Accounting
- Handling/Resolving Customer Complaints
- Identifying Customer Needs
- Influence & Negotiation
- Interpersonal
- Interviewing and Hiring
- Leadership
- Marketing
- Payroll Fundamentals
- Performance Management
- Presentation
- Product Knowledge
- Project/Time Management
- Supervisory Skills
- Teamwork/Team Building
- Telephone Skills
- Time Management

COMPUTER SKILLS

- Adobe
  - Acrobat
  - Creative Cloud
  - DreamWeaver
  - Illustrator
  - PhotoShop
- Apple Mac OS
- Archiving/Backup Systems
- Azure Cloud Offering and Management
- Bootstrap
- Business Intelligence Tools
- Cisco Equipment
- Cloud Management/Computing
  - Amazon

  - AWS/EC2
  - Third Party Cloud Manufacturer
- CSS
- Customer Relationship Management (CRM)
- Data Storage & Migration
- Database Administrator Skills
  - Development
  - Performance
  - Tuning
  - Virtualization
- Dell
  - Networking Equipment
  - Servers
  - Storage
- Digital Marketing
- Dropbox (Cloud)
- ERP System-Financial/Accounting
- Etherpad
- Git and GitLab
- Google
  - Analytics
  - Cloud Platform
  - SEO
- Graphical Database Development and Administration
- HD Audio Conferencing
- Information Technology
- International Conference Calling
- JavaScript
- Litmus
- Microsoft Active Directory
- Microsoft Databases
- Microsoft Office/Project/Skype for Business
- Microsoft Windows
- Network Design/Architecture/Admin
- OMC-Flash 4.8.0
- Online Meeting Features/Meeting Wall Features
- Only Office
- Optimizely
- Oracle
- Pixelmator
- Quality Assurance Automation Design and Development
- QuickBooks
- Redhat Linux
- Redmine
- Ruby on Rails
- Security
- SmartSheet
- Software Design and Programming
- Spark
- SQL
- StepLib-Rx 3.2.0

- SurveyMonkey
- Trello
- Twiki
- Ubuntu Linux
- Unix
- Vagrant and VirtualBox
- Video Conference
- Video Presence
- Virtual and Local Servers
- Virtual Machine Monitoring and Management
- VMWare Vsphere
- Web Applications
- WordPress
- Workforce Now
- Xcode
- Z/OS 2.2.

CONTINUOUS IMPROVEMENT

- Agile Process Management/Scrum
- ISO
- Lean Enterprise/Waste Reduction (The 7 Wastes)
- PMI-ACP
- Process/Quality Improvement/Six Sigma

Note: Reimbursement for retraining is capped at 60 total training hours per trainee, regardless of the method of delivery.

DELEGATION ORDER

Training Proposal for:

Floral Supply Syndicate

Small Business

ET17-0305

Approval Date: December 2, 2016

ETP Regional Office: North Hollywood **Analyst:** M. Niquet

CONTRACTOR

- Type of Industry: Wholesale Trade

  Priority Industry: ☐ Yes ☒ No
- Number of Full-Time Employees

  California: 87

  Worldwide: 134

  Number to be trained: 28

  Owner ☐ Yes ☒ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 8%
- Repeat Contractor: ☐ Yes ☒ No

FUNDING

- Requested Amount: $21,560
- In-Kind Contribution: $29,120

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100	Business Skills, Computer Skills, Continuous Improvement	28	8-60 Weighted Avg: 35	0	$770	*$15.60

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention (Final Payment) regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

- Reimbursement Rate: Job #1: $22 SB Non-Priority
- County(ies): Ventura, San Francisco, Santa Clara, Los Angeles, Orange, San Diego, Sacramento, San Bernardino
- Occupations to be Trained: Sales/Marketing Staff, Warehouse/Distribution Staff, Administrative Staff, Customer Service Staff, Supervisors/Managers
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #1: $1.76 per hour

SUBCONTRACTORS

- Development Services: Training Funding Source, Seal Beach, assisted with development for a flat fee of $1,500.
- Administrative Services: Training Funding Source will also provide administrative service for an amount not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

OVERVIEW

Founded in 1939 and headquartered in Camarillo, Floral Supply Syndicate (FSS) (www.FSS.com) offers a complete line of floral supplies to retail florists inside and outside California. The Company's product line includes a wide selection of craft materials, decorative packaging items, fancy ribbons and an extensive line of holiday merchandise. FSS customers include: floral designers, craft merchandisers, interior design professionals, wedding and party planners, balloon designers, gift basket/decorative packaging services and host of related industries. This will be FSS's first ETP agreement.

Need for Training

Due to the competitive nature of the business and the continued evolution of the industry, FSS must remain relevant to established customers, as well as attract new customers. To do this, staff must increase their company product knowledge and increase awareness of new ways customers can order products, including the Web, mobile phones, etc. Training will allow FSS to increase product knowledge, client relations, and enable the Company to improve product quality, become more relevant to customers and remain competitive.

Training Plan

Training will take place at the Company's 10 facilities thoughout California. The cities include Los Angeles, North Hills, Camarillo, Upland, San Jose, Sacramento, San Francisco, San Bernardino, Santa Ana, and Carlsbad. Training will be provided by both in-house subject matter experts and vendors to be identified during the contract term.

Business Skills – Training will be offered to all occupations to improve customer relations. Employees will learn to create a competitive advantage through distinctive customer service. They will also learn the qualities of effective teams and the role each member plays in creating an effective team.

Computer Skills – Training will be offered to all occupations to enable staff to store and manage customer information such as contact information, accounts, leads, and sales opportunities in one central location. Employees will learn CRM (Customer Relationship Management) features and apps which will lead to increased sales. This training will permit employees to save time by automating repetitive tasks and shorten sales cycle. Trainees will also learn to use Kerio email, calendaring and scheduling to improve efficiency and effectiveness.

Continuous Improvement – Training will be offered to all occupations to identify Key Performance Indicators that will measure improvement and improve operations. Employees will learn how to create and implement stakeholder buy-in as well as to learn to map current process and recognizing opportunities for process innovation. Employees will also receive on-going training on products in response to trend changes and to the Company's new Accent Décor products.

RECOMMENDATION

Staff recommends approval of this proposal.

Exhibit B: Menu Curriculum

Class/Lab Hours

8-60

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Development/Sales/Marketing
- Client relationships & Proposals
- Communication Tools
- Trade Events
- Negotiation
- Operational Procedures
- Performance Management
- Sales/Marketing
- Teamwork
- Vendor Management

COMPUTER SKILLS

- Adobe creative cloud
- Customer Relationship Management (CRM)
- ERP/MRP
- Kerio e-mail
- Kerio Calendar / Scheduling
- Modus
- SamgePage Collaboration
- Template and Proposal Design
- Website/Social Media

CONTINUOUS IMPROVEMENT

- Leadership
- Managing Change
- Operations Workflow
- Process Improvement
- Product/Service Knowledge

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery

DELEGATION ORDER

RETRAINEE - JOB CREATION

Training Proposal for:
HMT Electric, Inc.

Agreement Number: ET17-0298

Approval Date: November 15, 2016

ETP Regional Office: San Diego **Analyst:** J. Davey

PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Priority Rate Retrainee	Industry Sector(s):	Construction Priority Industry: ☒ Yes ☐ No
Counties Served:	San Diego	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No International Brotherhood of Electrical Workers, Local 569		

Number of Employees in:	CA: 200	U.S.: 220	Worldwide: 220
Turnover Rate:	14%		
Managers/Supervisors: (% of total trainees)	0%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$78,380		$0	$0		$78,380

In-Kind Contribution:	100% of Total ETP Funding Required	$60,800

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., OSHA 10/30	43	8-100	0	$1,260	$26.00
				Weighted Avg: 70			
2	Retrainee Priority Rate Job Creation	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., OSHA 10/30	22	8-100	0	$1,100	$26.00
				Weighted Avg: 55			

Minimum Wage by County: Job Number 1: $16.46 per hour in San Diego County
Job Number 2 (Job Creation): $13.72 per hour in San Diego County

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☐ Yes ☒ No ☐ Maybe

Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Staff		33
Forman/Lead		10
Job Number 2		
Administrative Staff		12
Forman/Lead		10

INTRODUCTION

Located in Escondido and established in 2007, HMT Electric, Inc. (HMT) specializes in commercial electrical installations in high-rise construction projects that utilize cast-in-place concrete design. The Company also works on commercial tenant improvements, building cores and shells, school remodels, ATT infrastructure, Siemens building automation and control systems, fire alarm and security and commercial solar installations.

This is the second Agreement proposal for HMT. In its first ETP project, HMT focused on establishing basic building blocks to design and implement an effective training plan. Office staff received valuable skills in the Company's enterprise system and other software. HTM trained field staff in skills related to efficiency in construction processes.

For this proposal, HMT will focus on improving operations and streamlining processes through implementation of several new software applications, such as project management and e-sub to standardize documentation procedures. As the construction industry incorporates more computer automation in all facets, the need to keep pace with technology is vital for company viability and growth.

Since the first project, HMT has more than tripled its workforce. Some of these newer employees received some training during the last project. However, they still need training in topics they were unable to receive in the prior project. Therefore, some of the topics from the prior Curriculum will carry forward.

Retrainee - Job Creation

HMT Electric has committed to hiring 22 employees (Job Number 2) under the Panel's Job Creation program. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of the contract. As mentioned above, since the first project HMT has more than tripled its workforce; and it expects to continue with expansion over the next 2.

PROJECT DETAILS

Training Plan

Business Skills (15%): All occupations will receive specific skills according to occupation and department need. Training will include Conflict Resolutions, Financial Risk Analysis, Estimating, Job Costing, Project Issue Logging and Project Financial Forecasting. These skills will improve operational effectiveness, project outcomes and financial results.

Commercial Skills (10%): All occupations will receive Equipment Operations, Green Construction, Solar Photovoltaic and Work Practices. Employees will learn skills in the most up-to-date installation procedures and be able to troubleshoot unplanned obstacles. Training will standardize procedures and processes, thereby improving efficiency.

Computer Skills (35%): All occupations will receive training in MS Office, MS Project and AutoDesk. Effective utilization of software will enable employees to become more productive and efficient and reduce overhead expense, rework and product/service nonconformance. Training in Acubid, E Sub, LiveCount, Point Layout, Building Information Modeling, Revit and BlueBeam. Trainees who didn't receive the necessary training in these areas will be able to achieve the necessary skills in the most current technology to win new bids and be more efficient in project management.

Continuous Improvement (30%): All occupations will receive training in Problem Solving, Process Improvement, Project Planning, Teamwork, and procedures to facilitate consistent decision making. This training will improve work processes and customer satisfaction. It will also increase employee productivity and favorably impact staffing ratios. HMT expects to see improved financial results/trends and productivity improvements via appropriate key performance indicators.

Certified Safety Training

OSHA 10/30 (10%): OSHA 10/30 training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of training for journeymen and 30 hours for supervisors (Foremen/Leads). The coursework is geared to construction work and manufacturing.

Completion of the training results in a certificate that expands employment opportunities. To ensure that each trainee receives certification, ETP will only consider payment earned upon completion of the full 10-hour or 30-hour course. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Collective Bargaining Agreement

This proposal has the support of the International Brotherhood of Electrical Workers, Local 569 who represent the Foremen/Lead occupations in this proposal.

Commitment to Training

HMT spends $50k to $70k annually on OSHA mandated safety training, sexual harassment prevention, new hire orientation, basic computer skills, basic manufacturing skills, product training, and on-the-job training. All training is mandatory.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  HMT has dedicated administrative staff, including an administrator to oversee the contract administration. In addition, the Company will avail themselves of the services of Training Funding Source for a portion of contract administration.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by HMT under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET14-0233	Escondido	12/23/13 – 12/22/15	$44,460	$40,599 (91%)

DEVELOPMENT SERVICES

Training Funding Source (TFS) in Seal Beach assisted with development for a flat fee of $3,900.

ADMINISTRATIVE SERVICES

TFS willl also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

Most of the training will be conducted by qualified internal trainers. However, some training will be provided by training vendors yet to be determined.

Exhibit B: Menu Curriculum

Class/Lab Hours

8 – 100 Trainees may receive any of the following:

BUSINESS SKILLS

- Conflict Resolution
- Design Build Budgeting
- Estimating
- Financial Risk Analysis
- Job Costing
- Leadership
- Marketing & Business Development
- Product Knowledge
- Project Financial Forecasting
- Project Issue Logging
- Project Management
- Clear Communication and Expectations
- Goal Setting and Accomplishment

COMMERCIAL SKILLS

- Battery Storage
- Equipment Operations
- Field Operation procedures
- Green Construction
- Solar Photovoltaics
- Work Practices

COMPUTER SKILLS

- Acubid
- Auto CAD
- Blue Beam
- Building information modeling
- Computer Aided Design - Auto Desk
- Dashboard
- E Sub
- ERP
- Estimate Breakdown
- LiveCount
- Intermediate/Advanced – Microsoft Office, Project
- Point Layout
- Revit
- Sage Contractor 100
- Service Module
- TagTrakker
- Timekeeping System—What is Name?

CONTINUOUS IMPROVEMENT

- Mentoring
- Performance Improvement
- Problem Solving
- Process Improvement
- Productivity Improvement
- Project Planning
- Teamwork

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10 (requires 10hrs completion)
- OSHA 30 (requires 30hrs completion)

Safety Training is capped at 10% of a trainee's total training hours

Note: Reimbursement for retraining is capped at 100 total training hours per trainee, regardless of the method of delivery.

Local Union 569
San Diego

INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS
4545 Viewridge Avenue, Suite 100 San Diego, CA 92123-5615 (858) 569-8900

May 16, 2016

The Employment Training Panel
1100 J Street
Fourth Floor
Sacramento, CA 95814

Re: Union Support for ETP Funding

To Whom It May Concern:

This letter will confirm support by IBEW Local 569 for HMT Electric proposed training to be submitted to Employment Training Panel.

Sincerely,

Johnny Simpson
Business Manager
IBEW Local 569

JS:dkm
opeiu #537, afl-cio, clc

DELEGATION ORDER

Training Proposal for:

Hyundai AutoEver America, LLC

Agreement Number: ET17-0302

Approval Date: November 14, 2016

ETP Regional Office: San Diego **Analyst:** K. Campion

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Technology/IT Services Priority Industry: ☒ Yes ☐ No
Counties Served:	Orange	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 205	U.S.:297	Worldwide: 2200
Turnover Rate:	1%		
Managers/Supervisors: (% of total trainees)	19%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$80,910		$0	$0		$80,910

In-Kind Contribution:	100% of Total ETP Funding Required	$116,250

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Computer Skills, Continuous Impr., Business Skills	155	8 - 200	0-11	$522	$19.00
				Weighted Avg: 29			

Minimum Wage by County: $16.51 per hour for Orange County.
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☐ Yes ☒ No ☐ Maybe
Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Admin. & Customer Support Staff I		21
Admin. & Customer Support Staff II		4
Architect		4
Analyst I		19
Analyst II		4
Programmer		36
Software Engineer/System Administrator		38
Supervisor/Manager		29

INTRODUCTION

Founded in 2005 and headquartered in Fountain Valley, Hyundai AutoEver America, LLC (HAEA) (www.autoeveramerica.com), an affiliate of Hyundai Motor Company, is a global information technology (IT) services company serving Hyundai KIA Motor Group affiliates around the world. HAEA provides a full range of IT support: application services, business intelligence, integration, data security, infrastructure, and hosting. These services help clients align IT capabilities to support business goals and leverage technology. The Company has an additional facility in Irvine that will also participate in training.

PROJECT DETAILS

The IT industry is constantly changing. HAEA strives to innovate, improve and stay current in computer technology to keep up with customer demands. The Company is adopting new technologies and new processes, such as moving from .NET platform to JAVA; implementing new product development computer software, and implementing a lead efficiency program and business analysis initiative. Training will allow employees to keep up with the latest trends in

user hardware and software platforms and to collaborate on business models that improve processes and procedures. The Company also plans to implement a comprehensive content management solution to build websites, mobile apps, and forms.

Training Plan

The majority of training will be delivered via Class/Lab by in-house instructors, although vendors may also be utilized. A small percentage of the total training hours will be delivered via Computer-Based training (CBT) to support Class/Lab training. Additionally, given that there are two facilities involved in training, there may be a small percentage of E-Learning (Virtual Classroom) training provided.

Computer Skills (50%) – Training will be provided to all occupations. Trainees will learn the latest hardware and software trends to maximize productivity. Adobe Experience Manager will provide tools to manage marketing content and assets, and Sphere Server, a market-leading data integration platform, will cleanse, monitor, transform, and deliver data to bridge the gap between business and IT.

Continuous Improvement (30%) – Training will be provided to all occupations. Trainees will learn how to analyze and synthesize information. Training will facilitate communication between organizational units. Training will include defining organizational goals and how those goals connect to specific objectives, determining the courses of action to achieve goals and objectives, and defining how various organizational units and stakeholders interact.

Business Skills (20%) – Training will be provided to all occupations and will focus on business analysis and communication skills, business productivity and best practices. Training will allow employees to define and validate solutions that meet business needs, goals, and objectives.

Request to Use an Out-of-State Administrator

The Panel may authorize reimbursement for the cost of services provided by an out-of-state vendor if the Panel finds that such services are unique to the needs of the Contractor per Title 22, California Code of Regulations (CCR), Section 4421.

HAEA requests to use an out-of-state administrator. The Company did consider several other subcontractors located in-state, but chose Training Grants Intelligence, Inc. (TGII) in Georgia because, 1) TGII does not charge development fees for application development, and 2) like HAEA, TGII has a national presence. For example, if HAEA decides to implement an incumbent worker program in another State, TGII will be able to assist the Company, which ultimately provides a seamless experience and not forcing the Company to work with multiple subcontractors.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. HAEA current training budget is approximately $230,000 per year and covers topics such as new employee orientation, basic computer skills, anti-harassment and on-the-job training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. ETP funding will help the Company deliver training to a greater number of employees. It will also allow the Company to provide quick transitions to upgraded technologies and address client needs efficiently.

- Training Infrastructure

The Principal of Human Resources will coordinate and oversee the proposal. The Senior Associate will coordinate with each department to collect, manage, and maintain attendance rosters. As stated earlier, HAEA will utilize a subcontractor for project administration including enrolling and tracking each trainee in the ETP On-Line Tracking systems.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

HAEA retained Training Grants Intelligence, Inc. (TGII) in Suwanee, Georgia, to assist with development of this proposal at no charge.

