

PANEL PACKET

February 2018





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M e m o r a n d u m

To: Panel Members Date February 22, 2018

From: Stewart Knox Executive Director File: Panel Memo Doc.

Subject: **Directions to Meeting Site**

The Employment Training Panel will meet on THURSDAY, February 22, 2018 at **9:30 a.m.**

**New City Hall
Council Chambers, Room 1103, 1st Floor
915 I Street
Sacramento, CA 95814**
Telephone (916) 327-5640 (ETP Central Office)
FAX: (916) 445-5972 (ETP Central Office)

Directions to the New City Hall Council Chambers

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**
- **915 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**
- **915 I Street**



M e m o r a n d u m

To: Panel Members

Date February 22, 2018

From: Stewart Knox
Executive Director

File: Mtg. Site Memo

Subject: **Future Meeting Sites**

<p>February 22, 2018</p>	<p>New City Hall Time: 09:30 AM Council Chambers Room 1103 951 I Street Sacramento, CA 95814</p>
<p>March 23, 2018</p>	<p>California Environmental Protection Agency Time: 09:30 AM Sierra Hearing Room, 2nd Floor 1001 I Street Sacramento, CA 95814</p>
<p>April 23, 2018</p>	<p>NO PANEL MEETING IN APRIL</p>
<p>May 24, 2018</p>	<p>California Environmental Protection Agency Time: 09:30 AM Sierra Hearing Room, 2nd Floor 1001 I Street Sacramento, CA 95814</p>



**STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL**

Sacramento City Hall
New City Hall, 915 I Street
Council Chambers, Room 1103
Sacramento, CA 95814
January 24, 2018
(916) 327-5640

PANEL MEMBERS

Barry Broad
Chair

Janice Roberts
Vice-Chair

Gloria Bell
Member

Will Koch
Ex-Officio Member

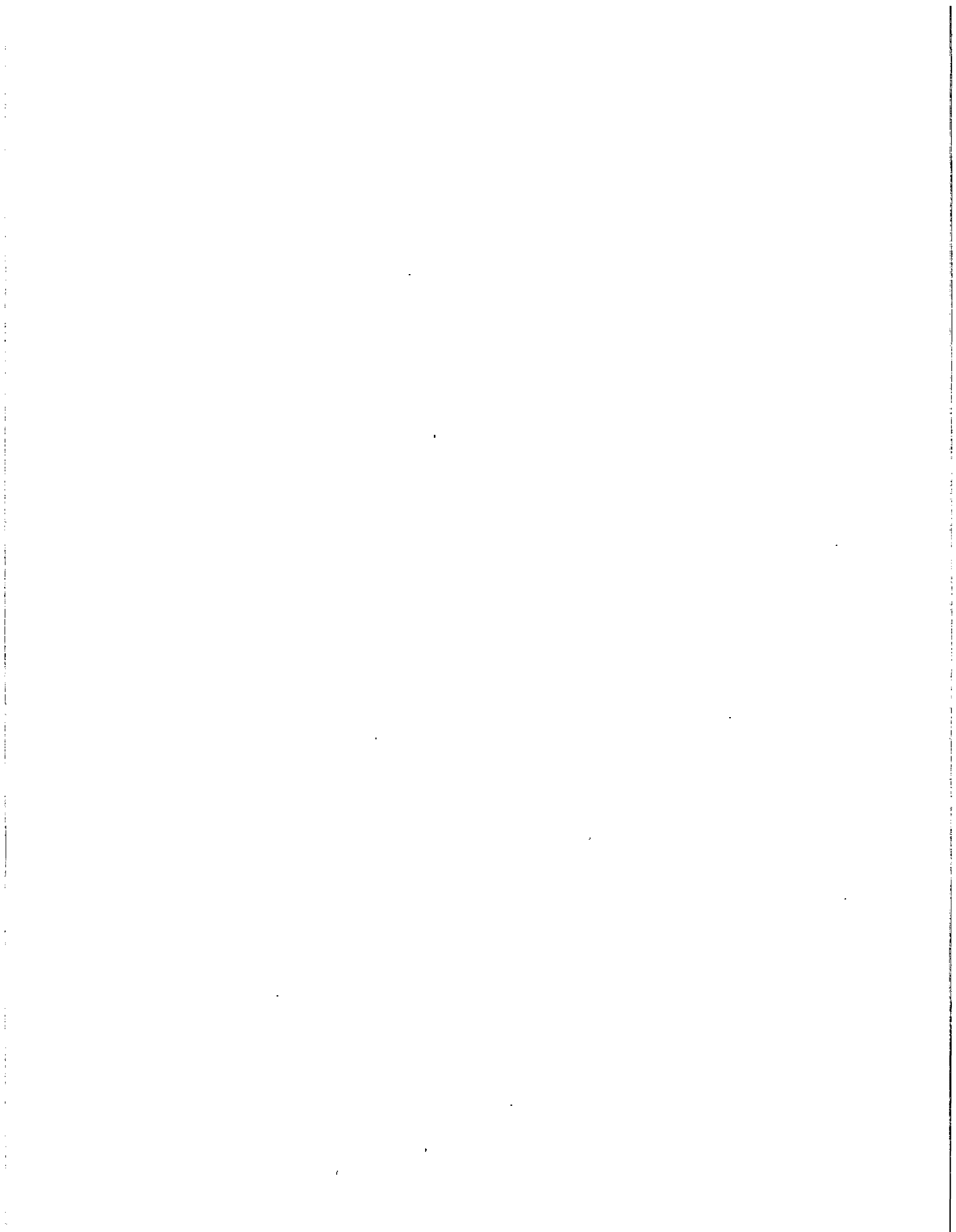
Gretchen Newsom
Member

Jeff Robinette
Member

Sam Rodriguez
Member

Executive Staff

Stewart Knox
Executive Director



**STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL**
Sacramento City Hall
California Environmental Protection Agency
1001 I Street, Sierra Hearing Room
Sacramento, CA 95814
January 24, 2018

I. PUBLIC PANEL MEETING CALL TO ORDER

Vice Madam Chair Janice Roberts called the meeting to order at 9:40 a.m.

II. ROLL CALL

Present

Gloria Bell
Maricela Gomez on behalf of Will Koch - GoBIZ
Gretchen Newsom
Janice Roberts
Sam Rodriguez (arrived at 9:34 a.m.)
Jeff Robinette

Absent

Barry Broad

Executive Staff Present

Stewart Knox, Executive Director

III. AGENDA

Vice Madam Chair Roberts asked for a motion to approve the Agenda.

ACTION: Ms. Bell moved and Ms. Newsom seconded the motion to approve the Agenda.

Motion carried, 6 - 0.

IV. MINUTES

ACTION: Ms. Newsom moved and Ms. Bell seconded the motion that the Panel approve the Minutes from the December 8, 2017 meeting.

Motion carried, 6 - 0.

V. REPORT OF THE EXECUTIVE DIRECTOR

Stewart Knox, Executive Director, said welcome and good morning Panel members, applicants, and stakeholders. Following the last Panel Meeting in December, we have a Small Panel Meeting today, totaling approximately \$7.0M with another \$992,836K in Delegation Orders for a total just over \$8.0M.

Today we have a mix of Single Employer and Multiple Employer Projects. Diana Torres, San Diego Regional Office Manager, Gregg Griffin, North Hollywood Regional Office Manager, and Anna Nastari, San Francisco-Bay Area Regional Office Manager, are here today to present the Proposals.

Regarding the Budget for Alternative and Renewable Fuel and Vehicle Technology Program (ARFVTP), we are in partnership with the California Energy Commission with \$2M approved through an Interagency Agreement. We have had four proposals in the last few months for over \$900,000, one that was approved over \$620,000 already leaving approximately \$0.5M remaining for this year.

In regard to Core Funds for FY 2017/18, today the Panel will consider and additional \$7.7M in projects and another \$992K approved by Delegation Order. Should the Panel approve all the projects before it today, the Panel will have approved just over \$70.5M. ETP will have approximately \$24.0M the remainder of the Fiscal Year (FY) 2017/18.

Under Delegation Order, all project proposals are capped at \$50,000 to be approved by the Executive Director on a continuous flow basis, which as of today, 30 projects were approved totaling just under \$992K.

For FY 2017/18 program funding to date, we have approximately 367 projects submitted, with a value of just over \$100M. The Panel has already approved just under \$71M with 306 projects to date, if all proposals are funded today.

Regarding applications for contracts that are remaining in the Regional Offices: Single Employer Contract requests are at \$35M; \$9M in allocation. Multiple Employer Contract (MEC): Regional Offices/AAU: requests are at \$9.0M; \$6.0M in allocations. Small Businesses have \$4.6M in demand; \$1.3M in allocations. Critical Proposals are at \$20K in demand; \$4.2M in allocations. Apprenticeship programs are at \$2.7M in demand; \$1.8M in allocations. Overall demand is approximately \$55M.

The number of total projects in FY 2017/18 in the Regional Offices are 288; total number of projects in the Applications and Assessment Unit is 65; overall total of 353.

Again, Staff is working hard to get the projects assigned out to the Regional Offices. About 80% have been assigned to the Regional Offices to date.

Legislative Update

In terms of legislative updates, we have provided copies of a memorandum for the Panel members. There is a lot of information on Workforce Development and Cannabis as well.

VI. MOTION TO ADOPT CONSENT CALENDAR PROJECTS

Vice Madam Chair Roberts asked for a motion to adopt Consent Calendar Items #1 through #13.

Advanced Bionics, LLC.....	\$242,000
Aemerge RedPak Services Southern California, LLC.....	\$ 68,250
ALLDATA, LLC.....	\$ 96,080
Compassionate Care Home Health Agency, LLC.....	\$236,224
Flatiron West, Inc.....	\$249,410
Giroux Glass, Inc.....	\$ 73,920
Home Health Care Management, Inc.....	\$ 99,450
Power Factor Electric, Incorporated.....	\$194,472
Pyramid San Gabriel Management, L.P. dba Sheraton San Gabriel.....	\$200,400
RDC-S111, Inc.....	\$117,432
ServiceTitan, Inc.....	\$ 209,790
Trench Plate Rental, Co.....	\$193,572
WorldWind Services, LLC.....	\$ 65,000

ACTION: Mr. Rodriguez moved and Ms. Bell seconded the motion to approve the consent calendar for Items #1 through #13.

Motion carried, 6 – 0.

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 in the event of loss of quorum to approve Proposals and other action items on the Agenda in consultation with the Panel Chair or Vice Chair.

ACTION: Ms. Newsom moved and Ms. Bell seconded the approval to delegate authority to the Executive Director in event of a loss of quorum.

Motion carried, 6 - 0.

VIII. REVIEW AND ACTION ON PROPOSALS

Single Employers

**Tab # 14 – Southern California Permanente Medical Group
WITHDRAWN**

Tab # 15 – Automobile Club of Southern California

Ms. Torres presented a Proposal for Automobile Club of Southern California (Auto Club), in the amount of \$507,200. Founded in 1900, Auto Club is the Southern California affiliate of the American Automobile Association (AAA) and offers travel, motorist, and insurance services to its members in California and a growing number of other states. The Company also provides travel planning, auto pricing, buying and maintenance services, as well as 24-hour roadside assistance. Members can renew vehicle registrations, license plates, and stickers at approximately 94 of its club district offices throughout California. The Company is eligible for training under the out-of-state competition provisions. Thirteen locations in Riverside, San Diego, Orange, and Los Angeles Counties will participate in this Agreement. This will be the sixth Agreement between Automobile Club of Southern California and ETP, and the third within the last five years.

Ms. Torres introduced Chris Troutt, Manager, Organization of Development and Leadership.

There were no questions from the Panel.

ACTION: Ms. Bell moved and Mr. Knox seconded approval of the proposal for Automobile Club of Southern California in the amount of \$507,200.

Motion carried, 6 - 0.

Tab # 16 – Correctional Medical Group Companies, Inc.

Ms. Torres presented a Proposal for Correctional Medical Group Companies, Inc. (CMGC) in the amount of \$407,520. CMGC will hold this ETP Contract and administer training for its subsidiary company, California Forensic Medical Group (CFMG). Founded in 1983 and located in Monterey, CFMG currently employs 2,000 professionals, serves 62 counties and 111 facilities in 8 states, and cares for more than 25,000 inmates. Over the past three decades, the Company has become the largest private provider of correctional healthcare services in California. CFMG is dedicated to providing responsive, innovative, high quality, and cost-effective medical, mental, health, and dental services to California counties.

Ms. Torres introduced Briana Smoothy and Amy James, Human Resources Generalist.

Mr. Rodriguez said, you provide the services inside the correctional facility?

Ms. Smoothy said, yes we do. We also manage the care even if we have to send them out.

Mr. Rodriguez said, how long of you been doing this?

Ms. Smoothy said, since 1983.

ACTION: Mr. Rodriguez moved and Ms. Bell seconded approval of the proposal for Correctional Medical Group Companies, Inc., in the amount of \$407,520.

Motion carried, 6 - 0.

Tab # 17 – BPM, LLP

Ms. Nastari presented a Proposal for BPM, LLP (BPM), in the amount of \$306,000. Founded in 1986, BPM, LLP, formerly known as Burr Pilger Mayer, Inc., is headquartered in San Francisco with four additional offices located in California: Palo Alto, San Jose, Walnut Creek and Santa Rosa. 412 of its employees work in Northern California. Workers at all five locations will be trained under this proposal.

Ms. Nastari introduced Abby Lipman, HR Generalist, and Joel Segolvia, Learning and Development Management.

There were no questions from the Panel.

ACTION: Mr. Rodriguez moved and Mr. Knox seconded approval of the Proposal for BPM, LLP in the amount of \$306,000.

Motion carried, 6 - 0.

Tab # 18 – International Business Machines Corporation

Ms. Nastari, presented a Proposal for International Business Machines Corporation (IBM) in the amount of \$734,076. Founded in 1911, IBM provides Information Technology (IT) products and services worldwide. It creates, designs, markets, manufactures, and sells advanced technologies including computer systems, software, networking systems, storage devices, cloud computing, data analysis, data warehousing and web content delivery to a global customer base in a myriad of industries.

Ms. Nastari introduced Stephen P. Dodd, Project Executive, Public Partnerships, and Rob Sanger, CMTA.

Mr. Rodriguez said, are there 6,000 IBMers in the State of California?

Mr. Dodd said, actually, there was a typo, there are approximately 70,000 employees.

Mr. Rodriguez said, your training budget in California is \$9-9.5B?

Mr. Dodd said, yes that's accurate. In fact, on an annual basis on review averages over a couple thousand dollars per employee. If you look at our application in 1942, IBMs were looking to train, the average cost of training is \$358 per employee. It brings a good return on the investment for the type of skillsets in training working people right. Obviously, most of the training and the budgets come from IBM, but we still need to invest in this to help offset some of those costs.

Ms. Newsom said, I just have a few follow up questions about your apprenticeship program since you presented at the Forest. What was one of the apprenticeship programs?

Mr. Dodd said, for Main Frame Computing that's 18 months and it's a competency-based program. All of our apprenticeship programs are competency-based programs. It means if someone comes in and they have a certain set of skillsets, they don't have to start from the beginning to make them start to even finish the program. 18 months for main stream system administration. We work with the California Office of Technology on this main frame pressure program because they have a substantial number of employees that they need to replace

and recruit for Main Frame Computing and they looking at our apprenticeship program to implement that to help develop that pipeline for office technology in Main Frame Computing. Supplemental engineering is a little over a year, as is the junior associate parts manager. So at least a year to 18 months depending on what the job role will be.

Ms. Newsom said, and the apprentices are earning while they are learning?

Mr. Dodd said, yes, absolutely. In fact, IBM pays well to the apprentices. They are paid way above what the wage scale would be. They have graduate wages as they show mastery of those competencies that they will increase the wage to what's next.

Ms. Newsom said, so there is wage progression. What about family health care?

Mr. Dodd said, yes. They are regular IBM employees. They get the appropriate benefits that come along with those positions.

Ms. Roberts said, I have a couple of clarifying questions, I think I asked you earlier and these are some of the things I always ask all of the proposals, is that you have doubled your amount and I just want to clarify it based on what you and Mr. Sanger had mentioned. Is that because he did perform the year before, we right-sized it from the year before and now it's right where it should be. I appreciate that clarification. Another thing on the contract is that you said the majority of the training is going to be CPT training, is that correct? Mr. Dodd said, a lot will be CPT training. That's just a method to deliver these dates. That's also one of the reasons that cost per individual is down as well, because it's not inspective training. With ILT it's classable where we are virtually based. Ms. Roberts said, what we see in our proposal is \$18 rate but we know it's \$8 because of the low training and the cost per trainer. I guess the numbers didn't get calculated. From our perspective, we couldn't see it. I appreciate the clarification.

ACTION: Mr. Rodriguez moved and Ms. Newsom seconded approval of the Proposal For International Business Machines Corporation, in the amount of \$734,076.

Motion carried, 6 – 0.

Tab 19 – Stryker Corporation, Stryker Neurovascular Division

Ms. Nastari presented a Proposal for Stryker Corporation, Stryker Neurovascular Division (Stryker), in the amount of \$324,000. Stryker Neurovascular Division, a subsidiary of Stryker Corporation is a medical device manufacturer that custom designs, makes, and supports its products such as catheters, sheaths, coils, stents and guide wires.

Ms. Nastari introduced Lindsay Moskovitz, Lead Specialist, Organizational Development.

There were no questions from the panel.

ACTION: Ms. Newsom moved and Ms. Gomez seconded approval of the Proposal for Stryker Corporation, Stryker Neurovascular Division, in the amount of \$324,000.

Motion carried, 6 - 0.

Multiple Employer Contracts

Tab #20 – Santa Clarita Community College District

Mr. Griffin presented a Proposal for Santa Clarita Community College District (SCCCD) in the amount of \$647,584. SCCC was founded in 1969. It is a two year, fully accredited community college. The College's Employee Training Institute (ETI), a contract education unit, has successfully offered training programs to employers in the area. SCCC continues to grow, increasing the number of participating employers it serves over the last six years. To meet employer needs, the College updates its curriculum and training programs in the Engineering, Aerospace, and Manufacturing industries. This will be the College's 14th ETP Agreement, the fifth in the past five years.

Mr. Griffin introduced John Milburn, Executive Director.

There were no questions from the Panel.

ACTION: Ms. Bell moved and Mr. Knox seconded approval of the Proposal for Santa Clarita Community College District in the amount of \$647,584.

Motion carried, 6 - 0.

Tab #21 –Studio Arts, Ltd.

Mr. Griffin presented a Proposal for Studio Arts, Ltd. (Studio Arts), in the amount of \$600,00. Studio Arts is a private training company for high-tech, computer-based software and hardware for the motion picture, television and post-production industries located in Los Angeles. The school serves motion picture and television production, visual effects, game, production design, mobile entertainment, educational entertainment and online gaming, set design, prop-making, and model-making companies in Southern California. This is Studio Arts seventh ETP proposal, its fifth in the last five years.

Mr. Griffin introduced Eric Huelsman, President.

Ms. Newsom said, I note that Live Nation is one of your employer contracts but I think we have also funded Live Nation Contract before. I just want to make sure it's not duplicative? Mr. Huelsman said, no, Live Nation has a very large number of employees. They do have a current contract with us but they do not have any people to train with us.

ACTION: Ms. Roberts moved and Mr. Rodriguez seconded approval of the Proposal for Studio Arts, Ltd., in the amount of \$600,600.

Motion carried, 6 – 0.

Tab #22 – QPE Technical Institute, Inc.

Ms. Torres presented a Proposal for QPE Technical Institute, Inc. (QPE), in the amount of \$257,098. Founded in 1987 and located in Anaheim, QPE is a private postsecondary training agency that provides customized manufacturing skills training for Southern California employers and unemployed individuals. QPE serves small to medium-sized machine shops with training such as Computer Numerical Control (CNC) machining; Computer-Aided Design/Computer-Aided Manufacturing (CAD/CAM) programming; and dimensional metrology.

Participating employers design and manufacture special tools and machines, dies, jigs, fixtures, gauges, and precision-machined parts. They come from a variety of industries including aerospace, aircraft, computer technology, medical-devices, and electronics manufacturing.

Ms. Torres introduced Michael Marek, President.

There were no questions from Panel.

ACTION: Ms. Bell moved and Ms. Newsom seconded the approval of the Proposal for QPE Technical Institute, Inc., in the amount of \$257,098.

Motion carried, 6 - 0.

Tab #23 – Santa Ana Chamber of Commerce

Ms. Torres presented a Proposal for Santa Ana Chamber of Commerce (SACC) in the amount of \$949,351. This is the tenth proposal for the SACC and the sixth in the past five years. Founded in 1889, the SACC 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 SACC. Developing the local workforce involves linking skill-training programs to current employer demands.

Ms. Torres introduced Marty Peterson, Vice President, Operations, A.K. Thakore, President of Saisoft, and A.K. Trikha, CEO of Lean QA.

Ms. Bell said, Mr. Peterson, what you just mentioned, Saisoft is going to receive and 50% Lean is going to receive for trainers. I'm curious about the percentage— you have two vendors?

Mr. Peterson said, right.

Ms. Bell said, so they each are going to receive 50%?

Mr. Peterson said, yes, it's equally split 50/50. That's been the ruling that we are supposed to follow.

Ms. Roberts said, of course I have some questions. So just for my clarification, do any of the employees that you have listed here, are they going to go through both sets of accountability both IT and both Lean Cigma?

Mr. Peterson said, probably not. They are not going to cross.

Ms. Roberts said, separate different employees altogether?

Mr. Peterson said, yes.

Ms. Roberts said, Diana mentioned that there are some Northern California vendors in here, but 1/3 of them are Northern California, but you're Southern California. You say that you market the Southern California folks, so who markets to the Northern California folks?

Mr. Peterson said, it's Saisoft.

Ms. Roberts said, Saisoft markets but we pay you a marketing fee, right? Mr. Peterson said, you pay me but I've hired him to help in the marketing, so some of the marketing goes to Saisoft.

Ms. Roberts said, why can't we stay in the Southern California area? All the other MECs, most of them stay within their accountability areas, whether it is Northern California community college, of chamber of commerce, they stay within their own regional area, but you seem to go all over the place, why is that?

Mr. Peterson said, with that type of training, it's is really hard to put together full classes. If they can market to a wider area that we can't cover ourselves, then they can offer them more frequent classes that meet the employer's expectations. I would think it would be a benefit to California as a whole because they have done this really specialized program that probably other IT training people are not going to do. It covers small employers all over the state that get to participate.

Ms. Roberts said, just from a logistical standpoint those folks coming from Modesto, San Francisco, Newark are going to come down to the Santa Ana Chamber of Commerce and get developed in the Lean/Saisoft program that you said you were going to hold, how does that work?

Mr. Peterson said, one thing that we have encountered, we have been going out to companies in the Santa Ana area for instance, and there are a lot of manufacturers in Santa Ana, a lot of small ones that are interested in taking advantage of this training. Up until this time we haven't had a combined class anywhere. Those people have not been able to take advantage of it. We are thinking about doing a combined class in Santa Ana. Those classes will be even more local I would imagine to where we are at, because people are not going to come from San Diego up to train.