ADMINISTRATIVE SERVICES

HAEA also retained TGII to perform administrative services in connection with this proposal for an amount not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab & E-Learning Hours
8 – 200 Trainees may receive any of the following:

COMPUTER SKILLS

- Software Engineering
- Paradigms in Programming
- Visual Paradigm and Design
- JAVA, .NET
- Sphere Server
- Adobe ME
- Software Architecture
- Advanced Software Development
- Cyber Security Management
- Cyber Security Technologies
- Data Center Operations and Management
- Data Management and Analytics
- Digital Voice and Data Communication Technologies
- Information Technology Innovation, Leadership and Entrepreneurship
- System Administration
- Systems Analysis
- Web Design and Application Development Database Configuration and Application
- Systems, Applications and Products
- Office Word, Excel, Access, PowerPoint Intermediate and Advanced

CONTINUOUS IMPROVEMENT

- Quality Concepts
- Process Improvement
- Leadership Skills
- Teambuilding
- Focus Improvement
- Organizational Capability Continuous Improvement
- High Performance Work Teams (HPWS)
- Wow Consumers
- Productivity
- Winning Together
- Lean Skills
- Systems, Applications and Products

BUSINESS SKILLS

- Business Analysis
- Business Performance/Skills Enhancement
- Early Management
- Office Skills (efficiency, organization, attention to detail)
- Business Communication Skills
- Project Management
- Business Productivity
- Best Practices (change management, system control, user access, login and access requests, privileged system accounts, remote access, business continuity plan, continuity controls)

CBT Hours
0 – 11

CONTINUOUS IMPROVEMENT

- Conflict Resolution (1 hour)
- Organizational Skills (1 hour)

BUSINESS SKILLS

- Business Writing & Business Etiquette (1 hour)
- Business Ethics (1 hour)

COMPUTER SKILLS

- InfoSec Awareness (4 hours)
- Microsoft SharePoint Design (3 hours)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per trainee.

DELEGATION ORDER

Retrainee - Job Creation Training Proposal for:

IntraOp Medical Corporation

Small Business

ET17-0273

Approval Date: October 24, 2016

ETP Regional Office: San Francisco Bay Area **Analyst:** C. Hoover

CONTRACTOR

- Type of Industry: Healthcare
  Manufacturing
  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  California: 23
  Worldwide: 24
  Number to be trained: 29
  Owner ☐ Yes ☒ No
- Out-of-State Competition: NAICS Code Eligible 339113
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 5%
- Repeat Contractor: ☐ Yes ☒ No

FUNDING

- Requested Amount: $40,690
- In-Kind Contribution: $40,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate	Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills, OSHA 10/30	23	8-60 Weighted Avg: 55	0	$1,430	$17.02
2	Job Creation Initiative SB <100 Priority Rate	Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills, OSHA 10/30	6	8-60 Weighted Avg: 50	0	$1,300	$14.19

- Reimbursement Rate: Job #'s 1 & 2: $26 SB Priority
- County(ies): Santa Clara
- Occupations to be Trained: Administration/Support Staff, Technical Staff, Production Staff, Supervisors/Managers
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #1: $0.80 per hour Job #2: $0.19 per hour

SUBCONTRACTORS

- Development Services: Sallyanne Monti Consulting of San Francisco assisted with development of this project for a flat fee of $1,680.
- Administrative Services: Sallyanne Monti Consulting will also assist with administration of this project for a fee not to exceed 13% of funds earned.
- Training Vendors: Learn iT of San Jose will provide Business Skills training.

OVERVIEW

Founded in April of 1993, IntraOp Medical Corporation (IntraOp) www.intraop.com was formed to develop, manufacture, market and service the Mobetron, the first mobile electron beam system designed for intraoperative radiotherapy treatment of cancer, coronary/vascular restenosis and other medical applications. IntraOp's customer base consists of hospitals, university research centers, cancer clinics and other high-end medical facilities.

IntraOp is making advancements to the Mobetron product for use in the operating room. IntraOp's advancements in software (i.e. – the Company's internal Arena Product Lifecycle Management software and its development of the IntraOp Prelude Software for Physicians) will make the product highly marketable, resulting in an expanded customer base. Employees need to be trained to meet customer demand, so the Company can stay competitive in the medical devices' marketplace. Internal trainers will include the Information Technology Manager, Technical Engineer, Sales Manager, Operations Manager, Manufacturing Manager, and Quality Manager.

This is a skills upgrade project for 23 incumbent workers, and six Job-Creation trainees. IntraOp will deliver Continuous Improvement training on International Organization for Standardization (ISO) 13485 (2016 Protocols), customer and government manufacturing driven standards. Training will ensure the Company remains competitive and compliant. In addition, IntraOp will deliver Manufacturing Skills training on supplemental Food & Drug Administration (FDA) courses relating to FDA Manufacturing Criteria (i.e. – FDA 820 Medical Device Criteria, FDA 21 CFR (Code of Federal Regulations) 801 Unique Device ID, and FDA 510(k) Submission Decision Flowchart/Guidance). Training will occur at the Company's facility in Sunnyvale.

Retrainee - Job Creation

IntraOp will expand existing business capacity by adding newly-hired employees to its existing function(s). IntraOp will hire six new employees (Job Number 2). Two of the new employees will be allocated for Administration/Support Staff, one for Technical Staff, two for Production Staff and one for the Supervisors/Managers occupation. Trainees will be hired within the three-month period prior to Panel approval or during the term of contract (allowing time for training and the retention period).

In order to recruit, hire and train these new employees, IntraOp is requesting an ETP Agreeement with a two-year term.

Training Plan

IntraOp is the pioneer of manufacturing portable electron-beam Intraoperative Radiation Therapy. The Company is well-positioned to expand its market share and sell the Mobetron to leading hospitals and cancer centers throughout the country. Training is critical to increase the Company's manufacturing capabilities while meeting and exceeding the service expectations and needs of its customers.

Training will be delivered in Class/Lab and E-Learning, as outlined below:

Business Skills - This training will be offered to Administration/Support Staff. Training will be delivered to Customer Service, Sales and Marketing staff who will receive courses on Accounting, Payroll Systems, Marketing, Customer Relations, Identifying Customers' Needs and Product Knowledge. This training will be tailored to fit the individual trainee's responsibilities. Special emphasis will be placed on how to best serve and efficiently onboard new customers,

and properly identifying how the Mobetron may be customized to fit the new hospital or cancer center's needs.

Computer Skills - This training will be delivered to all occupations. Training will be tailored to meet the needs of each trainee's individual job. For example, as the Arena Product Lifecycle Management software is integrated at all levels of IntraOp's operations, an Invoicing Clerk will receive training on a financial management application that will allow the trainee to efficiently process invoices, while a Production Manager will receive training on the Equipment Cost Analysis application to summarize, store and create trends for maintenance costs for a specific piece of equipment. In addition, Information Technology Department employees, Software Engineers and Administration/Support Staff (Sales Representatives and Customer Service Representatives) will receive training on the development and implementation of the IntraOp Prelude Software.

Manufacturing Skills - This training will be delivered to Production Staff. Machine Operators, Assemblers, Fabricators and Machinists will receive training on Electrostatic Discharge Controls in order to improve safety in the workplace and protecting sensitive electronic devices from static-charge buildup. Department leads will receive training in Research and Development, Product Development, and Quality Assurance pertaining to FDA Manufacturing standards.

Continuous Improvement - This training will be deliverd to all occupations. For example, Production Staff will receive training in Process Improvement, Production Operations/Workflow, Quality Assurance and Quality Management. In addition, Managers/Supervisors, Administration/Support Staff, Technical Staff, and Production Staff will receive training in ISO 13485:2016, and in turn will train key individuals from each department in ISO Protocols.

Certified Safety Training

1. OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

RECOMMENDATION

Staff recommends approval of this proposal.

Exhibit B: Menu Curriculum

Class/Lab Hours

8-60

Trainees may receive any of the following:

BUSINESS SKILLS

- Customer Service
- Sales & Marketing
- Business Management Skills

COMPUTER SKILLS

- Arena PLM (Product Lifecycle Management)
- IntraOp Prelude Software for Physicians
- Software System Integration

CONTINUOUS IMPROVEMENT SKILLS

- ISO 13485:2016 Protocols
- Quality Assurance Alignment

MANUFACTURING SKILLS

- Electrostatic Discharge Controls
- FDA (Food & Drug Administration) Manufacturing Criteria
  - FDA 820 Medical Device Criteria
  - FDA 21 CFR 801 Unique Device ID
  - FDA 510(k) Submission Decision Flowchart/Guidance
- Equipment Operations for Customer Specific Criteria
- Radiation Hazard Training

OSHA 10/30 (OSHA certified instructor)

- OSHA 10 (requires completion of 10 hours)
- OSHA 30 (requires completion of 30 hours)

Safety Training cannot exceed 10% of total training hours per-trainee (This cap does not apply to HAZMAT, OSHA 10/30 or HAZWOPER)

E-Learning Hours

8-40

BUSINESS SKILLS

- Customer Service
- Sales & Marketing
- Business Management Skills

COMPUTER SKILLS

- Arena PLM (Product Lifecycle Management)
- IntraOp Prelude Software for Physicians
- Software System Integration

CONTINUOUS IMPROVEMENT SKILLS

- ISO 13485:2016 Protocols

- Quality Assurance Alignment

OSHA 10/30 (OSHA certified instructor)

- OSHA 10 (requires completion of 10 hours)
- OSHA 30 (requires completion of 30 hours)

Note: Reimbursement for retraining is capped at 60 total training hours per trainee, regardless of the method of delivery.

DELEGATION ORDER

RETRAINEE - JOB CREATION

Training Proposal for:

K-1 Packaging Group

Agreement Number: ET17-0281

Approval Date: October 19, 2016

ETP Regional Office: North Hollywood **Analyst:** J. Romero

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Manufacturing Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles; San Bernardino	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 130	U.S.: 130	Worldwide: 130
Turnover Rate:	5%		
Managers/Supervisors: (% of total trainees)	8%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$59,812		$0	$0		$59,812

In-Kind Contribution:	100% of Total ETP Funding Required	$108,192

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, Mfg. Skills, PL-Mfg. Skills	109	8-200	0	$468	$15.60
				Weighted Avg: 26			
2	Job Creation Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, Mfg. Skills, PL-Mfg. Skills	10	8-200	0	$880	$12.77
				Weighted Avg: 44			

It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: Job Number 1: $16.48 for Los Angeles County and $15.60 for San Bernardino County; and Job Number 2 (Job Creation): $13.73 for Los Angeles County and $12.77 for San Bernardino County

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe

Up to $2.75 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Production/Machine Operators		90
Administration		10
Supervisor/Manager		9
Job Number 2		
Production/Machine Operators	*	10

*Trainees must be earning at least $10.50 by January 1, 2017

INTRODUCTION

Founded in 1992, K-1 Packaging Group (K-1) (www.k1packaging.com) is a designer and manufacturer of high-end graphic packaging materials for retail items such as dietary supplements, processed foods and personal care products. The Company also manufactures packaging for the biotech and pharmaceutical industries.

The Company's continued growth has prompted it to add production/service lines. K-1 is introducing a new packaging label, Shrink Sleeve. This is a full-body label with colorful wrap-around coverage for a variety of containers. The Company also launched a new process, Film Laminating, to fold cartons to enhance product appearance, while providing added durability. It also plans to offer blending and bottle-filling service for the dietary supplement industry, which will make K-1 a one-stop shop in blending, bottling and packaging.

K-1 has purchased new machinery and equipment at a cost approximately $2.5M to support these initiatives and improvements. K-1 will have all new machines operational by the end of this year. The Company plans to hire and train employees to fill new positions on the blending and bottle-filling line, and the label packaging line.

All training will be provided at the Company's two facilities in the City of Industry and Ontario.

PROJECT DETAILS

This will be K-1's fifth ETP Agreement, and the fourth in five years. Prior training included Business, Computer and Manufacturing Skills. There will be no duplication of training from the previous agreement, with the exception of newly hired employees.

This training proposal includes cross-training new hires and incumbent workers in new processes and equipment, as needed to meet production schedules, improve product quality and introduce leaner process. Training will reinforce principles that were introduced in the prior ETP Agreements.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

K-1 Packaging has committed to hiring 10 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

K-1 Packaging will recruit, hire and train these employees within the next two years in multiple occupations. These are new positions generated by the additional production lines.

Training Plan

Training will focus on new processes and equipment operation. Training will be delivered by in-house experts and vendors if needed in the following:

Business Skills (10%): Training will be offered to all occupations to improve project management and sales techniques.

Continuous Improvement (20%): Training will be offered to all occupations to enhance workplace organization, achieve efficiency of processes and quality system compliance.

Computer Skills (30%): Training will be offered to all occupations. Training will provide skills to navigate the Company's ERP system, upgrade employee software skills.

Hazardous Materials (5%): Training will be offered to Production/Machine Operators to safely handle and dispose of hazardous materials used in company processes.

Manufacturing Skills (30%): Training will be offered to Production/Machine Operators and Supervisors/Managers to develop new technical skills to keep pace with changes in product

design and manufacturing processes. Trainees will be able manufacture higher quality products with better accuracy.

Productive Laboratory-Manufacturing Skills (5%)

The Panel recently adopted regulations to authorize reimbursement for training delivered in a Productive Laboratory (PL) setting. PL trainees may produce goods for profit as part of the training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training.

K-1 will provide PL training in Manufacturing Skills, specifically machine/equipment operation. The Company will deliver up to 30 hours of PL training to 50 Production/Machine Operators. Trainees will receive one-on-one training under direct supervision of a qualified instructor, and will be assessed in their competency in areas of quality, speed and adherence to prescribed Standard Operating Procedures upon completion of training. Due to the wide variety of craftsmanship involved in the manufacturing processes of the Company, along with the acquisition of several new machines and equipment, extensive hands-on training is required to assure proper use and operation.

Substantial Contribution

K-1 is a repeat contractor. However, neither one of its two facilities located in City of Industry nor Ontario has received payment earned in excess of $250,000 within the past five years. (See Active Project Table.) Therefore, a substantial contribution is not applicable to this proposal.

Commitment to Training

ETP funds will not displace the existing financial commitment to training and will continue to provide mandatory and job-specific training using its own expense during the term of the proposed Agreement. The Company annual training budget is $50,000 for both facilities and includes orientation, anti-harassment and regulatory training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  The Company is ready to begin training upon approval. K-1 has qualified in-house trainers in place to provide training on specific areas of their expertise. K-1 also retained the services of Training Funding Source for the administration of this project, who will work with the Company's Human Resources personnel to assist in the enrollment process, training data collection and entry into ETP's online class/lab tracking system.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by K-1 under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET13-0371	City of Industry	05/13/13 – 05/12/15	$99,710	$59,891 (60%)
ET12-0361	City of Industry	04/17/12 – 04/16/13	$49,010	$49,010 (100%)
ET11-0273	City of Industry	06/13/11 – 06/12/12	$49,920	$46,453 (93%)

ET13-0371: K-1's prior project only earned 60% of the approved amount. This was because training responsibilities were not shared companywide. There were fewer designated trainers than originally planned which hampered some of the training. For this proposal, training will be delegated more broadly. Department heads and managers will be more involved in providing training and scheduling it in advance. The Company may also retain third party trainers

This proposal has been "right-sized" proportionate with earnings under ET13-0371.

DEVELOPMENT SERVICES

Training Funding Source (TFS) in Seal Beach assisted with development for a flat fee of $4,900.

ADMINISTRATIVE SERVICES

TFS will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours
8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Project Coordination & Production Planning
- Technical Sales Training – Printing
- Technical Sales Training – Finishing
- Technical sales Training – Packaging Formats

COMPUTER SKILLS

- Efi Radius (Business Intelligence)
- Emaint
- Enterprise Resource Planning
- IQMS
- KeyShot
- Monarch Finance
- SolidWorks
- Tops PackStak

CONTINUOUS IMPROVEMENT

- 8D Reports
- Allergen Control
- ASTM Packaging Testing
- Gluten Free Control
- Hazard Analysis and Critical Control Points
- ISO 9001: 2015
- Non-Genetically Modified Organism
- Organic
- Recall Process
- Sanitation

HAZARDOUS MATERIALS (Ratio 1:40)

- Hazardous Material Handling
- Material Safety Data Sheets

MANUFACTURING SKILLS

- Blister Filling
- Bottle Dosing and Filling
- Coating Operation
- Die Cut Operation
- Film Lamination Operation
- Flexographic Press Operation (Nilpeter press)
- Foil Stamping Operation
- Folding Gluing Operation
- Pre-Press
- Printing Press Operation
- Sheeting Operation
- Shrink Film Seaming and Cutting Operation
- Powder Blending and Formulation

Safety Training cannot exceed 10% of total training hours per-trainee

Productive Lab Hours

0-30 **MANUFACTURING SKILLS** (Ratio 1:1)

- Equipment Operation

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. PL is capped at 30 hours per-trainee.

DELEGATION ORDER

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Label Impressions, Inc.

Small Business

ET17-0287

Approval Date: October 27, 2016

ETP Regional Office: San Diego **Analyst:** M. Ray

CONTRACTOR

- Type of Industry: Manufacturing

  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees

  California: 51

  Worldwide: 51

  Number to be trained: 35

  Owner ☐ Yes ☒ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 12%
- Repeat Contractor: ☒ Yes ☐ No

FUNDING

- Requested Amount: $29,120
- In-Kind Contribution: $36,277

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100	Business Skills, Computer Skills, Continous Impr, Mfg Skills, PL - Mfg. Skills	35	8 - 60 Weighted Avg: 32	0	$832	$16.51

- Reimbursement Rate: $26 SB Priority
- County: Orange
- Occupations to be Trained: Administration, Production/Pre-Press/Rewind Staff, Manager/Supervisor, Customer Service
- Union Representation: ☐ Yes ☒ No
- Health Benefits: $0.85 per hour

SUBCONTRACTORS

- Development Services: Bright Training Solutions (BTS) in San Diego will develop the project for a flat fee of $3,000.
- Administrative Services: BTS will also assist with administrative services for a fee not to exceed 11.7% of earned funds.
- Training Vendors: To Be Determined

OVERVIEW

Founded in 1988, Label Impressions, Inc. (Label Impressions) (www.labelimpressions.com) is a flexographic label and flexible film manufacturer. Located in Orange, the Company specializes in flexographic, foil-stamped, screen-printed, tree-free, Forest Stewardship Council (FSC)-certified, and biodegradable labels—as well as hangtags, pouches, packets, and sachet printing. The Company's products are printed with either water-soluble or soy inks. The first label printer in North America to achieve FSC and Carbon Neutral Certifications, the Company is committed to lowering its eco-footprint and remaining a leader in sustainability in printing and packaging. Customers include Costco (Kirkland Brand), William Sonoma, Alberto VO5, Sephora, Reach, Trader Joe's, Colgate, and CVS.