Ms. Roberts said, San Francisco. How are you going to train those folks in San Francisco, Modesto, through a computer or web based training?

Mr. Peterson said, neither one. That's online. The Lean QA that we are going to have in our place is continuous improvement training.

Ms. Roberts said, okay, so should we take away part of your support costs because obviously, Saisoft does a third of the marketing, which you said you were going to pay for.

Mr. Peterson said, it still needs to be done.

Ms. Roberts said, I know, but you're not doing it.

Mr. Peterson said, there is a lot more marketing that has to be done to go get hundreds of companies to get their employees signed up. It takes a wide outreach.

Ms. Roberts said, why isn't Mr. Thakore going to a chamber of commerce or a community college up north to do their training? Why is he using you as a bypass to the training in Northern California?

Mr. Peterson said, he could. With this broker model though, I think he is limited to how many people he can participate with also.

Ms. Roberts said, I don't understand that question.

Mr. Peterson said, it's my understanding that if there is only two -

Ms. Roberts said, you can have 2 or 3 or 4, you can have as many as you want. The only reason that we have this broker model in place is because of Mr. Thakore, that's what I am saying. We put this in place because he is taking all the funds from ETP and he can come back multiple times during the year because he's not under the same restrictions as somebody who is an individual contractor. This question is to Mr. Thakore - this last year you mentioned that you were going to go through a certification process to become certified by the Bureau of Private and Postsecondary Education. Where are we with that?

Mr. Thakore said, it's ongoing process ma'am. It takes 18 months and we are investigating that process.

Ms. Roberts said, I know, but 18 months ago we asked you this same question, where are we now?

Mr. Thakore said, we are in the process as I mentioned to you and since the last meeting at which this issue was discussed, Mr. Trikha and I proactively reached out to Mr. Knox and unequivocally made clear to him that going forward, Lean QA and Saisoft would appear on only two contracts a year - under the Santa Ana Chamber and one of which we disclosed to Mr. Knox. In so doing, it addresses the recurring paying point and recurring concern that the Panel has had which is where in the past Saisoft was coming under multi contracts. So that issue we proactively reached out to Mr. Knox and addressed, thereby leveling the playing field going forward. So you are not going to see Saisoft come under 6, 7, contracts.

Ms. Roberts said, 2 is too many.

Mr. Thakore said, Ma'am with the broker model in place with two, we are restricted to 50% of the revenues it would be tantamount to once a year contract and no more than that, which is the famous part the Panel has been seeking to achieve all along.

Ms. Roberts said, are you going to follow up with Mr. Knox on where you are with the educational license to become your own...

Mr. Thakore said, we are working on it. We are looking into it and it has serious regulatory requirements and I do not have the staff. My hands are tied keeping up with our regular business and the serious regulatory requirements I have to train and hire staff to do that and I'm in the process of looking into that.

Ms. Newsom said, but you have enough time to go and market up and down the state using Santa Ana Chamber of Commerce as your shield?

Mr. Thakore said, it's a process ma'am. I'm working as hard as I can. It takes 18 months. It's an office drive down the street for them to even start to interact with our communication. They won't guarantee any faster. I've been to an application workshop. The guide to apply for it is a thousand pages long. I am working on it. I wish I could tell you - yes, I have it, but I don't at the moment.

Ms. Roberts said, the reasons I have concerns about this Mr. Thakore and you know it, is that there were some integrity issues regarding this last contract where you had your relatives, both you (Mr.Thakore) and Mr. Trikha's, wives were both under the same contract. I tell you it's the same income as far as I am concerned. If you have your wives, it's the same income.

Mr. Thakore said, I can see...

Ms. Roberts said, no you can't fool us.

Mr. Thakore said, I'm not going to argue with you, I can totally see that and hence we proactively reached out to Mr. Knox even without anybody from ETP asking us to do that and we leveled up and said you will not see any of those concerns. You will only see Lean QA and SaiSoft under new broker model which leveled the playing field and makes it fair for all the other MECs. To your other point about BBP, yes, we are working on it. We don't yet have it done.

Ms. Bell said, I have a serious concern as well. You said you were going to get it done 18 months ago and you haven't gotten it done. I realize you have gone to a mega conference...

Mr. Thakore said, I didn't say 18 months ago we are going to get...

Ms. Bell said, excuse me – where are you on it? Where exactly are you on the process?

Mr. Thakore said, I tried doing the –

Ms. Bell said, I don't want to hear you tried, I want to hear where you are in the process...

Mr. Thakore said, ma'am I'm trying to answer your question please? I started working on the application in November of 2017 by late December I realized it's way beyond me. It's very conflicting so I have now sought the services of consultant who specializes in it and I'm working with the consultant to prepare the application as we speak.

Ms. Bell said, thank you and when was that? When did you consult the consultant?

Mr. Thakore said, oh when did I use the consultant? Right before Christmas ma'am.

Ms. Bell said, in December of 2017? Mr. Thakore said, that is correct, yes. I attended the workshop in – I attended two workshops for BBP, one was in March and other one was in July, I was no wiser coming out the second one either in terms of what it takes. I implore you to go look at the regulations and just the application booklet that they give about a thousand pages and I finally gave up and this consultant is helping me.

Ms. Roberts said, the previous proposal, QPE Technical Institute, they got a license to be a separate entity. Maybe you should talk to them about how they got it done. It states it right here in their proposal. They have training agency certification.

Mr. Thakore said, I will reach out to the gentleman, I will.

Ms. Roberts said, there is a way to do it. Because otherwise you are made in the shade. You're coming through \$5M-\$6M a year from ETP.

Mr. Thakore said, no ma'am that's not true. I challenge you on that. Those figures are incorrect and I don't know where you got those from.

Ms. Roberts said, over a two-year period.

Mr. Thakore said, no ma'am. Go back and tally them up. They don't add up to \$5m-\$6M over two years.

Ms. Bell said, how much does it add up to in the last two years Diana?

Ms. Torres said, how much did Saisoft? I don't know that right off hand. Let me look here. It appears it's somewhere around \$1-\$2M.

Ms. Roberts said, you yourself mentioned that you were coming back 5 times a year.

Mr. Thakore said, ma'am, ma'am, you're absolutely right. I'm not going to argue that. You're 100% correct and we did reach out to Mr. Knox and addressed that issued on a going forward issue basis. So please give me some credit for that.

Ms. Roberts said, I am still concerned with Mr. Peterson's support cost because it sounds like Mr. Thakore and Mr. Trikha are doing all the marketing, all the reaching out –

Mr. Thakore said, I will let him speak to that.

Ms. Roberts said, that's why I'm saying – I'm reading what you're saying what you're doing. It sounds like you're the pawn in this thing Mr. Peterson, you're the pass-through. These guys are saying I'm coming to you, I'll give you \$60,000, I'm going do all the training, I'm going to do all the administration, but I will give you \$60,000 to use your entity as the front person of this training fund, which I think is not right.

Mr. Peterson said, we do market both of these, both on our websites and mailings that we do, emails, and events, but all that's geared toward Orange County area primarily. There is not a reach that we have up in San Francisco, I'll grant you that. With what he is doing with two different entities, us being one down there, if his other one was in Sacramento and if only Southern California people were only able to go into ours, that would be fine and they could have the Northern California piece and they could go into there. That would be fine. I'm just making a point for him to fill classes in a timely manner, for employers. Let's just say we were limited to just Santa Ana, to find employees from... to fill 20 spots from just the Santa Ana area in a time frame to meet an important employer's needs, we would never be able to do it. Now him being able to do this all over the whole state allows him to get people and they will all have needs in the same time frame to do it. That helps us be able to make it work for what we're are doing.

Ms. Roberts asked if anyone had any further comments and/or concerns to address.

Ms. Bell said, I am not comfortable voting for this, so I'm voting against this.

Ms. Newsom said, likewise.

Ms. Roberts said, okay can I have a motion? Seems like we don't have a motion here Mr. Knox, I don't know what we do.

Mr. Knox said, I guess the question is what would the Panel like to do in terms of bringing it back with a different model, or bring back a different idea of the way... you know one of the things that Mr. Thakore mentioned, it is under the 50/50 split, that was the model we agreed upon 3 years ago. Would the Panel want to entertain that the broker model, they have to be BBPE certified? Is that the recommendation or I guess what would you like staff to do to bring back this type of model.

Ms. Roberts said, if this is Santa Ana and he is marketing to the Southern California area or around this area, I would like to remove the outside contracts, the ones that are outside of the Southern California area so that would be San Francisco, Newark, and whoever else, Modesto. That would be the recommendation I have.

Mr. Knox said, would there be a way to make a motion to fund half the project currently or bring back at a later date, if in fact, that needs to change? Because that would change the model a little bit from the NorCal, Southern California issues. Is there a recommendation to fund half of the project currently to the broker model, and then we can play with the model and see what we come up with next?

Ms. Newsom said, I personally would like to see the proposal come back under the proposed model where those entities are removed to see what it looks like. I don't know if it would be right to fund half, if it's actually much less than half or more.

Ms. Bell said, I agree.

Ms. Roberts said, I agree. Our decision now Mr. Peterson is that we are going to table this. You can come back, but we would like to see different – your different employers in here that represent your area. Because we don't want you as a bypass for all of California. We want you to represent your area. That's what you're under, that's what you state you're doing as you're supporting that area, your Southern California area. So what we are going to do is that we are not going to approve it today. You're going to come back at a different time.

Mr. Peterson said, so local employers in Southern California and come back.

Ms. Roberts said, Lean QA seems they have all of their Southern California entities in there – no problem okay? The IT part of the business is something that you need to look at, something that can represent Southern California.

Mr. Peterson said, how far back would this put us in time? The next Panel meeting?

Ms. Roberts said, if you can.

Mr. Knox said, we will work with Diana's and Gregg's staff and see how quickly they can turn it around.

Mr. Peterson said, alright. Thank you.

ACTION: Ms. Bell moved and Ms. Roberts seconded the motion to NOT approve the Proposal for Santa Ana Chamber of Commerce in the amount of \$949,351.

Motion carried, 6 – 0.

Tab #24 – Murrieta Chamber of Commerce

Ms. Torres presented a Proposal for Murrieta Chamber of Commerce (Murrieta Chamber), in the amount of \$223,200. Founded in 1915 and located in Southwest Riverside County, the Murrieta Chamber of Commerce is a non-profit membership organization whose mission is to create and foster a sustainable business environment in the Murrieta area through networking, promotion and advocacy, and to assist small businesses to grow and achieve their goals through education and mentorship. The Murrieta Chamber works in partnership

with the City of Murrieta and with other Chambers in Southwest Riverside County that form the Southwest California Legislative Council.

Ms. Torres introduced Patrick Ellis, President/CEO.

Ms. Newsom said, just a clarification – which unions are involved in your proposal? Mr. Ellis said, I don't think there were any. Ms. Roberts said, thank you for the clarification.

ACTION: Mr. Rodriguez moved and Ms. Bell seconded the approval of the Proposal for Murrieta Chamber of Commerce in the amount of \$223,200.

Motion carried 6 – 0.