Need for Training

This will be Label Impressions' fifth ETP Agreement, third within the last five years. In its previous ETP projects, the Company was able to provide its workers with extensive training of leadership and communication skills and introduction of concepts of empowerment, quality, process improvement, teambuilding, and Lean Manufacturing. Training in the most recent

Agreement focused on training on newly purchased equipment to allow workers to effectively scrutinize product quality, streamline workflow, and improve manufacturing processes. The proposed training plan will build upon training delivered in the previous Agreement and may include employees who previously participated in ETP-funded training. Some Curriculum topics are also repeated; however, the subject matter has been updated and/or improved, so there will be no duplication of training.

To be competitive, Label Impressions must continue to produce at the highest level of quality and low costs to compete with label printers from the East Coast and the Midwest. The Company must keep up with new technological advancements. The Company invested $1.5M to upgrade and purchase equipment at the beginning of 2015 (previous Agreement). The Company also expanded its current location, doubling the square-footage from 15,000 to 30,000 in November 2015. The Company is further investing in upgrading and purchasing equipment and has invested $1.8M since the beginning of the year to purchase two color flexographic printing presses and plate equipment mounting and upgrade its Enterprise Resource Planning (ERP) and electrical system. Training will provide workers with skills to successfully utilize the Company's new and upgraded equipment.

Label Impressions has reported impressive growth, increasing the number of full time employees by 70% (from 30 in 2012 to 51 employees currently). To manage growth, the Company is instituting an advisory board to establish goals for customer satisfaction standards and expectations, process efficiencies, and employee job competencies. To implement these goals, the Company must provide leadership skills training for supervisory staff and strategic planning skills training for upper management. Training will cultivate a culture of leadership and professionalism for management staff.

Training Plan

Training will begin upon approval and will be delivered by in-house trainers at the Orange location. The Company may also procure vendors for training.

Business Skills – Training will be provided to Administration, Customer Service, and Manager/Supervisor. Training topics include strategic planning, business writing skills, customer service skills, estimating skills, project management, purchasing skills, and communication skills. Training will provide trainees with higher level skills to effectively communicate and support customers and up-sell products.

Computer Skills – Training will be offered to all occupations. Training in Pre-Press Software, ERP, and Advanced Microsoft Office skills will allow trainees to better optimize software tools for upgraded systems. Training will allow workers to schedule and track jobs going through the system and effectively create documents and reports.

Continuous Improvement – Training will be offered to Production, Customer Service, and Manager/Supervisor. Topics include leadership, team building, train-the-trainer, time management, leading change, Lean Six Sigma skills, and quality systems and procedures skills. Training will help improve productivity, reduce waste, and increase efficiency.

Manufacturing Skills – Training will be offered to Production/Pre-Press/Rewind Staff. Trainees will receive significant new equipment training. Topics also include Pre-Press, Kitting, Rewind, Ink Systems, Plate Washing, Ink Matching skills and Flexographic Image Reproduction Specification and Tolerances (FIRST) skills. Skills will help trainees develop a high-level knowledge of printing processes.

Productive Laboratory – Manufacturing Skills

Trainees may produce goods for profit as part of the Productive Laboratory (PL) training, in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training. Trainers will complete the train-the-trainer program first, prior to delivering training.

Label Impressions requests PL Manufacturing Skills training for approximately 12 Production/Pre-Press/Rewind Staff. Trainees may receive all their training hours in PL (up to 16 hours) or a combination of Class/Lab and PL. Training will be specific to the type of equipment and/or process to ensure trainees receive a broader understanding of the entire manufacturing process.

During PL, trainers will specify the scope of work; explain processes; verify understanding of instructions, standards, and specifications; and observe, coach, and critique as the employee performs the task. Trainers will also provide feedback on best practices and suggest more efficient ways to perform tasks.

The trainer-to-trainee ratio will not exceed 1:1. The Company anticipates production will be 25% to 35% lower during PL to allow trainees to become competent without the pressure of normal production requirements.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Label Impressions under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
*ET16-0199	Orange	09/24/2015–09/23/2016	$15,600	$15,600 (100%)
**ET12-0201	Orange	11/28/2011–11/27/2012	$15,808	$0 (0%)

***ET16-0199:** The last day of ETP training was 6/23/16. Label Impressions documented 668 eligible training hours for potential earnings of $15,600 (100%). The final invoice closeout was submitted on 9/26/16 and is currently being processed by ETP.

****ET12-0201:** During the term of this Agreement, Label Impressions was restructured resulting in personnel changes at the executive level, including key personnel changes affecting the implementation and management of the ETP project. Although training occurred, trainers did not complete ETP attendance rosters in accordance with ETP recordkeeping requirements.

Label Impressions improved its business processes in compliance with ETP recordkeeping requirements as evidenced by the success of its subsequent Agreement. The success was due to inclusion of Managers and Executive Staff, including owners, to be involved in the assessment of training needs and development of the curriculum. The Company also dedicated a manager to specifically oversee and manage the ETP-funded training. This same infrastructure will be in place to ensure performance for this proposal.

Exhibit B: Menu Curriculum

Class/Lab Hours
8 - 60 Trainees may receive any of the following:

BUSINESS SKILLS
- Strategic Planning
- Business Writing Skills
- Customer Service Skills
- Estimating Skills
- Project Management Skills
- Purchasing Skills
- Communication Skills

COMPUTER SKILLS
- Pre-Press Software
- Enterprise Resource Planning (ERP)
- Advanced Microsoft Office Skills

CONTINUOUS IMPROVEMENT
- Lean Six Sigma Skills
- Quality Systems and Procedures
- Leadership Skills
- Motivational Skills
- Team Building Skills
- Train-the-Trainer
- Time Management
- Leading Change
- Managing Conflict

MANUFACTURING SKILLS
- New Equipment Operations
- Press Processes and Procedures
- Flexographic Image Reproduction Specifications and Tolerances (FIRST)
- Pre-Press Skills
- Kitting Skills
- Troubleshooting Skills
- Equipment Calibration Skills
- Rewind Skills
- Turret Rewinder Procedures
- Ink Systems Procedures
- Plate Washing Procedures
- Ink Matching Procedures

PL Hours
0 – 16

MANUFACTURING SKILLS (1:1 trainer-to-trainee ratio)
- New Equipment Operations
- Press Processes and Procedures

- Flexographic Image Reproduction Specifications and Tolerances (FIRST)
- Pre-Production Skills
- Troubleshooting Skills
- Equipment Calibration Skills
- Rewind Skills
- Turret Rewinder Procedures
- Ink Systems Procedures
- Plate Washing Procedures
- Ink Matching Procedures

Safety Training will be limited to 10% of total training hours, per-trainee.

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery. PL is capped at 16 hours per-trainee.

DELEGATION ORDER

Retrainee - Job Creation Training Proposal for:

Laboratory Data Consultants, Inc.

Small Business

ET17-0297

Approval Date: November 15, 2016

ETP Regional Office: San Diego **Analyst:** M. Ray

CONTRACTOR

- Type of Industry: Services
  Biotechnology/Life Sciences
  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  California: 34
  Worldwide: 34
  Number to be trained: 37
  Owner ☒ Yes ☐ No
- Out-of-State Competition: Customers Outside CA
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 5%
- Repeat Contractor: ☒ Yes ☐ No

FUNDING

- Requested Amount: $37,674
- In-Kind Contribution: $53,185

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100	Business Skills, Commercial Skills, Computer Skills	34	8 - 60 Weighted Avg: 39	0	$1,014	$16.10
2	Retrainee Priority Rate SB <100 Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills	3	8 - 60 Weighted Avg: 41	0	$1,066	*$13.42

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

- Reimbursement Rate: Job #'s 1 & 2: $26 SB Priority
- County(ies): Sacramento and San Diego
- Occupations to be Trained: Administrative Support, Validator, Report Writer, Software Engineer, Supervisor/Manager, and Owner
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #'s 1 & 2: $2.10 per hour

SUBCONTRACTORS

- Development Services: Training Funding Source (TFS) in Seal Beach will assist with the development of this proposal for a flat fee of $2,500.
- Administrative Services: TFS will also assist with the administration for a fee not to exceed 13% of earned funds.
- Training Vendors: To Be Determined

OVERVIEW

Founded in 1991 and headquartered in Carlsbad, Laboratory Data Consultants, Inc. (LDC) (www.lab-data.com), is an environmental chemistry Quality Assurance/Quality Control consulting company offering a wide array of services to the environmental industry. The Company has locations in Carlsbad and Sacramento. Services include third-party data validation and data usability assessments; custom software products; data management services; specialized training courses; and web hosting. Its customers include BP Oil, AECOM,

Shell Oil, Aerojet, State of Florida, and the US Government. This will be the third Agreement between LDC and ETP, and the third within the last five years. In its two previous projects, the Company provided Commercial Skills, Computer Skills, and Continuous Improvement Skills training to keep up with changing Environmental Protection Agency (EPA) standards and procedures as well as satisfy environment laboratory customer requirements. In its most recent Agreement, LDC provided its workforce between 9 and 120 hours of extensive training and cross-training in Environmental Standards focused on environmental and technical requirements in fire investigations and mining pollution.

Company representatives report that these standards and their interpretations are progressively becoming more complex. LDC operates using the EPA's National Functional Guidelines (NFG) and other standards and requirements set forth by every region within the Department of Defense (DOD) and every branch of the military. For example, LDC must adhere to the most recent revisions within NFG's guidelines for Inorganic (compounds or matter that do not contain carbon and not consisting of or deriving from living matter); Organic (compounds or matter that contain carbon and has come from a once-living organism); and Dioxin Furan (family of toxic substances) Data Review. These revisions specifically require LDC to comply with calibration standards by setting upper and lower calibration guides for laboratory instruments, requiring tighter calibration to yield more accurate results or less tolerance.

LDC's proprietary Automated Data Review software has become an industry standard currently used by the DOD through the US Army Corps of Engineers, Department of the Navy, other branches of the Armed Forces, and the commercial market. In order to support customer demands, LDC must ensure its systems are able to provide better organization of environmental databases and standardization of format of stored data. To support this goal, the Company recently developed the next level of its Electronic Data Management System internet (EDMSi) used to organize and manage data with capabilities such as integration with viewable location maps, etc. In addition, LDC has also developed a more advanced and user-friendly portal improving the upload and download times of files for its clients.

In this proposal, training will support the Company's commitment to exemplary data validation services and improved automation in the testing and retention of data. Training will also focus on updating the Company's Standard Operating Procedures (SOPs). ETP will allow the Company to provide its workforce comprehensive training to institute effective processes in product delivery.

Training Plan

In this proposal, some curriculum topics are repeated from the prior agreement; however, the subject matter has been updated.

ETP training will begin upon project approval and be delivered by in-house trainers at LDC's Carlsbad and Sacramento facilities. The proposed training plan will be delivered via the following class/lab training:

Business Skills – Training will be delivered to all staff. Training topics include Customer Relationships, Communication Skills, Leadership Skills, Negotiation Skills, Teamwork, Time Management, Writing Skills, Goal Setting, Project Planning, Process Improvement, and Quality Control and Improvement. Training will provide trainees with skills necessary to shorten customer response time, improve data and customer processes, reduce operational errors, and improve overall customer support.

Commercial Skills – Training will be delivered to all occupations. Training topics in various laboratory and validation procedures such as Data Validation (Levels 1 to 4), General Chemistry Techniques, Analytical and Field Data Processes, and Standard Operating Procedures will provide trainees with skills to understand customer needs for applications, communicate with customers and effectively solve problems, troubleshoot escalated customer issues, and improve data and successfully create reports to provide to customers.

Computer Skills – Training will be delivered to all occupations. This training is integral to new employees and incumbents alike and centers on the Company's new products, product enhancements, and new processes and procedures. Training will focus on learning new features of the Company's upgraded software systems such as the EDMSi Database and Software. Further, course topics such as Adobe, Apache, Cloud Services, CRM, Data Reporting Services, GIS, SQL, Visio, Web Hosting, and Network Management will allow trainees to efficiently review sample data and methods, develop new technical reports, perform quality checks, and manage contracts.

Retrainee – Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

LDC projects a 30% increase from 2015 in market share from its existing data review software which has become an industry standard. To maintain and keep up with the expanded product offerings, LDC has committed to hiring 3 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by LDC under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $
ET15-0200	Carlsbad and Sacramento	8/4/14 – 8/3/16	$49,036	$41,529 (85%)
ET12-0435	Carlsbad	6/12/12 – 6/11/14	$48,880	$48,880 (100%)

Exhibit B: Menu Curriculum

Class/Lab Hours

8 – 60 Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting Procedures
- Customer Relationships
- Communication Skills
- Contract Writing & Review Procedures
- Financial Management
- Leadership Skills
- Negotiation Skills
- Product Knowledge
- Project Management
- Report and Proposal Preparation
- Teamwork
- Time Management
- Writing Skills
- Goal Setting
- Project Planning
- Process Improvement
- Quality Control and Improvement

COMMERCIAL SKILLS

- Air, Groundwater and Soil contamination
- Alpha Spectroscopy
- Analytical and Field Data Processes
- Chemistry Review Procedures
- Corrective Action on Quality Assurance/Quality Control Issues
- Data Validation – Levels I,II,III,IV
- Electronic Data Deliverable Formats
- Environmental Standards
- Gas Chromatography Methods
- General Chemistry Techniques
- Laboratory Procedures
- Procedure Writing and Reviewing
- Quality Assurance Project Plan
- Standard Operating Procedures
- Validation Guidelines/Procedures

COMPUTER SKILLS

- Adobe (Acrobat, Dreamweaver, Illustrator, Photoshop)
- Apache
- Automated Audit & Data Review
- Client-Specific Electronic Data Deliverable (EDD) Formats, Specifications, and Data Checkers
- Cloud Services
- Customer Relationship Management (CRM)
- Data Reporting Services
- Database Administration/Management

- Database Design/Optimization
- EDMSi Database & Software
- Geospatial Information System (GIS)
- Graphical Information System (GIS)
- Internet Information Services
- Legacy Database System
- Malicious Software, Antivirus, and Spam Protection
- Microsoft Office, Sharepoint, Project
- Mobile Device Application Development
- Network Management
- Regulatory Program Electronic Data Deliverable (EDD) Formats, Specifications and Data Checkers (ie. SEDD, NEDD, ERPIMS, ERIS, EDF, etc)
- Software Architecture and Planning
- Software Code and Code Control
- Software Quality Assurance and Quality Control
- Software Development/Documentation/Debugging
- Software Licensing, Deployment and Distribution
- SQL & Server Management Studio
- Storage Area Networks
- Systems Administration
- Telephony
- Third-Party Component Integration
- Virtual Directories
- Virtual Environments
- Visio
- Web-Ex
- Web Hosting
- Web Technologies, Design, and Development

Safety Training will be limited to 10% of total training hours, per-trainee.

Note: Reimbursement for retraining is capped at 60 total hours, per-trainee, regardless of method of delivery.

DELEGATION ORDER

Retrainee - Job Creation Training Proposal for:

M Bar C Construction, Inc.

Small Business

ET17-0291

Approval Date: November 1, 2016

ETP Regional Office: San Diego **Analyst:** H. Bernard

CONTRACTOR

- Type of Industry: Construction

  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees

  California: 89

  Worldwide: 89

  Number to be trained: 96

  Owner ☐ Yes ☒ No
- Out-of-State Competition: No OSC
- Special Employment Training (SET): ☒ Yes ☐ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 15%
- Repeat Contractor: ☐ Yes ☒ No

FUNDING

- Requested Amount: $89,856
- In-Kind Contribution: $92,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate SET	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, PL - Commercial Skills, OSHA 10/30	87	8 - 60 Weighted Avg: 36	0	$936	$21.28
2	Retrainee Job Creation Initiative SB <100 Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, PL - Commercial Skills, OSHA 10/30	9	8 - 60 Weighted Avg: 36	0	$936	*$13.72

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

- Reimbursement Rate: Job #'s 1 & 2: $26 SB Priority
- County(ies): San Diego
- Occupations to be Trained: Administrative Staff, Director/Manager/Supervisor, Engineering Staff, Production Worker, Technical Support Staff
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #'s 1 & 2: $3.15 per hour

SUBCONTRACTORS

- Development Services: National Training Company, Inc. assisted with the development of this project for a flat fee of $5,000
- Administrative Services: National Training Company, Inc. will assist with the administration of this project not to exceed 13% of the payment earned.
- Training Vendors: In house and vendors to be determined

OVERVIEW

Established in 2005, M Bar C Construction, Inc. (www.mbarconline.com) (M Bar C) is a family owned and operated construction company that designs and builds steel structures for commercial, government, school and military projects that include shade and fabric structures. The Company specializes in building Carports and solar structures that hold solar panels, subcontracting with solar panel companies to install the foundation for the solar panels. Customers include school districts and community colleges for the installation of parking lot solar canopies.

In the last year, M Bar C has experienced a 20% increase in sales. The Company attributes this to legislation in California and the Go Solar California program, both of which encourage the installation of solar energy across the state by offering rebates and tax credits. As a result of the increased demand and the rapid changes in the industry, M Bar C has had to innovate and create new products for its expanded customer demand. One recent innovation was the creation of an all-steel shade structure, Smart Canopies, designed specifically for California schools. These all-steel canopies provide durable structures that can withstand extreme weather and seismic shifts.

As the solar market changes, M Bar C must design new and better product offerings. This creates a need to train staff on product updates, in order to ensure the production staff can install the new product, the technical support staff is abreast of changes and can work to appropriately bill and task jobs, etc. The Company is also seeking to implement more lean manufacturing skills to reduce waste and job timelines.

M Bar C is seeking to implement lean practices into its business model. By training staff on lean, the Company seeks to continually meet the needs of the ever changing solar industry while increasing productivity and reducing waste.

M Bar C qualifies for ETP funding under the SET funding category as the Company does not face out of state competition. Under SET, the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. M Bar C is expanding existing business capacity by adding newly-hired staff to an existing function. Training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage. M Bar C has committed to hiring 9 Job Creation Retrainees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract.

Training Plan

Business Skills: Training will be Delivered to Administrative Staff, Engineering Staff, Technical Support Staff and Directors/Managers/Supervisors. Training will include accounting skills, communication, estimating, and project management. M Bar C will focus on project management for staff to ensure that they can accurately estimate, bid and bill construction projects.