IX. PUBLIC COMMENT

Steve Duscha said, as I mentioned to some of you before, I am outraged at the Governor's budget this year and what's it is doing to ETP. I think we should all be outraged and especially any of us that know lobbyists. We need to engage those lobbyists to try and turn this around. On the good side, the Governor's budget appropriates an extra \$10M to ETP that's well and good, but the Governor leaves \$44M as an unappropriated surplus in the Employment Training Fund. Those of us who have been around government for a long time know that if you leave surplus money in a pot, then somebody's going to come and take it. They have started to do that. I think it's a particularly egregious rip off of the ETP funds. What the Governor is proposing is to take \$13.7M in the next 3 years and \$5.6M annually forever to fund administrative jobs in the Division of Apprenticeship Standards. Supposedly, they fund non-traditional apprenticeships. I'm not sure what non-traditional apprenticeships are. Apprenticeships, as all of you know, are about labor and management working collectively together, it's about wage progression, it's about skills progression, it's about senior people teaching junior people, and it's about combining on-the-job training with classroom training. Now if it's not all of those things, it's not an apprenticeship. I want to compliment IBM, it seems what they are proposing is not a non-traditional apprenticeship, it's a real apprenticeship. I think there are a lot of other things that are creeping into apprenticeship and I'm afraid that is what the Governor's budget wants to fund. It's even worse than that because the Governor wants to take this money, not even to fund programs, but to fund administrative staff for the Division of Apprenticeship Standards. He wants to nearly double the staff at DAS to 100 people within a couple of years. That would give DAS a bigger staff than ETP. DAS doesn't administer any training funds; it simply looks over apprenticeship programs. In contrast, obviously, ETP administers \$100M a year in training funds. ETP administers in a year training for more than 200,000 people. DAS administers about 75,000 apprentices, based on workload, based on anything I can think of...it's wrong. I'm sorry Mr. Broad isn't here, but I will try to quote him from last Fall when there was some rumors of this going around and Mr. Broad said something to the effect of "well if they want to come and steal our money for other purposes related to apprenticeship, then ETP may well want to think about reducing the \$12-\$14M that ETP is now allocating and spending for real apprenticeship programs, largely in the building trades." It's not a crazy thing to suggest. If you're going to rip off our money before it even comes to the Panel, that the Panel ought to stop what it's doing in the same field. So I think we all need whatever we can to stop this. It's a proposal in the Governor's budget. The Governor occasionally changes his mind. The legislature can help change his mind by taking it out of the budget and we all need to do what we can. Thank you.

Ms. Roberts said, thank you.

Good morning, Rob Sanger, CMTA. This is my first time seeing the money transfer of the Division of Apprenticeship Standards. I have been working with the DAS to try and understand how they are trying to work with industry in a non-traditional industry and they said that they wanted to make some changes, make the program much easier to use to date, and we have been working with them for 6-12 months. We had a symposium last week where they talked to our employers, but we still do not understand how they are making the program easier, how they are aligning it with DOL registration. I don't see how hiring all of these people before you have any demand from employers is going to help, other than helping people that are in the jobs. Personally, I don't know how this is going to help drive it until you have the demand or you have the program established and you have the input from the employers and you have some alignment. I'm going to push this up to our lobbyist at CMTA and see what they want to do. That's just my first take on it. I don't know if that will be our position, but we are willing to work with the company. We have companies like Gallo and we have companies like Gallo that's transitioning to get DAS and DOL approved, but I only know a handful of them that are doing that. Next week, I am going to New Orleans to a conference, with American Association of Community Colleges and there will be people from the Department of Labor there talking about the funding coming down from the Feds for apprenticeship programs and there should be significant funding. So maybe that's what they are trying to tie into, is the federal funding and how they can coordinate. I think it's key to make these programs easy and simple to use and get that simple with the buying industry. Until you do that, I personally don't see the point in adding as many jobs. Ms. Roberts said, I have a question – who is in favor of this? Seems like we're not getting a lot of help on this deal. Mr. Sanger said, Department of Industrial Relations probably. Ms. Roberts said, is it just for increasing jobs? Mr. Sanger said, the first time I heard of it I had heard that they are trying to increase the non-trades apprenticeship programs in the state, but here is the other thing...they say they have these consultants that go out in the field and that's great, but I can't send that consultant to my company. They are not going to get a high enough level of person to talk to. First, they need one tab, a one pager or one room standing on what are the minimum requirements. Because apprenticeship programs do not deliver training. All they do is set minimum requirements. So they don't really need representatives other than maybe a call center. But they don't need to send people out to all these companies in the state, and that's what they are going to do. They are going to sit down with them and have coffee and say here's how we start an apprenticeship program. To a certain point, you need to change legal things going on with the company, employment issues, your C-Level staff that are brought into this and the people they are going to put those jobs are not going to connect with those C-Level staff to make those changes of the company. Even paying them \$90k as a manager I don't think they will be at that level that they can make that happen. We are trying to engage with them to help them sell the program, but they haven't told us of any changes they have made so far in the program to simplify it. Ms. Roberts said, you're exactly right. If we had somebody come to my plant or my business here, we have 10,000 employees here, but even our plant managers, regional directors they wouldn't have any way – it would have to go up through our Pepsi-Co Global Headquarters in New York. There is just no way. It wouldn't happen. Mr. Sanger said, yes, so that's the concern it's not that employers don't want to do it maybe, it's just a very high level decision for these companies to make. In the case of Gallo, they are local in Modesto and they have all their management there so they have made that decision internally. Not because they sent a staffer out there to talk about it. It was a long-term progression. Mr. Duscha said, if I'm not mistaken, Gallo hasn't had an apprenticeship. Ms. Roberts said, he's working on it. Mr. Sanger said, it wasn't registered. They have a very solid training program and they have come to use ETP funds to help do that. It was never registered with DAS or DOL. They are in the process of doing that. I just have not seen a huge demand. I have not ever received a call. I have pushed out to companies and asked but I don't see a lot of demand. Mr. Rodriguez said, since you're on topic, what's your take on, if any, for community colleges in the last 7 years, the new mission in vocational certifications? Mr. Sanger said, yes, I think that's a good move. I think there is a lot of people who are going into community colleges for lots of reasons, and one of them is

to get a job – get in and get out of the community college quickly so they can make a living and with industry certifications, that's a great way to do that.

Ms. Roberts said, are there any comments? If not, I will adjourn the meeting at 11:00 a.m. We will take a break before we begin the Subcommittee Meeting.

X. MEETING ADJOURNMENT

Meeting adjourned at 11:00 a.m.

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.

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 \$50,000 or less, and (2) single proposals for \$50,000 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.



Training Proposal for:
All FAB Precision Sheetmetal, Inc.
Agreement Number: ET18-0167

Panel Meeting of: February 22, 2018

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Clara	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 110	U.S.:110	Worldwide: 110
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	7%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$77,760		\$0	\$0		\$77,760

In-Kind Contribution:	100% of Total ETP Funding Required	\$108,000
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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. Impr., Mfg. Skills	54	8-200	0-8	\$1,440	\$18.22
				Weighted Avg: 80			

Minimum Wage by County: Santa Clara County: \$18.22

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 \$2.50 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Buyers		3
Machine Operators		1
Assembly		10
Shipping		5
Hardware		5
Deburr		4
Brake		10
Computer Numeric Control (CNC) Machinist		4
QC Inspector		5
ISO Auditor		1
Supervisors		4
Inventory		2

INTRODUCTION

Founded in 1999 and headquartered in San Jose, All FAB Precision Sheetmetal, Inc. (All FAB) (www.allfabprecision.com) is a family-owned and operated business that manufactures and services metal stamping equipment and assembles customized computer networking chassis and server mainframes. As a full-service contract manufacturer, All FAB offers a full set of options from designing utilizing Solid Works and other 3D drawing programs to prototyping through volume production. Customer base includes primarily data storage, medical device, and computer industries. All training will occur at the Company's facility in San Jose.

PROJECT DETAILS

This will be All FAB's second ETP-funded project and the second within the last five years. During the previous Agreement, the Company delivered ISO and general training to increase trainee knowledge of equipment and software (i.e. blue print reading). This new proposal will focus on new equipment, quality initiatives, and more customized manufacturing skills training. Training from prior Agreement will not be duplicated in this new proposal.

All FAB's customers are restructuring their metal fabrication strategy to remain competitive. This has led to customer demands for better pricing. Consequently, the Company must reevaluate all equipment and processes and refine employee skills to improve efficiency and increase productivity. The Company plans to train all staff on new Amada equipment and ERP/MRP system and cross-train employees in various operational procedures.

Additionally, the Company is looking to promote helpers and/or assistants in the occupations of Machine Operators, Brake Operators, and ISO Auditor (total 12 trainees). These employees have shown high potential in advancing to more technical positions. These trainees initially received fundamental skills during the previous Agreement. However, they require a higher number of training hours (approximately 90-120 hours).

TRAINING PLAN

Business Skills: Training will be offered to ISO Auditors and Buyers in Advanced Planning and Scheduling, Auditor Training, ERP/MRP Training, and Purchasing Training. Training will increase trainee business efficiencies and ensure delivery of excellent customer service.

Computer Skills: Training will be offered to all occupations in Intermediate/Advanced Microsoft Suite and Windows OS to keep track of all business procedures.

Manufacturing Skills: Training will be offered to Machine Operators, Assembly, Shipping, Hardware, Deburr, Brake Workers, QC Inspectors, and Inventory to increase knowledge of new equipment and processes.

Continuous Improvement: Training will be offered to CNC, QC Inspector, ISO Auditor, and Supervisors to improve processes and promote efficiency. Trainees will also be cross-trained in equipment and processes.

Computer-Based Training

CBT will supplement Class/Lab training. Trainees in Job Number 1 will receive no more than 8 hours of CBT.

Commitment to Training

ETP funds will not displace the Company's existing financial commitment to training. All FAB has an annual training budget of \$60,000 for training which includes mandatory safety training, sexual harassment prevention, and employee orientation training.

Safety training is and will continue to be provided in accordance with the pertinent requirements under state and federal law.

➤ **Training Infrastructure**

All FAB is ready to start training upon Panel approval. Training will be provided at the Company's San Jose facility by a combination of in-house staff and vendors. The Company's General Manager and an internal administrative staff will collect rosters and perform all other administrative duties.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0375	San Jose, CA	12/26/2016– 12/25/2017	\$62,010	\$58,108 (94%) (projected)

Final Invoice will be submitted within 30 days from the term date – December 25, 2017. Earnings are projected based on training hours tracked in the ETP Online System.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Amada America, Inc. in Buena Park will provide Manufacturing Skills training.

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- + Auditor Training
- + Advanced Planning and Scheduling
- + ERP/MRP Training
- + Purchasing Training

COMPUTER SKILLS

- + Intermediate/Advanced Microsoft Office Suite
- + Windows OS Training

CONTINUOUS IMPROVEMENT

- + ISO Training
- + Process Training
- + Safety Training

MANUFACTURING SKILLS

- + Brake Press Operations - Amada
- + Cross Departmental Training
- + Cross Training
- + Customer Specified Shipping and Packaging Specifications
- + Inspection Training
- + Inventory Training

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

CBT Hours

0-8

BUSINESS SKILLS

- + Auditor Training (8 hrs.)

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.



**Panel Amendment #1 Proposal for:
 Applus RTD USA Services, Inc.
 Agreement Number: ET17-0206**

Amendment Effective Date: January 4, 2018

Panel Meeting of: February 22, 2018

ETP Regional Office: North Hollywood

Analyst: M. Paccerelli

CURRENT PROJECT PROFILE

Contract Type:	Priority/Retrainee HUA SET	Industry Sector(s):	Construction Services High-Tech Aerospace
Counties Served:	Kern, Ventura, Orange	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Current Contract Term:	August 29, 2016 to August 28, 2018	Substantial Contribution:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

CURRENT FUNDING

Current Funding
\$99,792

AMENDMENT FUNDING

Requested Funding	Total Funding
+\$49,896	\$149,688

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	Priority Rate Retrainee SET HUA	Commercial Skills, Computer Skills, Cont. Improv., Business Skills; HazMat., OSHA 10/30, PL-Comml Skills	215	8-200	0	\$648	\$11.70
				Weighted Avg: 36			
2	Priority Rate Retrainee SET	Commercial Skills, Computer Skills, Cont. Improv., Business Skills; HazMat., OSHA 10/30, PL-Comml Skills	16	8-200	0	\$648	\$21.28
				Weighted Avg: 36			

Minimum Wage by County: Job Number 1 (Set/HUA): \$11.70 per hour for Kern County
 Job Number 2 (SET/Priority Industry): \$21.28 per hour Statewide

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 \$1.14 per hour may be used to meet the Post-Retention Wage in Job Number 1; and up to Up to \$1.92 per hour in Job Number 2.

Wage Range by Occupation	
Occupation Title	Wage Range
Job Number 1	
Technicians	
Assistant Technicians	
Inspectors	
Field/Office Support Staff	
Administrative Staff I	
Administrative Staff II	
Frontline Supervisor I	
Frontline Supervisor II	
Job Number 2	
Technicians	

Assistant Technicians	
Inspectors	
Administrative Staff	
Frontline Supervisor	

INTRODUCTION

Founded in 1930, Applus RTD USA Services, Inc. (Applus) is a company engaged in testing, inspection, and certification, providing solutions to companies in the oil & gas, power, automotive, industrial, and telecommunications sectors to ensure that their assets and products comply with health and safety, quality, and environmental standards and regulations.

AMENDMENT DETAILS

Applus is requesting to increase the weighted average by 12 hours, from 24 to 36 hours in Job Numbers 1 & 2, to allow trainees to continue training. As a first-time ETP Contractor, Applus submitted a conservative training plan. This Amendment will provide its workers additional training in skills necessary to remain competitive in the industry and improve trainee productivity, quality and efficiency.

In summary:

- The funding amount will increase by \$49,896, from \$99,792 to \$149,688
- The weighted average hours in Job Numbers 1 & 2 will increase from 24 to 36.
- The average cost per trainee in Job Numbers 1 & 2 will increase from \$432 to \$648

Applus requests an effective date of January 4, 2018, when the request for this amendment was submitted to ETP.

RECOMMENDATION

Staff recommends approval of this Amendment.

CURRENT CONTRACT PERFORMANCE

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

Agreement No.	Approved Amount	Term	No. Trainees Enrolled	No. Completed Training	No. Retained
ET17-0206	\$99,792	08/29/16 - 08/28/18	162	1	1

To date, the ETP Online system shows 5,356 eligible training hours have been tracked (97% of the current Agreement amount).

Exhibit B: Menu Curriculum**Class/Lab Hours**

8-200 Trainees may receive any of the following:

COMMERCIAL SKILLS

- Acoustic Emission
- Electromagnetic Testing
- Ground Penetrating Radar
- Guided Wave
- Laser Methods
- Leak Testing
- Magnetic Flux Leakage
- Magnetic Particle Testing
- Penetrant Testing
- Radiological Testing
- Thermal/Infrared Testing
- Ultrasonic Testing
- Vibration Analysis
- Visual Testing
- 3D Scanning

BUSINESS SKILLS

- Customer Service

CONTINUOUS IMPROVEMENT

- Process Improvement
- Leadership
- Six Sigma
- Project Management

COMPUTER SKILLS

- Business Operations Software
- MS Word, Excel, PowerPoint (Advanced & Intermediate)

HAZARDOUS MATERIALS

- Hazardous Materials Handling
- Hazardous Waste
- Hazardous Monitoring/Clean-up

OSHA 10/30 (Certified OSHA Instructor)

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

Productive Lab

0-40

COMMERCIAL SKILLS (trainer-to-trainee ratio of 1:1)

- Set Up and Job Preparation
- Equipment Operation
- Non-Destructive Testing

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.



**TRAINING PROPOSAL FOR
Barracuda Networks, Inc.
17-0888**

Panel Meeting Date: 02/22/2018
Regional Office: San Francisco Bay Area Regional Office
Analyst Name: Samantha Wang
Type of Proposal: Single Employer
Funding Source: Out-of-State Competition

FUNDING OVERVIEW

Provided here is a summary of the funding for the proposed Training Project.

TOTAL ETP FUNDING: \$162,280.00			
Program & Admin Cost	Support Cost (\$)	Substantial Contribution (\$)	Total In-Kind
\$162,280.00	N/A	\$0.00	\$281,109.92

APPLICANT PROFILE

Company Summary	Barracuda Networks, Inc. (Barracuda) (www.barracuda.com/), is a computer data storage and Information Technology (IT) solutions company that designs, installs, and configures mainstream IT problems.
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Industry Sector(s)	Manufacturing
Priority Industry	Yes
No. Employees (Applicant)	State: 503 US: 1,017 World Wide: 1,525
Turnover Rate (Applicant)	2.50 %
Repeat Contractor	No
High Unemployment Area	No
Union(s)	N/A

TRAINING PROFILE

Training Objective(s)	Training will include technologies such as Salesforce, Virus Submission Tool, EchoPlatform Managed Service Provider, and Sharepoint for workers to obtain the skills to better serve customers.
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Training is summarized below, with additional details in *Attachment 1 - Group and Job Title Details* of this Panel Proposal.

#	Group Characteristics	# Of Trainees	Reimbursement Rate	Weighted Avg. Hours	Cost Per Trainee	Min-Max Hours
1	Job Creation – Retrainee Initiative Program, Retrainee	50	\$20.00	91	\$1,820	8 - 200
2	Retrainee	132	\$18.00	30	\$540	8 - 200

PROPOSED TRAINING PROJECT DETAILS

1. Company Background

Founded in 2003 and headquartered in Campbell, Barracuda offers its products and services in three market segments: 1) content security, 2) networking and application delivery and 3) data storage, protection and disaster recovery for numerous industries.

The Company maintains a strong heritage in email and web security appliances, which includes customized solutions that supports every aspect of a client's network. The Company provides overall protection that can be deployed in hardware, virtual, cloud and mixed form factors.

Barracuda's clients include CitiBank, Coca-Cola, Delta Dental, FedEx, Harvard University, IBM, L'Oreal, AT&T, Mythbusters and Spokane Public Schools.

Training will take place at the Company's locations in Campbell and San Jose. This will be Barracuda's first ETP Agreement.

2. Current Training Project Details

Purpose of Training

In the IT and data storage industry, technologies, platforms and software, are constantly updated with new features; and many companies are deploying its IT infrastructures to the cloud. Therefore, all Barracuda staff must be updated on programming, platform development, cloud functionalities, and sales to obtain the skills and knowledge to serve their customers.

Training will be delivered via Class/Lab and E-Learning in the following areas:

- **Salesforce - Barracuda's Customer Relationship Management Software (CRM).** Staff will learn how to manage customer relationships and cases through Salesforce. They will learn how to query the database, keep notes, add escalation/ bug numbers, and track and document all troubleshooting steps.
- **Virus Submission Tool -** This is a tool Technicians use to submit spam samples they have received from customers. Engineering processes the sample, updates the Technician who updates the customer.
- **Sharepoint -** This is a cloud-based file share system where operational reports, company photos, and HR information are posted. Staff will learn how to retrieve client's documents and information through this system.
- **EchoPlatform Managed Service Provider (MSP) -** This is Barracuda's centralized management portal in which customers can deploy end-to-end security and data protection solutions, and manage them in one place. EchoPlatform enables customers to view and estimate bills, gain profitable insights, and view all

PROPOSED TRAINING PROJECT DETAILS

	<p>customers and solutions through a single pane glass.</p> <p>Additionally, Barracuda will use ETP funds to train Managers in Leadership Training, providing the necessary tools and resources to successfully manage a team.</p>
Training Infrastructure and Administrative Plan	<p>The HR Benefits Manager will oversee all ETP training. This includes meeting with the ETP, and monitoring and managing the entire contract. In addition, a Sales Enablement Manager, and a Support Enablement Manager at each facility will assist in scheduling the training, enrolling the trainees, and tracking the hours.</p> <p>Training will be delivered by in-house experts and vendors as needed. All trainees will have access to Barracuda Campus which is a Learning Management System that contains documents, video instructions, and enrollment in live classes.</p>
Marketing Plan (MEC Only)	N/A
Support Cost Description (MEC Only)	N/A
Substantial Contribution Description	N/A

3. Curriculum Summary

A summary of the curriculum is provided below. See *Attachment 2 - Training Delivery and Curriculum Listing* for more details.

Delivery Method/Level	Classroom/Simulated Laboratory
Summary	
All occupations will receive training in Business, Computer and Management Skills.	

Delivery Method/Level	E-Learning - Instructor Led/Distance Learning
Summary	
All occupation will receive E-learning in Business and Computer Skills.	

4. Additional Company or Training Project Details

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, and a higher fixed fee reimbursement rate.

PROPOSED TRAINING PROJECT DETAILS

Barracuda will be expanding business capacity by hiring 50 new employees as the Company is having difficulties providing quality service due to increasing demands and constant technology updates. It is important for the Company to provide the new employees with the knowledge and skills needed to work efficiently in their specific job functions. The date-of-hire for the 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.

4.1 Program Waivers

N/A

4.2 Subcontractor Summary

N/A

4.3 Supporting Panel Proposal Documentation

Attachments 1 and 2 provide details on the training, curriculum and program characteristics.

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

<i>Delivery Method /Level</i>	<i>Classroom/Simulated Laboratory</i>
Training Type (Level)	Planned Course Offerings
Business Skills	Barracuda Website
	Customer Relations
	Sales
Computer Skills (Standard)	Amazon Web Services
	Azure
	Barracuda Order System
	Barracuda Products - Hardware, Vx or Cloud
	Confluence- Support Wiki
	CudaHealth
	EchoPlatform (MSP)
	Google Public Cloud
	JIRA
	Salesforce
	Sharepoint
	Virus Submission Tool
Management Skills	Leadership Training

<i>Delivery Method /Level</i>	<i>E-Learning – Instructor Led/Distance Learning</i>
Training Type (Level)	Planned Course Offerings
Business Skills	Barracuda Website
	Customer Relations
	Sales
Computer Skills (Standard)	Amazon Web Services
	Azure
	Barracuda Order System
	Barracuda Products - Hardware, Vx, Cloud
	Confluence - Support Wiki
	CudaHealth
	EchoPlatform
	Google Public Cloud
	JIRA
	Salesforece
	Sharepoint
	Virus Submission Tool



**TRAINING PROPOSAL FOR
BHC Alhambra Hospital, Inc.
17-0965**

Panel Meeting Date: 02/22/2018
Regional Office: North Hollywood Regional Office
Analyst Name: Margarita Paccarelli
Type of Proposal: Single Employer
Funding Source: SET

FUNDING OVERVIEW

Provided here is a summary of the funding for the proposed Training Project.

TOTAL ETP FUNDING:		\$ 201,798.00	
Program & Admin Cost	Support Cost (\$)	Substantial Contribution (\$)	Total In-Kind
\$ 201,798.00	N/A	\$ 0.00	\$ 354,609.00

APPLICANT PROFILE

Company Summary	BHC Alhambra Hospital, Inc., (BHC) is a private fully accredited acute psychiatric hospital serving children, adolescents, and adults.
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Industry Sector(s)	Healthcare		
Priority Industry	Yes		
No. Employees (Applicant)	State: 360	US: 360	World Wide: 360
Turnover Rate (Applicant)	5.00 %		
Repeat Contractor	No		
High Unemployment Area	No		
Union(s)	N/A		

TRAINING PROFILE

Training Objective(s)	Training will provide skills to nurses and healthcare professionals to provide expert and proficient psychiatric and medical services to patients.
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Training is summarized below, with additional details in *Attachment 1 - Group and Job Title Details* of this Panel Proposal.