Commercial Skills: Training will be delivered to Production Workers. To ensure that the production staff is capable to perform their job functions as maximum efficiency, M Bar C will

provide training in Electrical System, Reading blueprints, and standard operating procedures. This will ensure that production staff can meet project deadlines.

Computer Skills: Training will be delivered to Administrative Staff, Engineering Staff, Technical Support Staff and Directors/Managers/Supervisors. This training will include Computer Aided Design Software and Foundation Design Software for the engineering staff, intermediate and advanced Microsoft Office and project management software for all staff.

Continuous Improvement: Training will be provided in Lean Manufacturing Skills and Quality Systems. Due to M Bar C's growth, the Company is focusing on reducing the construction cycle time and completing projects on time with the object to improve operating efficiency for staff across all departments.

Certified Safety Training

M Bar C will provide OHSA 10/30 for its Managers/Supervisors who are in the field and Production Staff. Managers will receive OSHA 30 and the Production Staff will receive OSHA 10 training.

OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Productive Laboratory

Trainees may produce goods for profit as part of the PL training in the courses identified under the Curriculum. The instructor will be dedicated to training delivery during all hours of training

It is not possible to train staff in the classroom on the construction of structures the Company creates. Therefore, training must be provided at the job site for the production staff to learn to properly construct the Company's products. PL training will be provided in the installation steel structures, equipment operation and maintenance, product assembly and steel structure production and welding. Up to 24 hours of PL Commercial Skills will be provided for the Production Staff. The PL trainers are in-house subject matter experts exclusively dedicated to instruction for the entire reported PL training time. M Bar C has provided ETP staff with an extensive list of tasks and competencies to substantiate the PL hours proposed for ETP funding.

Training will be delivered in a 1:1 trainer-to-trainee ratio and documented as it occurs. Trainers will certify trainees on the aforementioned tasks once they are deemed competent. Trainees will meet minimum productivity standards at the conclusion of PL.

Special Employment Training

Under SET, the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period. However, because M Bar C is a Priority Industry, it is eligible to receive the Modified Statewide Average Wage of $21.28.

RECOMMENDATION

Staff recommends approval of this proposal.

Exhibit B: Menu Curriculum

Class/Lab Hours

8 - 60 Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting Skills
- Communication Skills
- Bids and Proposals
- Customer Service Skills
- Estimating Skills
- Customer Service
- Teambuilding
- Procurement Systems
- Product Knowledge
- Project Management

COMMERCIAL SKILLS

- Electrical Systems
- Reading Blueprints
- Standard Operating Procedures
- Structural Fabrication and Installation

COMPUTER SKILLS

- Computer Aided Design (CAD) Software
- Foundation Design Software
- Internal Software Applications
- MS Office 365 (Intermediate and Advanced)
- Project Management Software

CONTINUOUS IMPROVEMENT SKILLS

- Lean Manufacturing Skills
- Quality Systems

OSHA 10/30

- OSHA 10
- OSHA 30

Safety Training cannot exceed 10% of total training hours per-trainee (This cap does not apply to OSHA 10/30

Productive Lab Hours

0 – 24 Trainees may receive any of the following:

COMMERCIAL SKILLS (1:1 Ratio)

- Foundation Installation Equipment
- Electrical System Equipment
- Maintenance Equipment
- Operating Standards
- Product Assembly Procedures
- Steel Structure Production Tools/Equipment
- Welding Equipment

Note: Reimbursement for retraining is capped at 60 total training hours per trainee, regardless of the method of delivery. PL is capped at 24 hours per-trainee.

DELEGATION ORDER

Training Proposal for:

Mad Engine, Inc.

Agreement Number: ET17-0301

Approval Date: November 15, 2016

ETP Regional Office: San Diego **Analyst:** M. Ray

PROJECT PROFILE

Contract Attributes:	Retrainee	Industry Sector(s):	Wholesale Trade Services Priority Industry: ☐ Yes ☒ No
Counties Served:	San Diego, Los Angeles, Marin	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 285	U.S.: 290	Worldwide: 290
Turnover Rate:	9%		
Managers/Supervisors: (% of total trainees)	18%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$98,280		$0	$0		$98,280

In-Kind Contribution:	100% of Total ETP Funding Required	$135,364

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee	Business Skills, Commercial Skills Computer Skills	182	8 - 200	0	$540	$16.46
				Weighted Avg: 36			

It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: $16.46 per hour for San Diego County; $16.48 per hour for Los Angeles County; and $17.02 per hour for Marin County.
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe
Up to $2.16 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Support		33
Artist		24
Design		10
Domestic Production		10
Import Production		6
Inventory Control		10
Logistics		5
Operations		5
Pre-Production/Licensing		7
Purchasing		4
Quality Control		4
Sales Support		4
Sampling		8
Specialty Sales Support		7
Systems/Information Technology		3
Warehouse Staff		10
Manager I		26
Manager II		6

INTRODUCTION

Founded in 1987 and headquartered in San Diego, Mad Engine, Inc. (Mad Engine) (www.madengine.com) began as a screen printing company producing custom T-shirts for smaller licensors until the year 2000, when it began licensing with Marvel Comics. Since then, Mad Engine has become a licensed apparel wholesaler to one of the top five suppliers in the U.S. and Canada. The Company provides services and ships to retailers in all tiers of distribution (high-end, mid-tier and mass market). Customers include Gap/Old Navy, JC Penney, Kohl's, Saks Fifth Avenue, Hot Topic, Target and Walmart.

Products are primarily active/performance wear: polo, shirts, pants, shorts, T-shirts; and jackets. Mad Engine's products and services also include novelty fabrics (slubs, confetti, triblends, and 100% polyurethane) and specialty treatments (sublimation, washes, and burnouts).

This project will target training for approximately 182 workers at the Company's four California locations: Glendale, Sausalito, and two in San Diego. The Company faces out-of-state competition based on its revenue attributable to out-of-state sales and service.

PROJECT DETAILS

Mad Engine operates as a vertically integrated organization to meet the needs of every customer, from independent boutiques to mass-market retailers. The Company delivers high-quality, licensed apparel with over 100 licenses. Mad Engine has committed to expand its business services by launching a new division, projected to launch in the next year. This will require training for all staff in new business process requirements including packaging, shipping and licensor guidelines.

In addition, by late spring 2017, the Company will have implemented a new business model. This will allow transactions directly with end-user consumers, and will require a significant shift in business processes.

To support continued growth, the Company opened a new 100,000 square-foot distribution facility in San Diego in May 2016. The facility houses approximately $350,000 in new equipment and software systems, with a projected additional $150,000 in upgrades annually. Training in San Diego will focus specifically on this new equipment, and software including Enterprise Resource Planning (ERP), Product Lifecycle Management (PLM) and Accounting Software.

To fully support these initiatives, Mad Engine has developed a comprehensive training program as outlined below.

Training Plan

Training will be delivered by in-house experts and vendors if needed via classroom/laboratory in the following:

Business Skills (30%): Training will be offered to all occupations. Training topics include Communication Skills, Customer Service, Import Production, Ordering Processes, Customs-Trade Partnership Against Terrorism (C-TPAT), Process Improvement, Quality Control, Product Knowledge and Project Management. Training will provide workers with skills to communicate effectively, improve customer service, increase productivity, and become C-TPAT certified.

Commercial Skills (30%): Training will be offered to Warehouse Staff. A significant amount of new equipment training will allow workers to streamline processes to perform jobs faster and more efficiently. Training topics include as Shipping/Receiving, Forklift Operations and Scissor Lift.

Computer Skills (40%): Training will be offered to all occupations and is job specific. Extensive training will be provided to successfully navigate the Company's newly upgraded systems including ERP, PLM and Accounting Software. Topics also include Data Administration, WMS Applications, Reporting and Usage Implementation.

Commitment to Training

Mad Engine's current annual training budget per facility is $48,500 and includes general safety, on-boarding, basic computer skills, and management workshops. ETP funds will not displace the existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  The Company's trainers and department managers at each location will be responsible for implementing training and collecting attendance rosters. In addition, the Company has designated a corporate Executive Assistant and number of Human Resources Staff to share responsibilities in scheduling and overseeing training, and submitting training rosters to the administrative subcontractor.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

RSM US, LLP (RSM) in Los Angeles assisted with development for a flat fee of $5,000.

ADMINISTRATIVE SERVICES

RSM in Los Angeles will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8 – 200 Trainees may receive any of the following:

BUSINESS SKILLS

- Communication Skills
- Customer Service
- Import Production
- Ordering Processes
- Production and Logistics
- Customs-Trade Partnership Against Terrorism Training
- Leadership
- Coaching
- Team Building
- Process Improvement
- Quality Control
- Intellectual Property
- Project Management
- Product Knowledge

COMMERCIAL SKILLS

- Shipping/Receiving
- Warehouse Equipment
- Forklift Operations
- Scissor Lift

COMPUTER SKILLS

- Data Administration
- Enterprise Resource Planning Applications
- Product Lifecycle Management Applications
- Accounting Software Applications
- B2C Applications
- Warehouse Management System Applications
- Intermediate and Advanced Microsoft Office Suite
- Reporting
- Usage Implementation

Safety Training cannot exceed 10% of total training hours, per-trainee

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

DELEGATION ORDER

Training Proposal for:

MP Aero, LLC

Small Business

ET17-0282

Approval Date: October 20, 2016

ETP Regional Office: North Hollywood **Analyst:** L. Vuong

CONTRACTOR

- Type of Industry: Manufacturing

  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees

  California: 45

  Worldwide: 45

  Number to be trained: 45

  Owner ☒ Yes ☐ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 10%
- Repeat Contractor: ☒ Yes ☐ No

FUNDING

- Requested Amount: $36,270
- In-Kind Contribution: $37,016

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100	Business Skills, Computer Skills, Continuous Impr., Mfg. Skills	45	8-60	0	$806	$16.48
				Weighted Avg: 31			

- Reimbursement Rate: $26 SB Priority
- County(ies): Los Angeles
- Occupations to be Trained: Technician, Inspector, Administrative Staff, Manager/Supervisor, Owner
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Up to $0.34 per hour

SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: To Be Determined

OVERVIEW

Headquartered in Van Nuys, MP Aero, LLC (MP) provides services in aircraft repair, modification, and manufacturing. The Company is certified by the Federal Aviation Administration (FAA), ISO 9001:2008 AS9100, and European Aviation Safety Agency. MP is located at one of the busiest general aviation airports, Van Nuys airport. It has a complete in-house manufacturing facility for sheet metals, machining, missile parts, military and commercial jets, satellites, spaceships and composites. Its main customers are corporate executives who only travel by private aircraft.

Need for Training

This is the second Agreement between ETP and MP. The first Agreement focused on the development of formalized job skills training. For this proposal, the Company intends to enhance and support computer skills, new processes for productivity and quality, new technologies and systems, and overall customer service. Some courses may be repeated from the prior curriculum; however, trainees will not receive duplicate training. This will be the first training for the majority of trainees.

MP has adopted a positive strategy to retain skilled workers, remain competitive, attract new customers, and promote growth. In the past year, the Company experienced a 20% growth in its customer base and anticipates additional growth of 30% in the coming year. However, the Company must keep up with industry changes, technological advances and customer demands. For this reason, the Company has implemented a new electronic software (E2). The E2 system will help improve business functions and processes in the following areas: customer quotes, work orders, purchase orders, inventory control, inspection, sign-on and sign-off, travelers and job completion.

Training Plan

Classroom/Laboratory and Videoconference training will be provided as follows:

Business Skills – This training will be offered to all occupations. Trainees will obtain a greater understanding of the Company's operations, services, and products to ensure customer satisfaction.

Computer Skills – This training will be offered to all occupations to effectively utilize the Company's new and existing automated system to support products, services and manage overall business operations.

Continuous Improvement – This training will be offered to all occupations to promote company-wide teamwork and improve processes and services to better serve customers and help keep the Company remain competitive.

Manufacturing Skills – This training will be offered to Technicians, Inspectors and Managers/Supervisors to focus on the Company's day-to-day operations. Training will help improve manufacturing skills to meet customers requirements and improve product quality.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by MP Aero under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET15-0320	Van Nuys	11/03/2014– 11/02/2015	$49,140	$49,140 (100%)

Exhibit B: Menu Curriculum

Class/Lab Hours

8-60 Trainees may receive any of the following:

BUSINESS SKILLS

- Communication Skills
- Title 14 Code of Federal Regulations
- Leadership Skills
- Business Management

COMPUTER SKILLS

- Microsoft Applications
- QuickBooks Accounting Software
- E2
- Computer Aided Design/MFG

CONTINUOUS IMPROVEMENT

- Team-Building
- Process Improvements
- Documents Processes
- AS 9100

MANUFACTURING SKILLS

- Equipment Operations
- Electrical Assembly
- Calibration Procedures

Safety Training will be limited to 10% of total training hours per-trainee.

Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.

DELEGATION ORDER

RETRAINEE - JOB CREATION

Training Proposal for:

Nissin Foods (U.S.A.) Company, Inc.

Agreement Number: ET17-0280

Approval Date: October 26, 2016

ETP Regional Office: North Hollywood **Analyst:** L. Vuong

PROJECT PROFILE

Contract Attributes:	Select from drop-downs Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 232	U.S.: 385	Worldwide: 7,500
Turnover Rate:	5%		
Managers/Supervisors: (% of total trainees)	10%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$56,054		$0	$0		$56,054

In-Kind Contribution:	100% of Total ETP Funding Required	$65,200

TRAINING PLAN

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer skills, Continuous Impr., Mfg. Skills, PL-Mfg. Skills	143	8-200	0	$378	$16.48
				Weighted Avg: 21			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills, Computer skills, Continuous Impr., Mfg. Skills, PL-Mfg. Skills	5	8-200	0	$400	*$13.73
				Weighted Avg: 20			

*It will be made a condition of contract that the trainees in these Job Numbers will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: Job Number 1: $16.48 per hour for Los Angeles County.

Job Number 2 (Job Creation): $13.73 per hour for Los Angeles County.

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe

Up to $5.85 per hour for Job Number 1 and up to $3.68 per hour for Job Number 2 may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Support Staff		10
Customer Service Staff		5
Engineer		5
Manager/Supervisor		15
Production Staff		83
Support Staff		25
Job Number 2 (Job Creation)		
Administrative Support Staff		1
Customer Service Staff		1
Engineer		1
Production Staff		1
Support Staff		1

INTRODUCTION

Established in Gardena in 1970, Nissin Foods (U.S.A.) Company, Inc. (Nissin) is a wholly owned subsidiary of Nissin Food Products Co., Ltd., located in Tokyo. The company's Gardena facility produces various instant noodle products for sale in the United States and Canada including Top Ramen, Big Cup Noodles, Bowl Noodles, Chow Mein, Chow Noodles, Cup Noodles, and Ramen Bowl. Customers include retail stores, supermarkets and wholesale food distributors such as Costco, Walmart, Albertsons and Ralphs.

To meet increasing customer demand and remain competitive, Nissin expanded its manufacturing processes by adding a new cup line. In addition, the Company recently made a significant capital investment (approximately $1 million) in new equipment, including a cooler, dough kneader, foreign material screener, fryer, labeling system and a steam tunnel. The Company also experienced a 5% increase in sales per year and anticipates hiring approximately 5 additional new employees to support its business needs and growth.

Nissin is requesting ETP funding to train 143 full-time employees and 5 full-time newly-hired employees (Job Creation) at its Gardena location, where all training will take place.

This will be the second Agreement between ETP and Nissin. The training under the prior ETP Agreement focused on continuous improvement techniques and upgrading workers' knowledge of Canadian food safety requirements. Nissin attracted and shipped their products to Canada; therefore, workers needed to be well-resourced with Canadian food safety requirements. Training under this proposal will concentrate on the new product line, new operating equipment and new skills for workers in all departments.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

To support business growth, its new product line, and new equipment, Nissin needs to hire and train 5 new employees within the next two years (Job Number 2). To be eligible for reimbursement, trainees must be hired within the three-month period prior to Panel approval or during the term of contract. Trainees will be subject to a lower post-retention wage. These trainees will be hired into "net new jobs" as a condition of contract.

Trainees will require extensive training to better understand Company operations.

PROJECT DETAILS

Nissin is operating in the highly competitive food industry and strives to meet customer demand. Nissin's goal is to upgrade workforce skills and become more productive and efficient.

Training Plan

Nissin has developed a company-wide training program to modernize business practices and procedures. Training will allow the Company to upgrade worker job skills, promote growth, enhance productivity and quality, integrate their new product line, and design a quick delivery system able to operate new equipment and improve efficiencies throughout the facility. Employees will be cross-trained, increasing overall productivity and improving production. No training from the prior ETP Agreement will be repeated except for newly-hired employees and

for topics that were not delivered in the previous Agreement. Training will be provided by in-house subject matter experts, and outside vendors if needed.

Classroom/Laboratory, Videoconference and Productive Laboratory (PL) will be provided as follows:

Business Skills (15%): This training will be delivered to occupations in communication, sales & marketing and product knowledge. Training will provide workers the necessary skills to increase knowledge, customer satisfaction and sales, improve customer communication and perform their jobs more effectively.

Computer Skills (10%): This training will be delivered to all occupations to effectively utilize the Company's automated system to support and manage overall business operations, and the necessary skills related to their job responsibilities. Training will include SyteLine ERP software and Intermediate and Advanced Microsoft Office.

Continuous Improvement (20%): This training will be delivered to all occupations. Training will focus on team building, critical thinking, resolving problems and resolutions, eliminating waste and providing better quality products to attract new and continuing customers.

Manufacturing Skills (50%): This training will be delivered to Production Staff, Engineers and Managers/Supervisors. Trainees will gain the skills and knowledge to operate, maintain and repair manufacturing equipment to ensure product quality and improve manufacturing productivity.

Productive Laboratory (5%)

Trainees may produce goods for profit as part of the PL training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training

PL training is the most effective way for employees to fully comprehend the highly detailed and precise production processes and complex manufacturing equipment. Training will occur under the direct supervision of the trainer in a setting with instructional education followed by hands-on demonstration and practical skills implementation. PL training will allow these employees make fewer errors and work more efficiently.

Manufacturing PL training will include the use of manufacturing equipment, handling products and operating powered machines and systems. Functions such as proper food assembly and operating electric pallet jacks, forklifts and sweepers is best in a live setting. Equipment training will include cooler machine, dough kneader, fryer, labeling system and steam tunnel. The trainer will be present at all times to oversee training until each trainee is competent to perform the task. The trainer will assess the trainee's competency based on company standards. Followed PL training, trainee's performance will be evaluated, reviewed and checked to determine if the trainee obtained the required skills to work independently. Approximately 20 Production Staff will participate in PL training. PL hours are capped at 40 hours per trainee. The trainer-to-trainee ratio is typically 1:1, but no more than 1:2.

Commitment to Training

Nissin has an annual training budget of approximately $11,000 for new-hire orientation, OSHA mandated, sexual harassment prevention and first aid training. Most training is delivered via class/lab and on-the-job training.

ETP funds will support Nissin's ongoing financial commitment to training. The Company will be able to implement changes throughout the organization to meet its goals. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

Training is scheduled to begin upon Panel approval. Nissin has designated a HR Manager and individuals in each department to oversee and administer ETP training including managing, scheduling training, enrolling, tracking hours and documentation of training. Nissin will also utilize a third party administrator to assist with the administrative process for enrollment, data tracking and invoicing. (See Administrative Services below).

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Nissin under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET14-0180	Gardena	09/23/13 – 09/22/15	$99,840	$56,886 (60%)

Nissin reported that they were unable to utilize 100% of ETP funding due to several reasons: trainees did not meet the 24 hour minimum requirement, some training was not properly documented by Nissin's staff and therefore not included. The Company has since taken corrective actions, which include implementing a new roster collection system. Nissin has designated a HR Manager and individuals in each department to oversee and administer ETP training including managing, scheduling training, tracking hours and properly documentation of training. In addition, now that ETP has reduced the 24 hours minimum requirement to 8 hours, Nissin can more easily meet the minimum without negatively impacting the business. This will be a significant benefit to increase Nissin's performance. To ensure the success of this proposal, Nissin has requested a smaller funding amount with a more modest training plan.

DEVELOPMENT SERVICES

Nissin retained National Training Company, Inc. (NTC) in Irvine to assist with development of this proposal for a flat fee of $4,000.

ADMINISTRATIVE SERVICES

NTC will also perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting Skills
- Business Processes
- Communication Skills
- Marketing Skills
- Product Knowledge

COMPUTER SKILLS

- Computer Databases
- Internal Customer Applications
- MS Office (Intermediate and Advanced)
- Standard ERP Reports
- SyteLine ERP Software

CONTINUOUS IMPROVEMENT

- Critical Thinking Skills
- Lean Manufacturing
- Measuring for Success
- Problem Solving and Resolution
- Team Building

MANUFACTURING SKILLS

- Compliance Tracking
- Configuration Control
- Equipment Cross-training
- Equipment Maintenance
- Manufacturing Operating Procedures
- Manufacturing Processes
- Operating Production Equipment
- Product Specifications
- Safe Quality Food (SQF)
- Tooling Requirements

Safety Training cannot exceed 10% of total training hours per-trainee

Productive Lab Hours (PL)

0-40 **MANUFACTURING SKILLS (1:2 Ratio)**

- Coolers
- Dough Kneaders
- Foreign-Material Screener
- Fryers
- Labeling Systems
- Operating Forklifts
- Packers
- Steam Tunnels
- Manufacturing Equipment

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

DELEGATION ORDER

Training Proposal for:

Payday Payroll Service, Inc. dba PAYDAY Workforce Solutions

Small Business

ET17-0299

Approval Date: November 23, 2016

ETP Regional Office: San Diego **Analyst:** H. Bernard

CONTRACTOR

- Type of Industry: Services

  Priority Industry: ☐ Yes ☒ No
- Number of Full-Time Employees

  California: 26

  Worldwide: 26

  Number to be trained: 26

  Owner ☒ Yes ☐ No
- Out-of-State Competition: Competitors Outside CA
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 17%
- Repeat Contractor: ☒ Yes ☐ No

FUNDING

- Requested Amount: $20,592
- In-Kind Contribution: $35,149

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100	Business Skills, Commercial Skills, Computer Skills	26	8 - 60	0	$792	$16.51
				Weighted Avg: 36			

- Reimbursement Rate: $22 SB Non-Priority
- County(ies): Orange
- Occupations to be Trained: Owner, Administrative Staff, Sales Staff, Service Staff, Operations Staff
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Up to $1.33 per hour

SUBCONTRACTORS

- Development Services: Welsh Advisors of Anaheim assisted with development of the proposal for a flat fee of $300.
- Administrative Services: Welsh Advisors will also assist with administration for a fee not to exceed 13% of the funds earned.
- Training Vendors: N/A

OVERVIEW

Payday Payroll Service, Inc. dba PAYDAY Workforce Solutions (PAYDAY) (www.paydayonesource.com) was founded in 1996. The Company offers payroll processing, human resources support services, time management and employee attendance services to business of all sizes across multiple industries. These services are offered through online database platforms that allow clients to easily manage and access data. PAYDAY's customer base includes the health care and manufacturing industries, law offices, and the nonprofit sector.

Need for Training

This will be PAYDAY's second project with ETP in the last 5 years (ET11-0160). Previously, the Company focused on standard operating procedures, project management and continuous improvement training. This proposal will focus primarily on new and updated software systems and regulations.

During the 2007 economic recession, PAYDAY experienced a reduction in clients. However in the last year, the Company has experienced growth (from 650 to 900 clients) and is now focused on sustained growth and expansion. As a part of its growth strategy, PAYDAY is upgrading its online database software platforms, including two new proprietary software products, iSolved and iSolvedTime. They will allow clients to interact with one online platform across all PAYDAY services. Approximately 20% of the customer base is currently operating on the iSolved platforms. The Company plans to transition its entire customer base to the new software platform over the next 2 years.

Additionally, because PAYDAY serves multiple industries, it must stay in compliance with a multitude of revisions to regulatory standards and legislative requirements. These changes include new rules on taxation, the Affordable Care Act and reporting requirements. All staff will receive training in this area.

Training Plan

Training will occur weekly and will be provided by in-house Lead Operations Staff and vendors.

Business Skills: Training will be provided to all occupations. PAYDAY's Administrative, Service, and Operations Staff provide extensive customer support for the online platforms and require extensive customer service training as updates are rolled out. Training includes conflict resolution to ensure that staff can anticipate customer needs and quickly find optimal solutions for any problems that may arise. Training will also include Sales & Negotiating skills for Sales Staff.

Commercial Skills: Training will be provided to all occupations. As updates are made to the Company's services, staff will require training to clearly understand product to support clients. Training will also focus on compliance and regulatory updates for industries that the Company services.

Computer Skills: Training will be provided to all occupations. Training will focus on the Company's new iSolved and iSolvedTime platform. Training will cover the attendance, benefits and human resources and payroll portions of the software. Master Tax, Asana, and Agency Notices Tracking System will also be provided.

Modification to Small Business Term Limit

PAYDAY requests a two year term to accommodate the busy season it experiences yearly. December through March are very busy as the Company will be preparing tax documents for its clients. The Company will do little training or no training during this time. A two-year term will allow the Company to train during the slower seasons of the year.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by PAYDAY under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET11-0160	Orange	01/06/2011–01/05/2013	$49,280	$16,187 (33%)

ET11-0160: PAYDAY attributes its lower than expected performance to the Chief Operating Officer's departure. The COO had championed and delivered much of the ETP training. However, the COO left midway through the project. As a result, little training was provided over the last seven months of the term. Once training was resumed, production demands and increased business needs limited the time for training.

In order mitigate potential issues with the proposed project; PAYDAY has implemented a regimented training schedule to ensure all staff is receiving required training. Training will be scheduled weekly for many teams in the Company and the management staff will discuss training needs and performance on a weekly basis to ensure training needs and project performance are being met. The CEO and management staff are on board and have expressed support for ETP-funded training. The Director of Operations will spearhead the ETP project and has hired Welsh Advisors to assist the Company with administration.

Additionally, this proposal has been right-sized to reflect the average hours earned from the previous Agreement (36 hours of training per person).

Exhibit B: Menu Curriculum

Class/Lab Hours

8 - 60 Trainees may receive any of the following:

BUSINESS SKILLS

- Communication Skills
- Conflict Resolution
- Customer Service
- Sales & Negotiating Skills

COMMERCIAL SKILLS

- Compliance/Regulatory Training
- Sales & Marketing
- Product Knowledge

COMPUTER SKILLS

- Microsoft Office 365
- iSolved Software
- Evolution Software
- Master Tax Software
- RIO Software
- TimeForce/iSolvedTime Software
- Salesforce Software
- Asana Software
- Agency Notices Tracking System (ANTS)

Note: Reimbursement for retraining is capped at 60 total training hours per trainee, regardless of the method of delivery.

DELEGATION ORDER

Training Proposal for:

Penumbra, Inc.

Agreement Number: ET17-0275

Approval Date: October 21, 2016

ETP Regional Office: San Francisco Bay Area **Analyst:** L. Lai

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing Priority Industry: ☒ Yes ☐ No
Counties Served:	Alameda	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 1,012	U.S.:1,138	Worldwide: 1,231
Turnover Rate:	10%		
Managers/Supervisors: (% of total trainees)	0%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$99,792		$0	$0		$99,792

In-Kind Contribution:	100% of Total ETP Funding Required	$200,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Computer Skills, Literacy Skills, Business Skills	154	8-200	0	$648	$17.02
				Weighted Avg: 36			

Minimum Wage by County: $17.02 for Alameda County.
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe
Up to $2.02 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Assembler, Technician		100
Administrative Staff		16
Inspector		28
Coordinators		2
Specialist		8

INTRODUCTION

Founded in 2004, Penumbra, Inc. (Penumbra), is a medical device manufacturing company headquartered in Alameda. The Company develops and manufactures catheters and pumps used to address strokes by accessing clots in the brain and breaking down and removing those clots to restore normal blood flow to the brain. Penumbra also offers a number of products to address ischemic and hemorrhagic stroke including embolization coils, neurovascular access devices, and aspirational catheters that are used both for neurovascular and peripheral applications. The Company has a sales and distribution location in Livermore and three more worldwide (Berlin, Germany; New South Wales, Australia; and Sao Paulo, Brazil).

PROJECT DETAILS

The majority of Penumbra's workforce consists of entry-level production/assembly positions. These front-line jobs are often filled by non-native English speakers seeking their first opportunities for employment in the United States. For many, this is the first opportunity to use a computer on the job. The Company's work instructions are communicated electronically, in English. Computer Skills and Vocational English skills training will help trainees understand work instructions critical to the manufacture of high-quality medical devices.

Training Plan

Although the Company has other training needs, the proposed Curriculum is critical. As a first time applicant, the Company wants to start with a small and achievable training plan. Class/Lab training will be conducted by internal subject-matter experts and vendors.

Computer Skills (50%): Training will be offered to all occupations. The Company utilizes various software programs to communicate and maintain data. Training is intended to increase productivity levels.

Literacy Skills (50%): Training will be offered to all occupations. Vocational training in English as a Second Language (VESL) will help employees build the confidence to communicate ideas and observations both in and out of the workplace. The VESL classes offered are structured at different levels for employees with different levels of proficiency in English. This is determined using a standardized series of tests known as CASAs. Penumbra's internal training team facilitated discussions to ensure relevant work-related subject matter is at the core of the lessons. Trainees will learn to properly express issues and concerns verbally and in written form. Literacy Skills will not exceed 45% of a trainee's total training hours.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. The Company's annual training budget is approximately $663,000 for first aid/CPR; APICS supply chain management, harassment prevention, on-line professional development courses, ISO/ASQ trainings, new-hire orientation program, supervisor training, and production training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  Penumbra's dedicated team of seven professionals in the training department will coordinate and administer the training program.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Prasanna Vengadam in San Jose and AcademyX, Inc. in San Francisco have been identified to provide both VESL and Computer Skills training.

Exhibit B: Menu Curriculum

Class/Lab Hours
8-200

Trainees may receive any of the following:

BUSINESS SKILLS
- Effective Communication
- Business Writing

COMPUTER SKILLS
- Intermediate/Advanced Microsoft Office
  - Excel
  - Outlook
  - PowerPoint
  - Word

LITERACY SKILLS
- VESL

Literacy Training cannot exceed 45% of total training hours, per-trainee

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

DELEGATION ORDER

Training Proposal for:

Platinum Engineering Solution, Inc.

Small Business

ET17-0288

Approval Date: November 9, 2016

ETP Regional Office: Sacramento **Analyst:** D. Jordan

CONTRACTOR

- Type of Industry: Engineering

  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees

  California: 10

  Worldwide: 10

  Number to be trained: 10

  Owner ☒ Yes ☐ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☒ Yes ☐ No
- Turnover Rate: 10%
- Repeat Contractor: ☒ Yes ☐ No

FUNDING

- Requested Amount: $9,360
- In-Kind Contribution: $4,200

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100	Business Skills, Commercial Skills, Continuous Impr., Computer Skills, Mgmt. Skills	10	8 - 60 Weighted Avg: 36	0	$936	$15.60

- Reimbursement Rate: Job # 1: $26 SB Priority
- County(ies): Madera
- Occupations to be Trained: Executive Assistant, Lead Designer, Designer, Engineer, Manager, Marketing Representative, Owner
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #1: $1.97 per hour

SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: To Be Determined

INTRODUCTION

Founded in 2001 and located in Madera, Platinum Engineering Solution, Inc. (Platinum Engineering) (www.platinumengineering.com), is a structural engineering firm that designs and analyzes different types of structures such as multiple story buildings, tract homes, industrial and commercial buildings, and communication towers. Platinum Engineering provides services to a wide range of clients, from home owners and developers to large corporations such as McDonald's, Starbucks and Verizon. Platinum Engineering has a satellite location in Bakersfield, but all training will take place at their Madera location.

PROJECT DETAILS

This will be the sixth Agreement between ETP and Platinum Engineering in the past five years. Although the Curriculum is similar to previous Agreements, training will not duplicate previous training funded by ETP. Training is essential for Platinum Engineering to remain competitive with larger in-state and out-of-state engineering companies. As such, Platinum Engineering must keep its staff current with California Building Standards Codes (CBC). Training in this

proposal will focus on new CBC and other codes that are required by the state. Trainees will also receive training on newly installed CAD and QuickBooks software. This training will allow staff to be more effective with new and existing customers by being up to date on new codes and skills. During the previous contracts, Platinum Engineering focused on improving design and engineering skills.

Training Plan

Business Skills: All occupations will receive training in topics relating to their specific job duties. Training topics include Leadership, Marketing/Sales Techniques, Negotiation, Project Management, and Strategic Planning. Training will assist the Company in expanding existing relationships, providing effective communication and efficient responses to customer needs.

Commercial Skills: Lead Designers, Designers, and Engineers will receive training in topics which include LEED Design, US Green Building Best Practices, Technical Writing, and Energy and Environmental Design for Green Building. Commercial Skills will enable more efficient production.

Management Skills: The Manager and Owner will receive training in Effective Meetings for Leaders, Finance for Technical Managers, Leadership Skills and Team Building. Training will foster higher productivity by improving management and coaching skills.

Computer Skills: All occupations will receive training in topics relating to their specific job duties. Training will enable the Company to meet customer demand, respond and increase delivery integrity. Topics include Microsoft Office Intermediate/Advanced, Finite Analysis software, RISA-3D, RISA-Tower, and Nonlinear Analysis software.

Continuous Improvement: All occupations will receive training in Root Cause Analysis, Process Improvement, Time Management, Decision Making, and Systems Failure Analysis. Training will allow the Company to eliminate waste in processes while improving operating costs, reliability, quality, and customer satisfaction.

High Unemployment Area

The 10 trainees in Job Number 1 work in Fresno County, a High Unemployment Area (HUA) with unemployment exceeding the state average by 15%. The determination of HUA status is based on unemployment data from the Labor Market Information Division of the Employment Development Department. However, Platinum Engineering is not asking for a wage modification.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Platinum Engineering under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET16-0126	Madera	07/21/15 – 07/20/16	$8,294	$8,294 (100%)

ET15-0132	Madera	07/07/14 – 07/06/15	$8,320	$8,302 (100%)
ET14-0116	Madera	07/31/13 – 07/30/14	$8,320	$8,302 (100%)
*ET12-0415	Madera	06/12/12 – 06/11/13	$8,320	$5,109 (61%)
ET11-0159	Madera	01/06/11 – 01/05/12	$8,320	$7,735 (93%)

*ET12-0415 – Platinum Engineering earned 61% of the total Agreement amount. According to the contract representative the Company delivered the training. However, the reported wages submitted by the Company was miscalculated for one trainee during development this caused the trainee to not be eligible for reimbursement. Without the trainee's training hours, the performance fell under 70%. The Contractor rectified the wages on the next proposal and the Company earned 100% of the funding amount.

Exhibit B: Menu Curriculum

Class/Lab Hours

8-60 Trainees may receive any of the following:

BUSINESS SKILLS

- Leadership Skills
- Marketing / Sales Techniques
- Negotiation Skills
- Project Management Skills
- Project Management Skills / Strategic Planning
- Strategic Planning

COMMERCIAL SKILLS

- Team Building and Problem Solving Skills
- Interpreting Data and Report Generation
- LEED Design Skills
- US Green Building Best Practices
- Technical Writing
- Energy and Environmental Design for Green Building
- Engineer Theory / Planning / Design
- Retaining Wall Design

COMPUTER SKILLS

- Computer Aided Dragting (CAD)
    - o CAD Standards
    - o CAD Software
- Intermediate and Advanced Microsoft Office
- Autodesk AutoCAD
- Finite Analysis Software
- Quick Books
- RISA-3D
- RISA-Tower
- Foundation Aid Programs
- Nonlinear Analysis Software
- 3D Modeling / Autodesk / Sketch Up

CONTINUOUS IMPROVEMENT

- Time Management
- Problem Solving
- Decision Making
- Root Cause Analysis
- Systems Failure Analysis
- Process Improvement

MANAGEMENT SKILLS (Manager and Owner Only)

- Effective Meetings for Leaders
- Finance for Technical Managers
- Leadership Skills
- Team Building Skills

Safety Training cannot exceed 10% of total training hours per-trainee

Note: Reimbursement for retraining is capped at 60 total training hours per trainee, regardless of the method of delivery.

DELEGATION ORDER

Training Proposal for:

QMerit, Inc.