#	Group Characteristics	# Of Trainees	Reimbursement Rate	Weighted Avg. Hours	Cost Per Trainee	Min-Max Hours
1	Retrainee	111	\$ 18.00	101	\$ 1818	8 - 200

PROPOSED TRAINING PROJECT DETAILS

1. Company Background

Founded in 1974 and headquartered in Rosemead, BHC is a full service acute psychiatric hospital dedicated to providing quality behavioral health, eating disorder and substance abuse treatment to patients in San Gabriel Valley, Los Angeles County and surrounding areas. BHC offers short-term inpatient, partial hospitalization, intensive outpatient, and residential treatment services. Its facility is one of the few programs in Los Angeles and San Gabriel County that offer several treatment level options to adults, adolescent and pediatric patients.

2. Current Training Project Details

Purpose of Training	<p>Demand for acute psychiatric is high given recent closure of other hospital facilities. As a result, the Hospital will open two additional residential houses for adolescent and adult women with eating disorders and add beds to its inpatient units. Expansion requires the Hospital to hire trained nurses. BHC will be hiring 15 New Graduate Registered Nurses (RN) from four nursing schools. The Hospital is requesting 200 hours of Medical Skills Didactic and Clinical Preceptor training per trainee. New Graduate RNs will go through a rigorous 300 hour training program (100 hours at BHC's expense) and will focus on upgrading staff skills to provide effective care and meet quality standards.</p> <p>Additionally, BHC will be providing a new service. In 2017, BHC was invited to join the National Alliance for Suicide Prevention (Zero Suicide Foundation Team) as a host facility to educate, train and incorporate best practice policies, procedures, and protocols. This is an effort to reduce the growing number of patients diagnosed and hospitalized with major depression and greater than 25% risk for suicide. The Hospital must train healthcare staff on this new service.</p>
Training Infrastructure and Administrative Plan	<p>BHC's Director of Nursing will oversee training and project administration. Training will be provided by in-house subject-matter experts. In addition, BHC has retained an outside administrative consultant to ensure that all training records meet ETP compliance.</p> <p>BHC's current annual training budget is \$487,000. ETP funds will not displace the Hospital's commitment to training.</p>
Marketing Plan (MEC Only)	N/A
Support Cost Description (MEC Only)	N/A
Substantial Contribution Description	N/A

PROPOSED TRAINING PROJECT DETAILS

3. Curriculum Summary

Provided here is a summary of the curriculum that will be delivered. *Attachment 2 - Training Delivery and Curriculum Listing* provides full detail on the training that will be provided.

Delivery Method/Level	Classroom/Simulated Laboratory
Summary	
All occupations identified in Attachment 1 will receive Class/Lab Business Skills and Medical Skills (Didactic) training. Training shown in detail in Attachment 2 of the proposal.	

Delivery Method/Level	Productive Laboratory
Summary	
All occupations will receive Medical Skills Clinical Preceptor training to demonstrate efficiencies of advanced clinical process learned in the classroom.	

4. Additional Company or Training Project Details

Retrainee - Job Creation

Due to the planned expansion, the Company is committed to hiring 15 New Graduate RNs. 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.

4.1 Program Waivers

N/A

4.2 Subcontractor Summary

The applicant has retained the services of the following Subcontractor(s).

Subcontractor Type	Subcontractor Name	City	Service Cost or Percentage
Development	Training Refund Group	Anaheim	\$ 3,000.00
Administrative	Training Refund Group	Anaheim	Not to exceed 13% of payment earned
Training	None selected to date	N/A	N/A

4.3 Previous ETP Project Summary

N/A

4.4 Supporting Panel Proposal Documentation

Attachments 1 and 2 provide additional application details on the intended training population, the detailed curriculum, and associated program characteristics that are related to this proposed Training Project.

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

<i>Delivery Method /Level</i>	<i>Classroom/Simulated Laboratory</i>
Training Type (Level)	Planned Course Offerings
Business Skills	Compliance Update Business Office Leadership Skills- Nursing Leadership:
Medical Skills (didactic)	Advance Directive for Psychiatric Patients Assessing and Managing Suicide Prevention Basic Life Support California Payment Laws Update Cognitive Behavioral Therapy/ Acute Patients Communication: Power Struggles vs. Therapeutic Conflict Resolution Skills Crisis Prevention Annual Recertification/Update Crisis Prevention Training/Certification Denial Prevention Discharge Planning Dos and Dont of Documentation Eating Disorders Treatment (Reasons) Program Emergency Medical Treatment Labor Act HIPPA Individual Patient Safety Crisis Plans Infection Control- Annual Update Involuntary Hold Process: 5150/ 5585/5250/5350 Long Acting Psychiatric Medication; Decanoates Managing Difficult Patients POC: Nursing Data Base Protocol and Procedure Review Q15 Safety Rounds in Locked Psychiatric Units Rapid Response Skills Regulatory Update Utilization Review Working with the Millennial Patient Working with the Millennial Staff/Employee Zero Suicide Initiative Protocols/Forms

<i>Delivery Method /Level</i>	<i>Productive Laboratory</i>
Training Type (Level)	Planned Course Offerings
Medical Skills (preceptor)	Adverse Drug Reaction Annual Clinical Reorientation Annual Reorientation Clinical Chart Audit Review Key Items Clinical Orientation

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

	Educating Patient and Family
	Frontline Leadership Skills- Charge Nurse
	Managing Difficult Patients
	Medication Administration & Management
	Patient Fall Prevention Program
	Psychotropic Medications Update
	Regulatory Update
	Release of Information/Next of Kin Notification
	RN Treatment Plan Development
	Special Diets
	Treatment Plans, Develop: Initial and Master-
PL Justification and Details	
Explain the need for productive laboratory (PL) training	Trainees will need both didactic and preceptor training. Didactic training 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 help trainees become familiar with patient acuity levels and the level of care that the hospital requires.
Describe the Equipment/Processes to be used in delivering the PL training	As this is a hospital the trainees will be accompanied by either a doctor or senior nurse that will show the trainee the proper technique or analysis to use with the patient
Describe Trainer Qualifications	Trainers are either physicians or senior nursing staff.
Trainer to Trainee Ratios - If more than one PL class the ratios are the lowest and the highest trainer-to-trainee ratio	Trainer
Ratio for One Class, or Minimum When More than One Class	1
Ratio for Maximum Ratio When More than One Class	1
PLT Approval	Yes



Training Proposal for:

C. Overaa & Co.

Agreement Number: ET18-0168

Panel Meeting of: February 22, 2018

ETP Regional Office: San Francisco Bay Area

Analyst: R.Jackson

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Construction Services Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Contra Costa, Alameda, Santa Clara	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Carpenters 46 Northern California Counties Conference Board and Laborers Training and Retraining Trust Fund for Northern California		
Number of Employees in:	CA: 424	U.S.: 424	Worldwide: 424
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	20%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$99,396		\$0	\$0		\$99,396

In-Kind Contribution:	100% of Total ETP Funding Required	\$99,396
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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	251	8-200	0-40	\$396	\$18.22
				Weighted Avg: 22			

Minimum Wage by County: \$18.22 per hour for Santa Clara, Contra Costa, and Alameda 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

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		30
Superintendent		20
Administrative Staff		6
Estimator		3
Accountant		13
Craftsman		123
Estimator 1		1
Project Manager		33
Project Manager I		6
Project Engineer		14
Administrative Staff 1		2

INTRODUCTION

Founded in 1910 and headquartered in Richmond, C. Overaa & Co. (www.overaa.com) provides general contracting (construction and engineering), planning, design, and management services in the commercial construction field for both public and private sectors. Past customers include entities such as Palm Valley Water Reclamation Facility, Scotts Valley Middle School, and Oak Street Parking Structure. The Company's three offices in Richmond, San Jose, and Oakland will participate in the proposed training.

PROJECT DETAILS

Due to increased competitive bidding from out-of-state competitors and a lack of local skilled labor, C. Overaa & Co. must improve efficiency, introduce new tools and upgrades to existing software. The Company recently invested \$16,000 in Blue Beam, BIM, and Plangrid software to assist in the design of building projects and lower operational costs. The Company has identified specific skill gaps among occupations and has set goals to reduce errors and injury rates which have contributed to operational delays and increased costs. The proposed training will add skills to increase efficiency, speed, and improve work precision at construction sites. The Company also aims to increase the total number of OSHA and LEED (leadership in Energy and Environmental Design) certified staff by 15% as a result of the proposed curriculum.

C. Overaa and Co. must cross-train employees to diversify skills and decrease down-times at worksites, i.e. training Craftsmen to perform additional functions in a construction project to enable the Company to better meet client deadlines. The goal is to keep employees productive in the event of delays in various phases of construction. Cross-training may also provide a pathway to promotion into higher paying positions within 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 March 2018. Most training will be delivered through Class/Lab; however Certified Safety training will be delivered via Computer-Based Training.

Commercial Skills - Foremen, Superintendents, and Craftsman will receive Commercial Skills training. Training will include Scheduling, Quality Control, LEAN Approach, Document Control, Construction Best Practices, and Production Management along with other courses. Training staff in new building techniques will make the Company more competitive.

Computer Skills - Superintendents, Project Managers, Estimators, Accounting, and Administrative staff will receive Computer Skills training. Training will be delivered in Adobe and Blue Beam document management systems, Intermediate Microsoft Office, P-6 Scheduling software and Viewpoint accounting and project management software. Training will improve staff efficiency, thereby, increasing production.

Business Skills - Project Managers, Estimators, Accounting and Administration staff will receive training in Business Writing, Contract Management, and Leadership. Training will improve internal operations. The training will also strengthen trainee's communication skills and working relationships, improve morale, support employee career growth/retention, and increase profit strategic goals.

Certified Safety Training

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

C. Overaa. & Co. 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 C. Overaa. & Co.’s existing financial commitment to training. The Company estimates an annual training budget of \$290,000 distributed evenly between Oakland, Richmond, and San Jose. The training includes Sexual Harassment Prevention, New-Hire Orientation, Diversity, Conflict Resolution, Hiring and Firing Employees, 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

C. Overaa & Co. is ready to start training in early March 2018. A dedicated contact Manager from Human Resources will lead the training program. There are support staff at each facility to assist with the administration of the project. The Company has retained an administrative subcontractor, familiar with ETP’s requirements.

Union Support

The training project is supported by Carpenters 46 Northern California Counties Conference Board and Laborers Training and Retraining Trust Fund for Northern California whom represents the unionized workers within the workforce.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

C. Overaa & Co. retained Training Refund Group in Anaheim to assist with development of this proposal for a flat fee of \$5,000.