Small Business

ET17-0286

Approval Date: October 27, 2016

ETP Regional Office: San Diego **Analyst:** K. Campion

CONTRACTOR

- Type of Industry: Technology/IT Services
  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  California: 21
  Worldwide: 21
  Number to be trained: 21
  Owner ☒ Yes ☐ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 0%
- Repeat Contractor: ☐ Yes ☒ No

FUNDING

- Requested Amount: $25,662
- In-Kind Contribution: $59,378

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate	Computer Skills, Commercial Skills, Business Skills	21	8-60 Weighted Avg: 47	0	$1,222	$16.51

- Reimbursement Rate: $26 SB Priority
- County(ies): Orange
- Occupations to be Trained: Engineering Staff, Sales Staff, Supervisor/Manager, Owner
- Union Representation: ☐ Yes ☒ No
- Health Benefits: N/A

SUBCONTRACTORS

- Development Services: Welsh Advisors in Anaheim assisted with development for a flat fee of $1,967.
- Administrative Services: Welsh Advisors will also provide project administrative services for an amount not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

OVERVIEW

Founded in 2015, QMerit, Inc. (QMerit) is a software technology company that provides workforce management software and solutions for businesses using cloud-based, SaaS platform technologies. QMerit's custom software helps employers deploy, subcontract, vet and track the performance of workers and provide the means to manage an organization's network of services. For example, for companies who utilize subcontractors or independent contractors (construction or healthcare), QMerit's Workforce Management software can assist to centrally manage the day-to-day business activities of all subcontractors, and provide an electronic, cloud-based means to document compliance-based or industry-based documents. As such, QMerit is continually upgrading its software to serve multiple industries, including healthcare, manufacturing, building trades and technology companies. QMerit's customer base includes any business requiring workforce management through SaaS technology.

As a new, start-up company, QMerit is striving to increase its market-base, add new customers and continue to improve its software products to meet customer demands, therefore, training is critical for company growth. QMerit's Engineering Staff must have comprehensive knowledge of

software system integration and the methods that drive efficiency in software development. Sales Staff must be able to explain how the workforce management software can help a company's "bottom line". All of these training needs require a comprehensive training effort across the entire workforce.

Training Plan

In-house instructors will deliver the majority of the training via class/lab, but training vendors may be used in the future. The Company's Director of Quality Assurance will oversee project training, and project administration will be provided by a subcontractor.

Computer Skills: Training will be provided to Engineering Staff in software system integration as it pertains to the product development process. Engineers will gain skills and knowledge to integrate software components while reducing the work and risks associated with integration. Software tools training will focus on the general tools needed to operate the software applications to ensure that the products developed are successfully tested, developed, and deployed. Training will also provide critical skills vital to the programming and testing framework.

Commercial Skills: Training will be provided to all occupations in product knowledge. These skills focus on how features are integrated and why, how to apply to multiple industries, and how the products meet customer needs. Some Engineering and Sales Staff must be trained in Agile software development, usability lab, and sales & marketing. Training in usability lab will provide employees with the ability to conduct, evaluate and report usability studies and data. Training in Agile software development will identify the principles and tools, which drive innovation, productivity and efficiency in software development. Training in Sales & Marketing will provide Sales Staff with the skills and knowledge to sell products, add new customers, and improve profitability and general growth.

Business Skills: Training will be provided to Supervisors/Managers and focus on communication skills, team building, conflict resolution, decision-making, time management and business strategies. This training will provide company leads with the skills to drive productivity and efficiency throughout the organization while motivating employees, and helping workers promote innovative ideas.

Request for 2-year Contract Term

Training is projected to go beyond the standard nine-month training period, due to the timeline of the development of the aforementioned computer software upgrades. Additionally, as a small business, QMerit must train workers in small classes. Therefore, QMerit requests a 2-year term to ensure it can meet 100% of the ETP training goals.

RECOMMENDATION

Staff recommends approval of this proposal.

Exhibit B: Menu Curriculum

Class/Lab Hours

8-60 Trainees may receive any of the following:

COMPUTER SKILLS

- Software System Integration Skills
- Software Tools and Techniques
- Office 365 Application Skills
- Azure Software Development & Application Skills
- Selenium & Python Applications Testing & Programming Skills
- SoapUI Functioning Testing Solution Skills
- LINQPad & SQL Application & Programming Skills

COMMERCIAL SKILLS

- Agile Software Development Skills
- Product Knowledge Integrated Components Skills
- Sales & Marketing Skills
- Usability Lab Data Testing Skills

BUSINESS SKILLS

- Leadership Skills
  - Communication Skills
  - Conflict Resolution
  - Team Building
  - Decision Making
  - Time Management
  - Business Strategies

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.

DELEGATION ORDER

Training Proposal for:

Shammas Investment Company LLC

Agreement Number: ET17-0277

Approval Date: October 24, 2016

ETP Regional Office: North Hollywood **Analyst:** L. Vuong

PROJECT PROFILE

Contract Attributes:	Retrainee SET	Industry Sector(s):	Services Retail Priority Industry: ☐ Yes ☒ No
Counties Served:	Los Angeles	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 750	U.S.: 750	Worldwide: 750
Turnover Rate:	3%		
Managers/Supervisors: (% of total trainees)	0%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$70,200		$0	$0		$70,200

In-Kind Contribution:	100% of Total ETP Funding Required	$95,940

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET	Commercial Skills, Haz. Materials	104	8-200	0	$675	$29.00
				Weighted Avg: 45			

Minimum Wage by County: SET Statewide Average Wage of $28.37 per hour
Health Benefits: ☐ Yes ☒ No

Used to meet the Post-Retention Wage?: ☐ Yes ☒ No ☐ Maybe

Other Compensation: All Service Technicians receive Flat Time bonuses that are a normal, recurring part of the Company's employee compensation. Flat Time is based on the amount of time spent completing a job. These bonuses ranges between $9 and $40 per hour over the past 12 months, with the average amount being $24.50 per hour and are reported as wages to EDD. Flat Time bonuses may be added to the trainees' base hourly wages to meet the ETP Minimum Wage requirements.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Service Technician		104

INTRODUCTION

Founded in 1955 and headquartered in Los Angeles, Shammas Investment Company LLC (Shammas) (www.dtlamotors.com), is an independent, family-owned car dealership that sells, repairs and services a variety of vehicles. Shammas has recently begun to offer auto insurance services to its customers. This will be Shammas's first ETP Agreement.

Shammas requests funding for its employees and those of its four close affiliates located in Los Angeles. This proposal will train 104 workers at Downtown L.A. Motors, Mercedes Benz of LA, Downtown L.A. Motors Nissan, L.A. Auto Distributors, LP and Felix Chevrolet. All facilities are owned by the parent company, Shammas Investment Corp.

Vehicles are becoming more complex requiring constant technology updates of skills and equipment. In addition, more electric and hybrid cars are being introduced in the market. The car industry is advancing at a rapid pace with the introduction of new systems, equipment, engines and products. In response to industry changes, customer demands and technology changes, Shammas must train its workforce to become more efficient and skillful to remain competitive.

PROJECT DETAILS

The primary goal of ETP training is to provide Shammas' workforce with technical skills and knowledge to perform their jobs effectively and efficiently, keep up with technological advances,

exceed customers' expectations and deliver faster services at a lower cost. Additionally, ETP funds will help the Company deliver formalized training to its workforce for the first time and standardize processes and procedures across all locations.

Training Plan

Workers will receive in-depth training in all aspects of engine and auto repair including transmissions, diagnostics, electric, hybrid and complex computerize systems. In-house subject matter experts will deliver training. Outside vendors may be identified during the term of the proposed Agreement. Training will take place at the Company's four Los Angeles locations.

Classroom/Laboratory and Videoconference will be provided in the following:

Commercial Skills (99%): Training will be offered to Service Technicians and focus on technical proficiency, terminology, engine diagnostic, complex systems and mechanical services.

Hazardous Materials (1%): Training will be offered to Service Technicians in proper techniques, skills and knowledge for handling hazardous materials and waste.

Special Employment Training (SET)

Under SET, employers are not required to demonstrate out-of-state competition. Trainees must be earning at least the statewide average hourly wage of $28.37 per hour at the end of the retention period.

Commitment to Training

The Company has a current annual training budget of approximately $375,000 for its four locations. Training includes new hire orientation, sexual harassment prevention, diversity, general safety training, conflict resolution and management skills training. Training is delivered via class/lab, computer-based and on-the-job training.

ETP funding will support the Company's on-going financial commitment in training. After the completion of the ETP training, Shammas will continue to provide its workers the skillsets they need to develop and grow within the Company.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

Training is scheduled to begin upon Panel approval. Shammas has designated a Director of Administrative and a HR Director to oversee ETP training and administrative responsibilities including managing, scheduling, delivery and documentation of training. Shammas will also utilize a third party administrator for enrollment, data tracking and invoicing. (See Administrative Services below)

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Training Refund Group (TRG) in Anaheim assisted with development for a flat fee of $5,000.

ADMINISTRATIVE SERVICES

TRG will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

COMMERCIAL SKILLS

- Engine Diagnosis and Repair
- Automatic Transmission Service and Repair
- Manual Transmissions Service and Repair
- 4WD/AWD Service
- Chassis Systems
- Body Systems Diagnosis
- Electric Power Management Systems
- Occupant Restraint & Safety
- Electrical Diagnosis
- Heating Ventilation and A/C Systems Operation & Diagnosis
- Noise Vibration
- Diesel Fuel Systems
- Entertainment Systems
- Computer Systems
- Information Systems
- Braking Systems
- Suspension Systems
- Exhaust Systems
- Care and Maintenance of Batteries
- Hybrid Vehicle Systems
- Plug In Hybrids

HAZARDOUS MATERIALS

- Hazardous Materials and Waste

Safety Training cannot exceed 10% of total training hours per-trainee

Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

DELEGATION ORDER

Retrainee - Job Creation Training Proposal for:

Sky Rider Equipment Company, Inc.

Small Business

ET17-0294

Approval Date: November 9, 2016

ETP Regional Office: North Hollywood **Analyst:** J. Romero

CONTRACTOR

- Type of Industry: Manufacturing
  Services
  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  California: 60
  Worldwide: 60
  Number to be trained: 66
  Owner ☒ Yes ☐ No
- Out-of-State Competition: Competitors Outside CA
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 2%
- Repeat Contractor: ☐ Yes ☒ No

FUNDING

- Requested Amount: $70,980
- In-Kind Contribution: $94,867

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate	Business Skills, Computer Skills, Continuous Improvement, HazMat, Mfg. Skills, OSHA10/30	60	8 - 60 Weighted Avg: 40	0	$1,040	$16.51
2	Retrainee Job Creation Initiative SB <100 Priority Rate	Business Skills, Computer Skills, Continuous Improvement, HazMat, Mfg. Skills, OSHA10/30	6	8-60 Weighted Avg: 55	0	$1,430	*$13.76

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

- Reimbursement Rate: Job #'s 1 & 2: $26 SB Priority
- County(ies): Orange County
- Occupations to be Trained: Manufacturing, Installation, Administrative, Supervisor, Manager, Technical/Service/Sales Staff, Engineering, Owner
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #1: $2.53 per hour Job #2: $1.73 per hour

SUBCONTRACTORS

- Development Services: Training Funding Source (TFS) in Seal Beach assisted in the development of this ETP proposal for a flat fee of $4,900.
- Administrative Services: TFS will provide administration services for an amount not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

OVERVIEW

Founded in 1984, Sky Rider Equipment Company, Inc. (Sky Rider) is a designer, manufacturer and installer of façade access systems for new construction and existing buildings. (www.Sky-Rider.com), The Company is located in Anaheim. Their products include davits (used on ships to lower and raise anchors and lifeboats), interior and exterior monorail track systems and mobile roof carriage systems. Sky Rider also distributes and provides expert installation of Building Maintenance Units, Erect-a-Step Modular Platforms, Ground-based Access LEO Series hydraulic booms, and Tieback devices for both new and retrofit applications. The Company also offers a service department for its own equipment, and equipment manufactured by others. Sky Rider services over 800 buildings in the Northern and Southern California areas as well as buildings in Nevada and Arizona.

Sky Rider is in the process of purchasing Computer Numerical Control (CNC) machines that will speed up its manufacturing process, reduce cost and increase quality. The Company also plans to increase its manpower by 10% in 2016, and an additional 15% by 2017. These initiatives and increased manpower will assist in expanding its customer base.

Training for this ETP proposal will take place at the Company's facility in Anaheim. Sky Rider is a Priority company engaged in an industry that faces out-of-state competition. This will be its first ETP agreement.

Retrainee/Job Creation

In support of job creation, the Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

Sky Rider has committed to hiring 6 new employees as (Job Number 2). The date-of-hire for all trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Sky Rider will recruit, hire, and train these 6 new employees within the next two years to fill in positions that will be created in anticipation of the Company's opening a new service and maintenance department, and the growing workload in the operations department due to expanding business operations. The training in this proposal will help newly-hired personnel confidently transition into performing effectively and efficiently.

Training Plan

Sky Rider conducted a company-wide needs assessment which identified specific needs in each department requiring an upgrade in work processes. As a result, staff needs to upgrade their skills and qualifications in various equipment and production processes such as CAD/CAM programming; CNC machine operations, Total Productive Maintenance, Value Stream mapping and 5S methodology. The proposed training is designed to provide task-oriented skills and cross-training on Sky Rider's highly technical equipment. Training will be provided to the following occupations: Manufacturing, Installation, Administrative, Supervisor, Manager, Technical/Service/Sales staff, Engineering and Owner.

Business Skills: (20%) This training will be offered to Administrative, Management, Technical/Service/Sales and Engineering occupations to develop their skills and understanding of Strategic Management and processes. Coaching and developing the overall leadership skills

for our Supervisors, Managers and executives will create better leaders and mentors who will lead and guide workforce towards the business changes within the company.

Computer Skills: (20%) This training will be offered to Production, Administrative, Management, Technical/Service/Sales and Engineering occupations to develop their overall skills and knowledge of utilizing software tools like Microsoft Office Excel, PowerPoint, and Outlook. The training will enhance their understanding of the Company's current system, Sage 50. Engineers will receive training in SOLIDWORKS and AutoCAD to enable them to create and design products with the latest software and technology.

Manufacturing Skills: (20%**)** This training will be offered to Production, Technical/Service/Sales and Engineering occupations in order to enhance their skills and understanding in conducting quality inspections, new manufacturing processes and to problem solve and utilized troubleshooting techniques and tools.

Continuous Improvement: (20%) This training will be offered to Production, Administrative, Management, Technical/Service/Sales and Engineering occupations in order to create an effective company culture of Lean Manufacturing and Process Improvement. Sky Rider is moving towards increasing efficiencies across all functional areas by eliminating waste and redundancy in our workflow and internal processes.

Hazardous Materials: (10%) This training will be offered to Production and Management occupations to ensure the proper and safe handling of toxic materials involved in manufacturing.

Certified Safety Training (10%)

1. OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

RECOMMENDATION

Staff recommends approval of this proposal.

Exhibit B: Menu Curriculum

Class/Lab Hours

8 – 60 Trainees may receive any of the following:

BUSINESS SKILLS

- Coaching
- Communication Skills
- Customer Service
- Finance/Accounting procedures
- Goal Setting & Prioritizing
- International Traffic in Arms Regulations (ITAR)
- Leadership
- Planning, zoning, permitting, building layout, construction, installation, start-up
- Product Knowledge
- Project/Program Management
- Sales
- Teambuilding
- Time Management
- Work Processes and Procedures

COMPUTER SKILLS

- Adobe
- Autodesk Software (Inventor, Revit)
- AutoCad
- Calibration Manager
- Class Inventor 3-D modeling
- Document Control
- Sage 50/Financial/Accounting/HR/Payroll
- Engineering Design Software
- Inventor
- Microsoft Office/Project
- Payroll Processing
- Web applications

CONTINUOUS IMPROVEMENT

- 5S
- Internal Audits
- Process Improvement
- Problem Solving – Root Cause Analysis /Decision Making
- Productivity Improvement
- Quality Improvement
- Statistical Process Control
- Six Sigma Process Controls
- Value Stream Mapping

HAZARDOUS MATERIALS

- Hazardous Communications
- Hazardous Material handling

MANUFACTURING SKILLS

- Blueprint Reading
- Building Maintenance Units (BMU's) provided by Gondolas in Design. (GinD)
- Design, service, and repair of hi-rise exterior maintenance systems
- Diagnostics, service and repair
- Distribution/Supply Chain/Logistics procedures
- Equipment Operation, Maintenance & Troubleshooting
- Erect A Step
- Fabrication
- Facade access systems (Davits, sockets, interior and exterior monorail track systems and mobile roof carriage systems)
- Good Manufacturing processes
- Ground Based Access
- Inspection and repair services on window washing systems
- Lean Manufacturing (5S, reduce cycle time, eliminating waste, reducing cost)
- MasterCam
- Material Requirements Planning
- Rigging Winch
- Scaffold Inspection and Testing (SIT)
- shop equipment & tools
- Socket and Davit, Skylight Monorail Track System, Roof Car
- Structural, Mechanical and Electrical design/Engineering
- Tiebacks & CDC Systems
- Tirak hoists powered platforms
- Welding, Brazing Mig & Tig

Safety Training will be limited to 10% of total training hours per-trainee. This cap does not apply to HAZMAT or OSHA 10/30.

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10 (Requires completion of 10 hours)
- OSHA 30 (Requires completion of 30 hours)

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.

DELEGATION ORDER

Training Proposal for:

Social Imprints, LLC

Small Business

ET17-0270

Approval Date: October 20, 2016

ETP Regional Office: San Francisco Bay Area **Analyst:** L. Molinar

CONTRACTOR

- Type of Industry: Manufacturing

  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees

  California: 30

  Worldwide: 30

  Number to be trained: 32

  Owner ☒ Yes ☐ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 15%
- Repeat Contractor: ☒ Yes ☐ No

FUNDING

- Requested Amount: $44,928
- In-Kind Contribution: $45,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100	Business Skills, Computer Skills, Continuous Impr, HazMat, Mfg Skills, Literacy Skills	32	8-60 Weighted Avg: 54	0	$1,404	$17.02

- Reimbursement Rate: $26 SB Priority
- County(ies): San Francisco
- Occupations to be Trained: Admin/Support, Supervisors/Managers, Owners, Production
- Union Representation: ☐ Yes ☒ No
- Health Benefits: $1.02 per hour

SUBCONTRACTORS

- Development Services: Social Imprints retained Sallyanne Monti Consulting of San Francisco to provide development services for a flat fee of $2000.
- Administrative Services: Social Imprints also retained Sallyanne Monti Consulting to provide Administrative Services for a fee not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

OVERVIEW

Founded in 2008, Social Imprints, LLC (Social Imprints) (https://socialimprints.com/) provides screen-printing, digital design, product packaging, and fulfillment services for companies that want self-branded products (apparel, mugs, etc.). In 2015, Social Imprints expanded its services to webstores such as Lyft, AOL, imgur, and City Year that offer customer-branded products. The Company also warehouses products at one of its two facilities in San Francisco. In addition to shipping Social Imprints processes payments and manages inventory for its client base.

Green/Clean Operations

Social Imprints was selected to participate in Levi Strauss & Co. Collaboratory, a fellowship program that invites social entrepreneurs from the garment industry to collaborate on

environmental solutions. At this year's workshop on water usage, Levi Strauss & Co. will share research results and techniques for reducing water waste. Social Imprints is competing for a Collaboratory grant which, if awarded, would go toward the purchase of water-sustainable equipment. Training techniques gained from this workshop will be included in the curriculum.

Need for Training

Social Imprints operates with the goal of providing higher paying professional jobs to at-risk adults. The Company hires a minimum of 80% of employees from at-risk populations such as recovering addicts, formerly incarcerated individuals, and individuals with less than a high school education. These workers are trained and offered counseling to gain experience, and are often promoted at all levels.

Social Imprints is seeking ETP funding to expand training and assist with the Company's upward mobility goals. A training needs assessment was completed by the HR manager, who will also oversee training delivery. Because Social Imprints hires from at risk-populations, employees are frequently lacking formal work experience and skills. They will receive general business and computer skills allowing them to develop as employees.

Social Imprints will be adding manufacturing capacity with services such as embroidery, direct-to-garment printing, and finishing (e.g. customized tags). The Company plans to expand into an adjacent building for this purpose.

Training Plan

Social Imprints' previous ETP-funded training was in Business Skills, Manufacturing Skills and Computer Skills training. This proposal will build upon previous training and reach new employees. Class/Lab training will start in late October, and will consist primarily of training from in-house subject matter experts and managers; vendors may be retained for special training.

Business Skills – Training will be offered to all occupations on customer services, communication skills, and product knowledge. Customer service training will improve efficiency and customer satisfaction. Communication skills and product knowledge will also allow employees to work more effectively together and to perform their jobs more efficiently.

Computer Skills – Training will be offered to all occupations on Microsoft Office Suite, SKU Vault, and Asana Task Management software. Microsoft Office training will improve communication with clients and coworkers and allow the Company to tracking efficiency and performance targets. SKU Vault, an inventory management system used by administrative and production employees in order to manage webstores and the warehouse, will ensure quick turnaround time on orders and will help reduce excess inventory. Asana, a task management tool, will allow teams to more effectively plan, organize, and track progress of workplace tasks.

Continuous Improvement – Training will be offered to all occupations on leadership and teambuilding. This will improve interpersonal skills, increase teamwork, and individual responsibility, which will allow employees to take on leadership roles and become more autonomous, productive workers. Training may also allow employees to transition to supervisor and manager positions.

Literacy Skills – Training will be offered to all occupations in English as a Second Language training. Approximately 15% of employees speak English as a second language. Training will allow these trainees to better communicate with coworkers, supervisors, and clients. This training will not exceed 45% of an individual trainee's total training hours.

Manufacturing Skills – Training will be offered to Production and Supervisors/Managers on screen printing equipment, safety, production skills, quality assurance, and new equipment and techniques for the reduction of water usage. These trainees will create a cross-functional team that will provide greater flexibility in responding to client requests and staffing needs, improve teamwork, decrease production time, and reduce waste. Equipment safety training will also be offered on the Control of Hazardous Energy (Lockout/Tagout) Procedures, which will outline actions and procedures for addressing and controlling hazardous energy created by machinery and other equipment.

Hazardous Materials – Training will be offered to Production and Supervisors/Managers on the Proper Handling and Disposal of Hazardous Materials. This course will cover OSHA standards to prevent accidents or contamination.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Social Imprints under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET11-0228	San Francisco / Sacramento	04/18/2011-05/17/2012	$12,480	$9,360 (75%)

Exhibit B: Menu Curriculum

Class/Lab Hours

8-60 Trainees may receive any of the following:

BUSINESS SKILLS
- Customer Services, Sales, and Marketing
- Communication Skills
- Financial Strategies
- Business Administration

COMPUTER SKILLS
- Microsoft Suite Training
- Asana Software Training
- SKU Vault

CONTINUOUS IMPROVEMENT SKILLS
- Leadership Skills for All Workers
- Teambuilding

MANUFACTURING SKILLS
- New Equipment Operations
- Crosstraining in Production Equipment/Skills
- Levi's Collaboratory Crosstraining/Reduction of Water Use Training
- Quality Assurance/Quality Control
- Control of Hazardous Energy (Lockout/Tagout) Procedures

HAZARDOUS MATERIALS
- Proper Handling and Disposal of Hazardous Materials

LITERACY SKILLS
- Vocational English as a Second Language

Literacy Training cannot exceed 45% of total training hours per-trainee.
Safety Training will be limited to 10% of total training hours per-trainee.

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.

DELEGATION ORDER

Training Proposal for:

Suna Solutions, Inc.

Agreement Number: ET17-0292

Approval Date: November 9, 2016

ETP Regional Office: San Diego **Analyst:** J. Davey

PROJECT PROFILE

Contract Attributes:	Retrainee SET	Industry Sector(s):	Services Priority Industry: ☐ Yes ☒ No
Counties Served:	Contra Costa, San Diego	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 689	U.S.: 696	Worldwide: 696
Turnover Rate:	18%		
Managers/Supervisors: (% of total trainees)	19%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$30,975		$0	$0		$30,975

In-Kind Contribution:	100% of Total ETP Funding Required	$39,040

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee	Business Skills, Computer Skills, Cont. Imp., Mgmnt. Skills	46	8-200	0	$525	$17.02
				Weighted Avg: 35			
2	Retrainee SET	Business Skills, Computer Skills, Cont. Imp.	13	8-200	0	$525	$28.37
				Weighted Avg: 35			

Minimum Wage by County: Job Number 1: $17.02/hr. in Contra Costa County; $16.46/hr. in San Diego County.

Job Number 2 (SET statewide): $28.37/hr.

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe

Up to $3.00 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Support		1
Corporate HR		3
Finance		12
Human Resources Operations Staff		13
IT Staff		2
Managers		2
Managers II		10
Marketing		1
Recruiting		2
Job Number 2		
Corporate HR		1
Human Resources Operations Staff		5
Recruiting		7

INTRODUCTION

Suna Solutions, Inc. (Suna) provides recruitment, placement, and pay rolling services for high-end staffing for all industries. Suna has two closely affiliated entities: Amerit Consulting, Inc. (Amerit), which provides recruitment, placement and pay rolling services with a focus on Veteran staffing; and, Zempleo, Inc. (Zempleo), which provides payroll services. The three companies have two locations: San Ramon and San Diego where all training will take place. Clients include DreamWorks, Linde, The Recording Academy, Volcano Corp, Amylin, Mitchell International and Vertex. All trainees identified in this proposal will be employed as permanent, full-time workers at one of the three companies above.

Suna will act as the lead employer holding the ETP Agreement for Amerit and Zempleo. Suna qualifies for SET funding for frontline workers and Suna's affiliates meet the Panel's out-of-state competition requirements due to their customer base.

To respond to client needs, resolve employee relations issues, and fill positions quickly, employees must perform faster, think on their feet quickly and work on multiple priorities. Because Suna fills the staffing needs of a variety of positions, there is an array of personal interactions and difficult employee situations that arise. In order to be competitive in this fast-paced industry, Suna's internal staff must develop a strong foundation in personal relation and problem solving skills.

Suna and its affiliates must continuously evolve to maintain market share in a very competitive industry. To provide the best service value to its clients, the companies must stay current on the latest recruitment and selection methods.

This will be Suna's second ETP Agreement. However, the project terminated early due to administrative issues. (See Prior Projects below).

PROJECT DETAILS

Training Plan

Training will be delivered via class/lab by a combination of internal and vendor trainers in the following:

Business Skills (35%): Training will be offered to all occupations to increase productivity, improve customer satisfaction and enhance creativity by introducing new ways of doing business. Training will improve human resources management through cross-functional skills development. Trainees will learn Presentation and Interviewing skills and Time Management.

Computer Skills (30%): Training will be offered to all occupations in Advanced levels of MS Office and the Company's Human Resource Information System to increase the capture, coordination and dissemination of information throughout the organization.

Continuous Improvement (35%): Training will be offered to all occupations in Kaizen Events, Project Management, Problem Solving and Decision Making to improve overall performance. In a business that moves quickly and requires rapid decision-making, these skills will help the company to provide its services more efficiently and rapidly to its customers.

Management Skills (35%): Training will be offered to Managers who lack formal leadership or management training. This training is intended to develop leadership skills as Managers.

Training in Performance Management, Coaching/Counseling, and Conflict Resolution will provide the needed skills to develop staff to lead teams more effectively.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. The Company spends $8,500 annually at each of its two facilities. Training includes Communication, Human Resources, Recruitment, DISC Assessment, emotional intelligence and other skills.

- Training Infrastructure

Suna has one person at both locations to administer training, with support from two members of leadership. An overall project administrator will oversee the program and all administrative functions.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Suna under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET13-0285	San Ramon, San Diego	2/4/13 – 2/3/15	$83,250	$0 (0%)

This project terminated early. The Company states it did not have enough staff designated to manage the training program or provide instruction at multiple locations (3). To correct this issue, Suna dedicated its corporate Human Resources Department of five to coordinate and administer the training program and at least one person at each location to schedule and administer training sessions at their location. The Company will plan and schedule training in advance to ensure greater participation and execution of training. Suna will also utilize training vendors to assist with training, along with internal trainers.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours
8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Presentation Skills
- Networking/ Relationship Management
- Negotiating
- Interviewing (Behavioral)
- Passive vs Active Recruitment
- Unconventional Recruiting Techniques
- Time Management
- Listening Skills

COMPUTER SKILLS

- Advanced MS Office
- Human Resource Information System Software

CONTINUOUS IMPROVEMENT

- Kaizen Event
- Project Management
- Problem Solving
- Decision Making

MANAGEMENT SKILLS (Managers Only)

- Conflict Resolution
- Performance Management
- Coaching/ Counseling

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

DELEGATION ORDER

Training Proposal for:

Tait & Associates, Inc.

Small Business

ET17-0296

Approval Date: November 14, 2016

ETP Regional Office: San Diego **Analyst:** K.Campion

CONTRACTOR

- Type of Industry: Engineering
  Construction
  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  California: 48
  Worldwide: 48
  Number to be trained: 88
  Owner ☐ Yes ☒ No
- Out-of-State Competition: NAICS Code Eligible Customers Outside CA
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 13%
- Repeat Contractor: ☒ Yes ☐ No

FUNDING

- Requested Amount: $86,944
- In-Kind Contribution: $106,928

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate	Business Skills, Computer Skills, Continuous Impr., HAZWOPER, OSHA 10/30	88	8 - 60 Weighted Avg: 38	0	$988	$16.10

It will be made a condition of contract that trainees will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

- Reimbursement Rate: $26 SB Priority
- County(ies): Orange, Sacramento
- Occupations to be Trained: Admin. Staff, Construction Staff, Engineering Staff, Technical/Production Staff, Supervisor/Manager
- Union Representation: ☐ Yes ☒ No
- Health Benefits: $2.94 per hour

SUBCONTRACTORS

- Development Services: Training Funding Source (TFS) in Seal Beach assisted with development for a flat fee of $4,900.
- Administrative Services: TFS will also provide project administrative services for an amount not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

OVERVIEW

Founded in 1964 and headquartered in Santa Ana, Tait & Associates, Inc. (Tait) is an Engineering, Architecture, and Environmental Consulting firm. Along with its affiliate Tait Environmental Services, Inc. (Tait Environmental), the Company provides civil engineering, surveying, architectural, environmental and construction services to customers across the country. Tait's customer base includes Utility Companies, Big Box Retailers, Aerospace Companies, Government Agencies, and Developers. Tait has one additional facility in California that is located in Rancho Cordova.

Both Tait and Tait Environmental are co-owned and co-located. Each entity has less than 100 employees; the total number of employees combined is 88 full-time workers, and 128 worldwide. Tait will hold the ETP contract for training its employees, and those of its affiliate. This will be the Company's fifth Agreement, second in the last five years.

Need for Training

In the prior ETP Agreement, workers needed training to operate new software, navigate a document management system, and improve inter-office communication. The Company has expanded more into the municipal industries and has added new customers in California since the prior Agreement. These new customers require the Company to stay current in several areas that include the Americans with Disabilities Act and water quality and environmental regulations such as Water Quality Management Plans, Storm Water Pollution Prevention Plans, and Storm CAD 2009.

Need for training is also being driven by the implementation of several new Civil Engineering software applications such as AutoCAD and Civil3D and upgrades to its internal SharePoint workflow software, TECSOnline.

Some of the proposed Curriculum topics are similar to training under the prior Agreement. These topics are for newly hired employees or trainees who have not participated previously. Courses for returning trainees have been updated with new/different content. There will be no duplication of training.

Training Plan

All training will be conducted via class/lab. In-house instructors will conduct the majority of the training. Vendors may be utilized during the term of the Agreement for OSHA-certified training.

Business Skills – Training will be provided to all occupations to provide the skills needed to manage work while staying within budgets, develop skills to enhance client relationships and increase customer satisfaction.

Computer Skills – Training will be provided to all occupations to stay up-to-date on the latest software so employees can complete work in a timely basis. Trainees will learn how to use water quality software and other computer applications.

Continuous Improvement – Training will be provided to all occupations to help trainees continue to develop more efficient internal processes. Trainees will learn leadership, team building, decision-making, process improvement, leadership in environmental design, and quality control.

Certified Safety Training

1. OSHA 10/30. Training will be provided to Engineering Staff, Technical/Production Staff, Construction Staff and Supervisor/Managers. It is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). Training will be provided to Technical/Production and Construction staff. This training is also a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each

certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Request for 2-year Contract term

Small business proposals are usually limited to a one-year term. However, given the number of trainees that will participate in this proposal, training will extend beyond the standard nine-month training period. Tait is requesting a 2–year contract term to allow time to schedule and deliver all training.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Tait under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET14-0383	Santa Ana	4/28/2014–4/27/2016	$153,634	$85,776 (56%)*

*ET14-0383 – This Agreement was managed in-house by the Human Resources (HR) department, working with the Company's consultant. There was turnover of two HR Managers, which resulted in loss of scheduling and improper record-keeping. Most of the Company's earned funds happened before the turnover; afterward, the Company lost focus of training.

The same consultant will be used for the proposed Agreement. However, the Company has moved in-house management from HR to its Operations Department. The Operations Lead will be responsible for scheduling and documenting all training, and maintaining project momentum. This will provide greater visibility, and should allow the Company to put more focus on meeting training goals. This proposal was also right-sized to reflect the earnings of the prior Agreement.

Exhibit B: Menu Curriculum

Class/Lab Hours

8-60 Trainees may receive any of the following:

BUSINESS SKILLS

- Budgeting Skills
- Business Management
- Identifying Potential Clients
- Meeting Skills

COMPUTER SKILLS

- AutoCAD 2014
- Adobe Acrobat
- Advanced Engineering Software (AES)2013
- Autoturn 2D & 3D
- Bluebeam
- BST Global Analytics
- Civil3D
- Detention Modeling
- ERP/Project Management
- Enercalc – Structural Library
- Fire Hydrant & Fire Service Hydraulic Modeling
- Microsoft Office
- Microstation In Roads & Geo Pac
- MS Sharepoint
- Revit
- Runoff Modeling & Detention/Retention Design
- Simplex
- Storm Water Multiple Application and Report Tracking System
- StormCAD 2009 – Hydraulic Analysis & Modeling of Storm Systems
- Storm Water Management Pollution Prevention Plan (SWPPP) (New Government Regulations)
- Tait Excel – Civil 3D 2014 Interface
- TECS Online III (new version)
- Water Quality Management Plan (WQMP) (New Government/Local Agency Regs)
- Windows 7, 8, and 10
- WSPG – Modeling of Closed Storm Systems
- xpSWMM

CONTINUOUS IMPROVEMENT

- Confined Space Skills
- Decision Making
- Leadership Energy Environmental Design (LEED)
- Leadership Skills

- Negotiation Skills
- Planning Skills
- Process Improvement
- Quality Control/Quality Assurance
- Scheduling
- Team Building
- Value Creation

OSHA – HAZWOPER (requires certified instructor)

- Hazardous Waste Disposal

OSHA 10/30 (OSHA Certified Instructor)

- OSHA 10 (requires completion of 10-hour course)
- OSHA 30 (requires completion of 30-hour course)

Safety Training will be limited to 10% of total training hours per-trainee. This cap does not apply to HAZWOPER or OSHA 10/30.

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.

DELEGATION ORDER

RETRAINEE - JOB CREATION

Training Proposal for:

The Coca-Cola Company dba Coca-Cola North America

Agreement Number: ET17-0285

Approval Date: November 9, 2016

ETP Regional Office: San Diego **Analyst:** J. Davey

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Manufacturing Priority Industry: ☒ Yes ☐ No
Counties Served:	Orange	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 9,050	U.S.: 72,285	Worldwide: 143,225
Turnover Rate:	14%		
Managers/Supervisors: (% of total trainees)	13%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$98,640		$0	$0		$98,640

In-Kind Contribution:	100% of Total ETP Funding Required	$127,420

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Improvement, Mgmt. Skills, Mfg. Skills, PL-Mfg. Skills	56	8-200 Weighted Avg: 80	0	$1,440	$19.11
2	Retrainee Job Creation Initiative Priority Rate	Business Skills, Computer Skills, Continuous Improvement, Mgmt. Skills, Mfg. Skills, PL-Mfg. Skills	9	8-200 Weighted Avg: 100	0	$2,000	$19.11

Minimum Wage by County: Job 1: $16.51/hr. Orange County; Job 2 (Job Creation): $13.76/hr. Orange County

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☐ Yes ☒ No ☐ Maybe

Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Support Staff		4
Distribution Staff		4
Maintenance Staff		9
Manager/Supervisor I		4
Manager/Supervisor II		4
Quality Assurance Staff		3
Production Staff		28
Job 2 – Job Creation		
Distribution Staff		1
Maintenance Staff		3
Manager/Supervisor		2
Quality Assurance Staff		1
Production Staff		2

INTRODUCTION

The Coca-Cola Company dba Coca-Cola North America (Coca-Cola) (www.coca-cola.com) is a producer and distributor of nonalcoholic beverages. In addition to its traditional carbonated soft drinks, Coca-Cola's product line also includes juices, still and sparkling waters, isotonics, and teas. The Anaheim facility bottles 3 main brands of bottled water: Smartwater, Dasani, and Aquarius. The Company qualifies for standard retraining under the out-of-state competition provisions as a manufacturer and is eligible for priority industry reimbursement.