ADMINISTRATIVE SERVICES

C. Overaa & Co. 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

Write it Well of Oakland has been retained to provide Business Skills training.
Natec International Inc. of Oakland has been retained to provide Hazwoper training.
Click Safety of Walnut Creek has been retained to provide OSHA 10/30 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

- Estimating
- Buyout and Procurement
- Communication Skills
- Construction Accounting
- Client Relationship skills
- Contract management
- Request for Information(RFI's)
- Leadership
- Business Writing
- Financial risk Analysis
- Goal Setting/Strategic Planning
- Teambuilding

COMMERCIAL SKILLS

- Submittals
- Scheduling
- Pollution Control Officer Management
- Quality Control
- Job-Startup
- Lean Approach
- Production Management
- Redbook Meetings
- Document Control
- Leadership in Environmental Design
- Storm Water Pollution Protection
- Construction Best Practices
- Storm Water Pollution Protection Plan training

COMPUTER SKILLS

- Adobe
- Blue Beam
- Intermediate Microsoft office
- P-6 scheduling (project management and scheduling software)
- Viewpoint - Accounting/PM software

OSHA: Provided by Certified OSHA Instructor

- OSHA 10 (must complete 10 hours)
- OSHA 30 (must complete 30 hours)
- OSHA 8 – HAZWOPER Refresher (must complete 8 hours)
- OSHA 24 -HAZWOPER (must complete 24 hours)
 - 24 & 40 Hour HAZWOPER Training Overview
 - Chemical Protective Clothing
 - Confined Space Overview
 - Containment & Spill Management

- Decontamination
 - Gas Detection Basics
 - General Safety Hazards
 - Hazardous Materials Recognition & Sources of Reference
 - HAZWOPER Emergencies
 - Introduction to HAZWOPER Overview
 - Regulatory Overview
 - Medical Considerations for Chemical Protective Clothing
 - Medical Surveillance
 - Personal Protective Equipment
 - Physical & Chemical Properties
 - Respiratory Protection Program
 - Safety & Health Program
 - Sampling Methods & Procedures
 - Site Characterization & Analysis
 - Site Control
 - The Hazard Communication (HAZCOM) Standard
 - Toxicology
- ✚ OSHA 40 -HAZWOPER (must complete 40 hours)
- 40 Hour HAZWOPER Training Overview
 - Chemical Protective Clothing
 - Chemical Protective Clothing (CPC) Classifications
 - Chemical Protective Clothing (CPC) Overview
 - Chemical Protective Clothing (CPC) Program
 - Chemical Protective Clothing (CPC) Selection
 - Colorimetric Tubes & Diffusion Tubes
 - Confined Space Overview
 - Containment & Spill Management
 - Decontaminating Chemical Protective Clothing
 - Doffing Chemical Protective Clothing
 - Decontamination
 - Donning Chemical Protective Clothing
 - Flammability & Combustible Gas Indicators
 - Gas Detection Basics
 - General Safety Hazards
 - Hazardous Materials Recognition & Sources of Reference
 - HAZWOPER Emergencies
 - Introduction to HAZWOPER Overview
 - Introduction to Respiratory Protection
 - Inspection, Storage and Maintenance of CPC
 - Other Detection Devices
 - Personal Protective Equipment
 - Medical Considerations for Chemical Protective Clothing
 - Medical Surveillance
 - Physical and Chemical Properties
 - PIDs (Photo Ionization Detector) and FIDs (Flame Ionization Detector)
 - Preventing Sparks
 - Regulatory Overview
 - Respirator Fit Testing
 - Respirator Maintenance & Care
 - Respirator Medical Evaluation

- Respiratory Protection Program
- Respirator Selection & Use
- Respirator Training & Program Guidelines
- Safety & Health Program
- Sampling Methods & Procedure
- Sensor Technology
- Site Characterization & Analysis
- Site Control
- The Hazard Communication (HAZCOM) Standard
- Toxicology
- Training & Monitoring CPC
- Types of Gas Detection Systems
- Types of Respiratory Protection

CBT Hours Trainees may receive any of the following:
0-40

OSHA: Provided by Certified OSHA Vendor

- OSHA 10 (must complete 10 hours)
- OSHA 30 (must complete 30 hours)
- OSHA 8 – HAZWOPER Refresher (must complete 8 hours)
- OSHA 24 -HAZWOPER (must complete 24 hours)
 - 24 & 40 Hour HAZWOPER Training Overview
 - Chemical Protective Clothing
 - Confined Space Overview
 - Containment & Spill Management
 - Decontamination
 - Gas Detection Basics
 - General Safety Hazards
 - Hazardous Materials Recognition & Sources of Reference
 - HAZWOPER Emergencies
 - Introduction to HAZWOPER Overview
 - Regulatory Overview
 - Medical Considerations for Chemical Protective Clothing
 - Medical Surveillance
 - Personal Protective Equipment
 - Physical & Chemical Properties
 - Respiratory Protection Program
 - Safety & Health Program
 - Sampling Methods & Procedures
 - Site Characterization & Analysis
 - Site Control
 - The Hazard Communication (HAZCOM) Standard
 - Toxicology
- ✚ OSHA 40 -HAZWOPER (must complete 40 hours)
 - 40 Hour HAZWOPER Training Overview
 - Chemical Protective Clothing
 - Chemical Protective Clothing (CPC) Classifications
 - Chemical Protective Clothing (CPC) Overview
 - Chemical Protective Clothing (CPC) Program
 - Chemical Protective Clothing (CPC) Selection

- Colorimetric Tubes & Diffusion Tubes
- Confined Space Overview
- Containment & Spill Management
- Decontaminating Chemical Protective Clothing
- Doffing Chemical Protective Clothing
- Decontamination
- Donning Chemical Protective Clothing
- Flammability & Combustible Gas Indicators
- Gas Detection Basics
- General Safety Hazards
- Hazardous Materials Recognition & Sources of Reference
- HAZWOPER Emergencies
- Introduction to HAZWOPER Overview
- Introduction to Respiratory Protection
- Inspection, Storage and Maintenance of CPC
- Other Detection Devices
- Personal Protective Equipment
- Medical Considerations for Chemical Protective Clothing
- Medical Surveillance
- Physical and Chemical Properties
- PIDs (Photo Ionization Detector) and FIDs (Flame Ionization Detector)
- Preventing Sparks
- Regulatory Overview
- Respirator Fit Testing
- Respirator Maintenance & Care
- Respirator Medical Evaluation
- Respiratory Protection Program
- Respirator Selection & Use
- Respirator Training & Program Guidelines
- Safety & Health Program
- Sampling Methods & Procedure
- Sensor Technology
- Site Characterization & Analysis
- Site Control
- The Hazard Communication (HAZCOM) Standard
- Toxicology
- Training & Monitoring CPC
- Types of Gas Detection Systems
- Types of Respiratory Protection

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

CARPENTERS

46 Northern California Counties Conference Board

BILL FEYLING
Executive Director

December 20, 2017

Maggie White
Director of Human Resources/Training
C. Overaa & Co.
200 Parr Blvd.
Richmond, CA 94801

RE: Employment Training Panel (ETP) Funding

Dear Ms. White:

I am writing to you in reference to the C. Overaa & Co. request for support of the Employment Training Panel Program, State Funded by the California Labor and Workforce Development that C. Overaa & Co. 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:tc



Laborers Training and Retraining Trust Fund for Northern California

1001 Westside Drive • San Ramon, CA 94583-4098

Phone: 925.828.2513 • Fax: 925.828.6142

Email: training@norcalaborers.org • Website: www.norcalaborers.org

Commitment • Integrity • Quality • Teamwork • Balance

December 18, 2017

Maggie White
Director of Human Resources/Training
C. Overaa & Co.
200 Parr Blvd.
Richmond, CA 94801

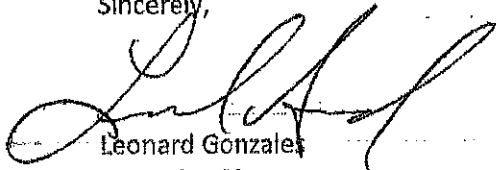
RE: Employment Training Panel (ETP) Funding

Dear Ms. White,

In reference to the C. Overaa & Co. request for support of the Employment Training Panel Program, State Funded by the California Labor and Workforce Development, that C. Overaa & Co. wants to administer in their facility. Please be advised that Laborers Training for Northern California 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,



Leonard Gonzalez
Executive Director



Training Proposal for:
Grossmont-Cuyamaca Community College District

Agreement Number: ET18-0165

Panel Meeting of: February 22, 2018

ETP Regional Office: San Diego

Analyst: H. Bernard

PROJECT PROFILE

Contract Attributes:	New Hire	Industry Sector(s):	Services Financial Services Insurance Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	San Diego	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL:

Program Costs	+	Support Costs	=	Total ETP Funding
\$84,600		\$5,400 8%		\$90,000

In-Kind Contribution:	50% of Total ETP Funding Required	N/A
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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	Business Skills, Commercial Skills, Computer Skills	18	8 - 260	0	\$5,000	*\$14.19
				Weighted Avg: 235			

*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: \$14.19 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

Participating employers may use health benefits, up to \$2.50 to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Customer Support Representative		4
Administrative Assistant		4
Office Clerk		4
Insurance Clerk		1
Insurance Account Manager		1
Insurance Agent		1
Accounting Assistant		2
Order/Shipping Clerk		1

INTRODUCTION

Founded in 1961 and located in El Cajon, Grossmont-Cuyamaca Community College District (Grossmont College) serves students throughout San Diego County. Grossmont College offers more than 100 instructional programs for education and development courses; as well as programs that promote economic, civic, and cultural development. Grossmont College is accredited by the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges. (www.grossmont.edu)

The Office Professional Training (OPT) program at Grossmont College's Business Office Technology Department has been providing job training for unemployed individuals for 32 years. The OPT program is an industry-based, semester-long certificate program for new-hires.

All trainees are enrolled in core of business and computer skills classes designed to provide up-to-date skills and knowledge in the latest technologies. This specialized training program prepares unemployed individuals with the necessary skills for full-time, entry-level employment in

accounting, insurance claims/assistance, and/or financial services industries. The OPT matches each trainee with a prospective employer. Since 1985, the program has provided training and job placement services to more than 2,300 unemployed individuals in the San Diego business community.

PROJECT DETAILS

Employer Demand

Grossmont College's Business Advisory Council (Council) will act as a liaison to their local business community. The Council reports to the OPT on an ongoing basis, concerning the demand for workers with entry-level skills and knowledge in insurance, financial services, and accounting.

The Bureau of Labor Statistics at the US Department of labor has identified the trends for the following occupations identified in this proposal:

- Customer Support positions, particularly in insurance and financial services, are expected to increase by 9.1% between 2016 and 2024.
- In the Accounting industry, Bookkeeping, Accounting, and Auditing Clerks are expected to increase by 14.2% during the same time period.
- The Insurance industry is expected to increase by 11%.

This proposal will support the training and placement of 18 new-hire trainees in the aforementioned industries.

Marketing and Support Costs

The Council is comprised of private San Diego employers and city and county Human Resources representatives. In addition, the Council works with an advisory Board that includes several financial services and insurance industry representatives. Grossmont College recruits prospective employers with referrals from the Council and various advisory boards, and by conducting face-to-face presentations to human resources organizations in pertinent industry sectors.

Grossmont College has a full-time Job Placement Specialist who contacts and maintains relationships with employers to identify job openings and placement of trainees into full-time employment. Grossmont College requests the standard 8% support costs for outreach and recruitment of participating employers, to ensure trainees are placed with viable, ETP-eligible employers. Staff recommends the 8% support costs.

Trainee Recruitment

Grossmont College partners with the East County Career Center (ECCC), the local one-stop career center in East San Diego County and receives new hire referrals from ECCC. New hire trainees will also be recruited via local publications including Grossmont College's website, the *San Diego Reader* and social media websites including Facebook, Twitter and Next Door. Local media also help to market the OPT program through TV coverage and articles in the *San Diego Union-Tribune* newspaper.

Training Plan

Training is scheduled to start immediately upon project approval, and the trainees will specialize in an occupational track: Financial Services, Insurance Claims/Assistance, or Accounting. New-Hire trainees typically have little to no job skills in the insurance or financial services industries. Additionally, to ensure trainees are prepared to be placed into full-time employment, Grossmont College will provide resume writing techniques and interviewing skills for each trainee. The training hours proposed are consistent with the hours achieved in the last Agreement to meet competency for placement into jobs.

All training will be provided at Grossmont College's Business Office Technology Department and will be conducted via class/lab in the following:

Business Skills (26%): This training will be provided to all occupations to prepare trainees for entry-level full-time employment. Training topics include Business English and Communication, and Office Systems and Procedures.

Commercial Skills (16%): This training will be provided to all occupations. Some trainees will study Insurance Principles; others will learn Accounting Principles or Finance Principles.

Computer Skills (58%): All occupations will receive this training in one or more modules of MS Office Skills, Computerized Accounting Applications, Filing and Records Management and Social Media Skills for Business, as needed for entry level positions in Accounting, Insurance or Finance.