Coca-Cola has multiple locations in California; however, for this proposal the Company plans to train 65 workers at its Anaheim facility only. No other Coca-Cola facilities will participate.

Prior Performance

In a prior ETP project under Coca-Cola Refreshements USA, Inc., Coca-Cola's Anaheim facility, along with several other Coca-Cola facilities participated in training. Very little training was completed at the Anaheim facility and no ETP funds were earned, primarily due to changes in organization and management at that location.

Over the last year, the Anaheim facility was restructured and became part of Coca-Cola North America. Re-structuring was part of Coca-Cola's strategic plan to meet steady increases in sales of bottled water, and the purchase of new equipment. The higher capacity production line will require additional support equipment; a water treatment unit, and a distiller. All Production Staff, Quality Assurance Staff, and Maintenance Staff will need to be trained in all aspects of the new equipment, from basic operation to troubleshooting and repair.

Coca-Cola also needs to train its workers on more efficient production operations to maximize the benefit of the new equipment. Training in Continuous Improvement will be vital to operating the plant at full capacity. The Anaheim facility also has a new leadership team that will be receiving various training from machinery to leadership skills. Many of these trainees are newly promoted, and need management skills to reach their full potential.

PROJECT DETAILS

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

Coca-Cola has committed to hiring 9 new employees (Job Number 2) in the Anaheim facility. They will be hired in several occupations and will need extensive training to support expansion plans.

The date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of the contract.

Training Plan

The training outlined in this proposal will enable Coca-Cola to upgrade the skills of its existing workforce, integrate new employees, introduce new manufacturing equipment, and implement process improvements to improve productivity, product quality, and overall efficiency. Training

will take place at the Anaheim facility and will be delivered by a combination of in-house subject matter experts and vendors to be identified during the contract term.

Business Skills – (15%): this training will be offered to all occupations. Training will focus on communication, time management, scheduling, budget & cost control, project management and other related skills. Trainees will learn to perform business-related tasks with greater knowledge, make better decisions, and interact more effectively with coworkers, customers, and vendors.

Computer Skills – (15%): this training will be offered to all occupations. Training will help staff to become more proficient in the use of business software solutions in the areas of SAP ERP system, resource planning, inventory management, cost tracking, purchasing, manufacturing resource planning, and other related applications.

Continuous Improvement – (20%): this training will be offered to all occupations and will focus on problem solving, total productive manufacturing, leadership, lean manufacturing, Six Sigma, and several other related skills that will improve productivity, quality, efficiency.

Management Skills – (10%): this training will be offered to Managers and Supervisors to equip the Company's leadership team with motivation/mentoring/coaching, managing a high performance workplace, and other related management skills necessary to become more effective leaders.

Manufacturing Skills – (20%): this training will be offered to Production, Maintenance, and Quality Assurance Staff in the skills to operate and maintain new production equipment such as, blow molding, distillers, water treatment, and maintenance, as well as inventory and warehousing skills. Training will provide trainees the skills to ensure product quality, and implement best practices in the areas of manufacturing, food processing, inventory control and warehousing.

Productive Laboratory-Manufacturing Skills – (20%): this training will be offered to 45 Production Staff, Maintenance Staff, and Quality Assurance Staff. PL training will focus on new bottling line equipment/machinery. PL trainees may produce goods for profit as part of the training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training, and special attendance rosters will be used to assist in monitoring. Coca-Cola has identified 15 trainers who will provide 1:1 instruction to trainees for as many as 40 hours of PL training. The Company states that PL training is the most effective means of delivering the necessary skills to trainees on new equipment to ensure they learn the safe, efficient methods to operate the machinery. The new machinery includes blow-molding, filling, labeling, packaging, and water systems.

Substantial Contribution

Coca-Cola is a repeat contractor with payment earned in excess of $250,000 and a former Substantial Contribution at the 15% level, at several of its California facilities, within the past five years. However, the Anaheim facility has not earned payments in excess of $250,000 over the last 5 years. For this reason, the Substantial Contribution does not apply.

Commitment to Training

Coca-Cola spends $45,000 annually on training at its Anaheim facility. This includes equipment training from the OEM's, classroom training for equipment operation, hands-on training, food safety, quality, best practices, safety, continuous improvement and leadership.

Production Staff, Maintenance Staff, Distribution Staff, Quality Assurance Staff, Administrative Support Staff, Supervisors and Managers have all received training in the past. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. ETP funds will not displace the existing financial commitment to training.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Coca-Cola under Coca-Cola Refreshments USA, Inc. that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET14-0207	Downey, Los Angeles, San Leandro, Anaheim, Ontario, San Diego	10/28/13 – 10/27/15	$1,278,200	$525,247 (41%)

As indicated above, this project included multiple Coca-Cola locations. Poor performance at the Anaheim facility, was due to significant changes in management. The Anaheim facility has since restructured and become part of Coca-Cola Refreshments North America. The Anaheim facility is now prepared to move forward with a comprehensive training plan. This proposal only includes the Anaheim location, which has been right-sized to reflect the training needs of that facility.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Most of the training will be conducted by internal Coca-Cola trainers. However, Coca-Cola expects some training to be conducted by vendors, the extent of which is yet to be determined.

Exhibit B: Curriculum

Class/Lab Hours
Range of hours
8 -200

Trainees may receive any of the following:

BUSINESS SKILLS

- Inventory Control
- Conflict Management
- Interpersonal Skills
- Project Management
- Time Management
- Scheduling
- Budgeting & Cost Control
- Communication Skills
- Decision Making Skills

COMPUTER SKILLS

- SAP
- Advanced Software System
- Budgeting
- Manufacturing Resource Planning
- Inventory Management
- Purchase Order Tracking
- Payroll
- Cost Tracking
- Document Control

CONTINUOUS IMPROVEMENT

- Core Competencies
- Problem Solving
- Total Productive Manufacturing (TPM)
- Leadership Skills
- Strategic Planning
- Lean Manufacturing
- 5S
- Six Sigma
- Single Minute Exchange of Dies (SMED)
- Hazard Analysis Critical Control Point (HACCP)
- Environmental Sustainability
- Team Building
- Food Safety and Quality
- Statistical Process Control (SPC)
- Management System Policies
- ISO (International Organization for Standardization)
  - ISO 9001 – Quality Management Systems
  - ISO 22000 – Food Safety
  - ISO 14001 - Environmental
  - ISO 18001 – Occupational Health and Safety
- AIB – American Institute of Baking Standards

MANAGEMENT SKILLS (management trainees only)

- Supervisor/Lead Role
- Mentoring/Motivating/Coaching
- Managing a High Performance Workplace
- Leadership Skills
- Change Management
- Cost Reduction
- Business Reports

MANUFACTURING SKILLS

- Blow Molding
- Production Operations
- Parts and Products Manufacturing
- Equipment Operation
- Warehousing
- Distribution
- Manufacturing Skills
  - Manufacturing Operations/Practices/Techniques
  - Equipment Maintenance
  - Troubleshooting Techniques
- Food Processing
- Electrical Skills
- Mechanical Skills
- Welding Skills
- Blue Print Reading
- Shop Math
- Maintenance
- Water Process
- Water Chemistry

PL Hours

0 – 40

MANUFACTURING SKILLS (limited ratio 1:1)

- Manufacturing Operations/Practices/Techniques
- Production Equipment Operation Skills
- Equipment Maintenance
- Troubleshooting Techniques
- Water Process

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. PL is capped at 40 hours per-trainee.

DELEGATION ORDER

Training Proposal for:

The Ninthlink, Inc.

Small Business

ET17-0293

Approval Date: November 10, 2016

ETP Regional Office: San Diego **Analyst:** J. Davey

CONTRACTOR

- Type of Industry: Technology/IT Services
  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  California: 19
  Worldwide: 19
  Number to be trained: 19
  Owner ☒ Yes ☐ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 0%
- Repeat Contractor: ☐ Yes ☒ No

FUNDING

- Requested Amount: $47,424
- In-Kind Contribution: $52,092

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Impr	19	8-100	0	$2,496	$16.46
				Weighted Avg: 96			

- Reimbursement Rate: $26 SB Priority
- County: San Diego
- Occupations to be Trained: Administrative Staff, Designers, Managers/ Supervisors, Marketing, Owner, Programmer, Project Leader, Sales
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Up to $1.44 per hour

SUBCONTRACTORS

- Development Services: Training Funding Source of Seal Beach assisted in the development of the application for a flat fee of $2,900.
- Administrative Services: Training Funding Source will also provide administrative services for a fee not to exceed 13% of earned funds.
- Training Vendors: To Be Determined

OVERVIEW

Located in San Diego and founded in 1999, The Ninthlink, Inc. (Ninthlink) (www.ninthlink.com) specializes in building websites to sell products online. The Company offers professional user-interface design and development, and interactive marketing services. The Ninthlink features an integrated group of web & application consultants, creative designers, writers, programmers, and marketing professionals. Customers include Google Analytics, Quicken, Qualcomm, and Jacuzzi Baths & Hot Tubs.

Need for Training

The retail industry continues to undergo a fundamental shift to online shopping. In this market, convenience is a priority; but security and scalability are also imperative. Ninthlink's professional service providers need to constantly upgrade their skills in social media marketing, shopper preference and behavior, and personalized online shopping technology. They must also update skills in a wide variety of web development, application design, and database server applications.

Training Plan

Ninthlink has developed a schedule whereby training will be delivered at regular intervals over the term of the Agreement. Training will be delivered through Class/Lab or E-Learning methodologies. E-Learning has particular relevance for training in software applications. Training will be conducted at the Company's San Diego facility by Team Leads. Vendors may also be retained to provide training.

Business Skills – Training will be offered to all occupations. Trainees will receive skills in online commerce to help employees anticipate unique challenges from internet sales.

Computer Skills – Training will be offered to all occupations. Trainees will receive skills in a wide range of application software. Over 40 different web, programming, and database applications training will be delivered.

Continuous Improvement – Training will be offered to all occupations. Training will be provided to improve efficiency and reduce development time.

Modification to the Small Business Training Cap

Ninthlink is requesting to increase the Small Business training cap from 60 to 100 hours. The Company is already providing approximately 16 hours per month (4 hours per week or 144 hours over 9 months) to some key staff. For this proposal, the Company is scheduled to deliver over 96 hours, due to the number and complexity of the various software applications required to meet customer needs. Staff recommends the increase to the Small Business cap.

RECOMMENDATION

Staff recommends approval of this proposal.

Exhibit B: Menu Curriculum

Class/Lab, E-Learning Hours

8 – 100 Trainees will receive any of the following:

BUSINESS SKILLS

- Advertising
- Amazon Marketing
- Contract Administration
- Creative Development
- Design and Merchandising
- Internet Retailing
- IP Information
- Marketing
- PPC (Pay Per Click) Management
- Retail Industry
- Sales Techniques
- Social Media

COMPUTER SKILLS

- AdEspresso
- Ad Networks
- Agile
- Analytics
- Banner Ads
- BitBucket
- BrowserStack
- CSS3 (Cascading Style Sheets)
- Design:
  - InvisionApp
  - Adobe Extract
  - Adobe Photoshop
  - Adobe Illustrator
  - Fireworks
- Dropbox
- EffectCheck
- Email Marketing
- eCommerce
- Evernote
- Facebook
- FileZilla
- Git
- GitHub
- GoToMeeting
- Google Analytics, AdWords,Product Suite
- HootSuite
- HTML (HyperText Markup Language)
- HTML5 + (HyperText Markup Language)
- Hot Jar

- Internet Marketing
- Infusionsoft
- jQuery /
- JavaScript
- Java and J2EE (Java 2 Enterprise Edition)
- Jira
- Jira Addons:
  - Confluence
  - Teamwork
  - Capture
  - Workflows
  - Transition
  - Tempo Folio
  - BigPicture
  - Epic
- Landing
- Micro Sites
- MySQL (Structured Query Language)
- NiftyQuoter
- Pages
- PHP (Personal Home Page / Hypertext Preprocessor)
- PPC (Pay Per Click)
- Programming Languages
- Project Management
- SEMRush (Search Engine Marketing)
- SEO (Search engine optimization)
- Social Media
- Spyfu
- SQL (Structured Query Language)
- Wordpress
- XML (Exchange Markup Language)

CONTINUOUS IMPROVEMENT

- Best Practices
- Process Improvement
- Teambuilding
- New Technologies

Note: Reimbursement for retraining is capped at 100 total hours per-trainee, regardless of method of delivery.

DELEGATION ORDER

Retrainee – Job Creation Training Proposal for:

Zuckerman-Heritage, Inc. dba Delta Bluegrass Company

Small Business

ET17-0300

Approval Date: December 1, 2016

ETP Regional Office: Sacramento **Analyst:** J. Lazarewicz

CONTRACTOR

- Type of Industry: Agriculture

  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees

  California: 90

  Worldwide: 90

  Number to be trained: 86

  Owner ☐ Yes ☒ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☒ Yes ☐ No
- Turnover Rate: 7%
- Repeat Contractor: ☐ Yes ☒ No

FUNDING

* All funding is from the "core" Employment Training Fund as authorized for the RESPOND program.

- Requested Amount: $88,920
- In-Kind Contribution: $103,500

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100 HUA	Business Skills, Commerical Skills, Hazardous Materials, Literacy Skills	80	0-60 Weighted Avg: 39	0	$1,014	*$12.00
2	Retrainee Job Creation Initiative SB <100 HUA	Business Skills, Commercial Skills, Hazardous Materials, Literacy Skills	6	0-60 Weighted Avg: 50	0	$1,300	*$12.00

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

- Reimbursement Rate: Job #'s 1 & 2: $26 SB Priority
- County(ies): San Joaquin
- Occupations to be Trained: Installers, Service Technicians, Transportation Staff, Managers/Supervisors
- Union Representation: ☐ Yes ☒ No
- Health Benefits: N/A

SUBCONTRACTORS

- Development Services: Propel Consulting Group in El Dorado Hills assisted with development of this project for a flat fee of $6,669
- Administrative Services: Propel Consulting Group will also provide administrative services for a fee not to exceed 7.5% of payment earned.
- Training Vendors: Delta Growers, Inc. in Stockton has been retained to provide training in crop pest control.

OVERVIEW

Founded in 1978 and located in Stockton, Zuckerman-Heritage, Inc. dba Delta Bluegrass Company (Delta Bluegrass) has trademarked seed blends and sod varieties native to California that minimize water usage including the Bolero product line. Delta Bluegrass also provides

delivery and installation services to new construction, office complexes, major retailers, landscapers, sports stadiums, golf courses, schools, and government properties throughout Northern California and the San Joaquin Valley.

NEED FOR TRAINING

Due to the severe California drought, consumers have become more sensitive to water consumption and are looking for more environmentally friendly alternatives. Delta Bluegrass has responded by investing time and resources into Research and Development programs. As a result, they spearheaded a plan for Delta Farmers to reduce water usage by 25% and developed a California native sod said to decrease water requirements by 50% over that of traditional sods. Many Delta Bluegrass sod blends are graded and water consumption certified through the California government group, Water Use Classification of Landscape Species.

These drought resistant native grasses are blends of several single native drought resistant blends that have been developed over a considerable time and at a considerable cost. Not only are these grasses grown and harvested differently than traditional sods, they must also be transported, installed, and maintained in a different, non-traditional manner.

Training is needed for Installers, Service Technicians, and Transportation Staff to enhance skills and educate them on the difference in sod care, installation, and maintenance. Installers and Service Technicians will require training to properly calibrate and utilize sod harvesting equipment such as Turf Rollers, Sod Installers, Sod Cutters, and Aerators. Irrigation configuration and water consumption training will also be delivered to educate trainees on how underground irrigation and sprinkler systems should be set up to meet water requirements for proper growth and avoid over-watering. Transportation Staff will require training to correctly roll, handle, and transport sods as different grasses require different techniques. In addition, Transportation Staff will learn how to handle and transport sods that are installed in “plugs” or individual pieces. Through training, employees will have the leading edge in the sod industry with enhanced skills and knowledge in water efficiency and the environment.

High Unemployment Area

The 86 trainees in Job Numbers 1 and 2 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company’s locations in San Joaquin County qualify for HUA status under these standards.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

Due to an increase in demand, Delta Bluegrass is increasing business capacity. Many customers who have not watered properly for years or who have put off installing new sod are slowly beginning to do so. Additionally, new construction in the office and housing market is continuing to increase in Northern California, bringing increased demand for the water conscious services of Delta Bluegrass.

Delta Bluegrass has committed to hiring six new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract.

Training Plan

Business Skills: This training will be offered to Installers and Transportation Staff. Topics will include Customer Service, Product Knowledge, and Inventory Management. Training will result in advanced knowledge of the product and effective communication with customers.

Commercial Skills: This training will be offered to all occupations. Topics include Sod Harvesting Techniques, Irrigation Design and Installation, Sod Preparation, and Sod Transport. Training will enable employees to be more knowledgeable than their competitors within the industry, thus increasing their overall marketability.

Literacy Skills: This training will be offered to Installers and Transportation Staff. Topics include VESL Language, VESL Written, and Basic Math. Training will result in an increased understanding of how to correctly measure for irrigation and installation as well as communicate clearly with customers.

Hazardous Materials: This training will be offered to Installers. Topics include Transporting, Handling, and Applying Pesticides. Trainees will learn how to transport and administer pesticides onto newly installed grass, along with inform customers on proper handling and application.

RECOMMENDATION

Staff recommends approval of this proposal.

Exhibit B: Menu Curriculum

Class/Lab Hours

8-60 Trainees may receive any of the following:

BUSINESS SKILLS
- Inventory Management
- Product Knowledge
- Communication Skills
- Customer Service

COMMERICAL SKILLS
- Sod Harvesting Techniques (Native and Traditional)
- Irrigation Design and Installation
- Sod Handling and Packaging
- Sod Preparation
- Sod Transport
- Truck, Tractor, Forklift Repair
- Pesticide Identification and Applications
- Forklift Training
- Tractor Operation
- Tool Operation
- Equipment Operation

HAZARDOUS MATERIALS
- Transporting Pesticides
- Handling Pesticides
- Applying Pesticides

LITERACY SKILLS
- Vocational English as a Second Language (VESL)
- Basic Math

Literacy Training cannot exceed 45% of total training hours per-trainee.

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.