Project Administration

Grossmont College's Dean of Career and Technical Education/Workforce Development will oversee the project. Additionally, the OPT has designated 3 staff members to perform project administration including trainee recruitment; trainee needs assessments, and enrolling and tracking trainees in ETP's on line systems.

Impact/Outcome

New-hire graduates of the OPT program may earn "Grossmont College Business Office Technology Certificates of Proficiency" based on academic performance. They also receive a Certificate of Completion from the OPT program upon job placement, and retention for 90 days.

Training Agency Certification

Grossmont College is eligible as a training agency via ACCJC licensure.

Tuition Reimbursement

In accordance with Title 22, CCR, Section [4412.1](#), Grossmont College 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.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0211	San Diego	10/26/15 – 10/25/17	\$90,000	\$90,000 (100%)
ET13-0340	San Diego	4/29/13 – 4/28/15	\$80,000	\$80,000 (100%)
ET11-0224	San Diego	5/2/11 – 5/1/13	\$66,384	\$51,395 (77%)

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:

BUSINESS SKILLS**Business English and Communication**

- Communication Skills
- Creating Business Messages
- Improving Writing Techniques
- Revising and Proofreading Business Messages
- E-Mail and Memorandums
- Direct Letters and Goodwill Messages
- Persuasive Messages
- Communicating for Employment
- Negative Messages

Office Systems and Procedures

- Office Ethics and Professionalism
- Prioritizing and Productivity
- Human Relations
- Working in Teams
- Customer Service
- Telephone Etiquette and Scheduling Appointments
- Using the Internet for Common Office Functions
- Changing Workplace
- Time and Stress Management
- Business Ethics
- Career Goals and Personality Traits
- Communication Skills
- Employment and Advancement
- Leadership and Management
- Records Management
- Using E-Mail – MS Outlook Basics

COMMERCIAL SKILLS**Elementary Accounting**

- Asset, Liability, Owner's Equity, Revenue, and Expense Accounts
- T Accounts, Debits and Credits, Trial Balance, and Financial Statements
- The General Journal and the General Ledger
- Adjusting Entries and the Work Sheet
- Closing Entries and the Post-Closing Trial Balance
- Bank Accounts and Cash Funds
- Employee Earnings and Deductions
- Employer Taxes, Payments, and Reports
- The Sales Journal and the Purchases Journal
- The Cash Receipts Journal and the Cash Payments Journal
- Work Sheet and Adjusting Entries for a Merchandising Business

Introduction to Basic Insurance Principles

- Insurance Overview
- Insurance Marketing
- Insurance Services
- Underwriting Basics
- Claims Basics
- Insurance Coverages
- Personal Insurance
- Commercial Property Insurance
- Commercial Liability Insurance
- Premium Determination

Introduction to Banking/Finance Principles

- The Business of Banking
- Money and Interest
- Deposits in Banks
- Negotiable Instruments
- Bank Loans
- Mortgages
- Commercial Lending
- Specialized Bank Services
- Security, Fraud, and Ethics
- Bank Marketing
- Cash Handling
- Basic Accounting for Financial Services Representatives
- Cash Drawer Settlement
- Sales Techniques

COMPUTER SKILLS**Keyboarding**

- Keyboarding Techniques
- Alphabetic Key Reaches
- Figure and Symbol Keys
- Numeric Keypad

Document Processing

- Word Processing Basics
- Business Correspondence
- Reports
- Table Basics
- Editing Documents
- Graphic Essentials

Essential Word

- Creating a Document
- Modifying a Document
- Enhancing a Document's Appearance
- Printing and Web Publishing
- Working with Tables and Columns

- Adding Graphics
- Preparing Mailings

Essential Excel

- Creating a Worksheet
- Modifying a Worksheet
- Formatting and Printing
- Analyzing Your Data
- Presenting Your Data
- Performing Calculations
- Managing Worksheets and Workbooks
- Managing Worksheet Lists

Computerized Accounting Applications

- Service Business and Merchandising Business
- Sales and Receivables
- Payables and Purchases
- General Accounting and End-of-Period Procedures
- Payroll

Outlook

- Working with E-mail
- Working with People
- Working with the Calendar
- Working with Notes, Tasks, and Integration

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



Training Proposal for:
Medcoast Medservices, Inc. dba Medcoast Ambulance Service

Agreement Number: ET18-0174

Panel Meeting of: February 22, 2018

ETP Regional Office: North Hollywood

Analyst: L. Vuong

PROJECT PROFILE

Contract Attributes:	HUA Medical Skills Training Priority Rate Retrainee SET	Industry Sector(s):	Healthcare Services Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 115	U.S.:115	Worldwide: 115
Turnover Rate:	8%		
Managers/Supervisors: (% of total trainees)	0%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$114,750		\$0	\$0		\$114,750

In-Kind Contribution:	100% of Total ETP Funding Required	\$102,000
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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	MS Preceptor, MS Didactic	75	8-200	0	\$1,530	\$15.50
				Weighted Avg: 85			

Minimum Wage by County: SET/HUA: \$13.25 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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Emergency Medical Technician		75

INTRODUCTION

Founded in 2003 and headquartered in Santa Fe Springs, Medcoast Medservices, Inc. dba Medcoast Ambulance Service (MAS) (www.medcoastambulance.com) provides customized, inter-facility, non-emergency ambulance transport services. The Company operates 24/7 providing transportation for basic life support, life support paramedics, specialty care and benefits to healthcare facilities. MAS also offers special event stand-by emergency services. The Company contracts with large hospital networks, healthcare systems, medical groups and skilled nursing facilities in Los Angeles and Orange Counties.

MAS operates four facilities in Southern California: East Los Angeles, Carson, Santa Fe Springs and Glendora. This proposal will target workers from East Los Angeles and Carson. This will be MAS’s first ETP Agreement.

PROJECT DETAILS

MAS faces many present-day healthcare challenges. This includes a shortage of emergency medical technicians, new technology, new healthcare requirements, reduced reimbursement levels from Medicare/Medi-Cal, and patient demand and satisfaction. Additionally, based on a California Department of Finance study, the over-65-year-old population will increase 87% between 2012 to 2030. Training will target the changing needs of its patient population, improved customer services, and higher quality patient care, allowing the Company to keep current with technological changes, and upgrade incumbent workers skills.

Training Plan

Training will be delivered by in-house subject matter experts and vendors to be determined.

Medical Skills Training (100%)

All trainees will participate in Clinical Preceptor and Didactic training. Training will focus on advance technical skills to improve performance and competency in patient care.

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. MAS has an annual training budget of approximately \$80,000. MAS provides new employee orientation, skills updates for clinical staff, safety and emergencies, sexual harassment prevention and diversity, and conflict resolution training for all employees. Training provided is delivered via Class/Lab and on-the-job training.

➤ Training Infrastructure

Training is scheduled to begin upon Panel approval. MAS has designated the Training and Compliance Manager and a coordinator at each location to oversee ETP-funded training including all administrative responsibilities (enrollment, scheduling, recording, and tracking). The Company will also utilize a third party administrator for enrollment, data tracking, and invoicing.

Special Employment Training

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.

High Unemployment Area (HUA)

All trainees in Job Number 1 work in East Los Angeles and Carson, High Unemployment Areas (HUA) with unemployment exceeding the state average by 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. MAS requests a wage modification from \$17.54 per hour to \$15.50 per hour.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

MAS retained Training Refund Group (TRG) in Anaheim to assist with development of this proposal for a flat fee of \$5,000.

ADMINISTRATIVE SERVICES

TRG 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:

MEDICAL SKILLS TRAINING – CLINICAL PRECEPTOR

Module 6

- Assessment of Infants and Children

Module 7

- Basic Ambulance Operations
- Emergency Scene Management

Module 8

- Advanced Airway Treatment and Procedures

MEDICAL SKILLS TRAINING – DIDACTIC

Module 1

- Introduction to Emergency Medical Care
- Emergency Medical Technician (EMT) Basic Skills
- Patient Advocacy, Abuse, Abandonment & Reporting
- The Human Body/Anatomy
- Baseline Vital Signs
- Lifting and Moving Patients

Module 2

- Airway Physiology
- Airway Assessment and Treatment

Module 3

- Evaluation of the EMT Scene/Scene Sizeup
- Initial Patient Assessment
- Focused History and Physical Exam (Trauma)
- Focused History and Physical Exam (Medical)
- Detailed Physical Exam
- Ongoing Assessment
- Radio Communications
- Documentation of Patient Care

Module 4

- General Pharmacology
- Respiratory Emergencies
- Cardiovascular Emergencies
- Diabetes/Altered Mental State
- Allergies
- Poisoning/Overdose, Assessment and Treatment
- Environmental Emergencies
- Behavioral Emergencies
- Obstetrics and Gynecology

Module 5

- Treatment of Bleeding and Shock
- Treatment of Soft Tissue Injuries
- Treatment of Musculoskeletal Injuries
- Treatment of Head/Spine Injuries

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



TRAINING PROPOSAL FOR

Moog Inc.

18-0614

Panel Meeting Date: 02/22/2018

Regional Office: North Hollywood Regional Office

Analyst Name: Monique Webb

Type of Proposal: Single Employer

Funding Source: Out of State Competition

FUNDING OVERVIEW

Provided here is a summary of the funding for the proposed Training Project.

TOTAL ETP FUNDING:		\$ 235,404.00	
Program & Admin Cost	SupportCost (\$)	Substantial Contribution (\$)	Total In-Kind
\$ 235,404.00	N/A	\$ 0.00	\$ 616,165.00

APPLICANT PROFILE

Company Summary	Moog, Inc. manufactures search, detection, navigation, guidance, aeronautical, and nautical systems and instruments.
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Industry Sector(s)	Manufacturing		
Priority Industry	Yes		
No. Employees (Applicant)	State: 650	US: 7,500	World Wide: 11,000
Turnover Rate (Applicant)	5.00 %		
Repeat Contractor	Yes		
High Unemployment Area	No		
Union(s)	N/A		

TRAINING PROFILE

Training Objective(s)	Training will provide staff the knowledge and skills required to replace a growing retirement population at the facility. Training will focus on Manufacturing skills for Production Staff to increase employee technical skills.
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Training is summarized below, with additional details in *Attachment 1 - Group and Job Title Details* of this Panel Proposal.

#	Group Characteristics	# Of Trainees	Reimbursement Rate	Weighted Avg. Hours	Cost Per Trainee	Min-Max Hours
1	Retrainee	503	\$ 18.00	26	\$ 468	8 - 200

PROPOSED TRAINING PROJECT DETAILS

1. Company Background

Founded in 1951 and headquartered in Torrance, Moog Inc., (Moog) provides overhaul and repair services for rotary mechanical and electromechanical actuation products used in commercial and military aircraft. The Company employs 11,000 full time workers worldwide, 650 of which are located in California. The Torrance facility is the sole site for ETP training.

Moog motion control technology products enhance performance in a variety of markets and applications found in commercial aircraft cockpits, power-generation turbines, Formula One racing, and medical infusion systems. The Company's customer base includes aerospace companies, military organizations, and automotive and medical industries. This is Moog's second ETP project, its first in the last five years.

2. Current Training Project Details

Provided here are details on the purpose of the training, a summary of the marketing plan and support costs.

Purpose of Training	<p>Over the next few years, 40% of Moog's workforce will reach retirement age. As a result, the remaining workforce will require technical knowledge and expertise in running equipment and processes. Moog has created a training plan to improve employee skills, continue business operations, remain competitive, and meet customer expectations.</p> <p>Training strategies have been developed to improve employee skills in customer service, product knowledge, leadership, and problem solving. Training will also improve staff's ability to implement new manufacturing methods in Six Sigma for increased productivity.</p> <p>Trainees will receive extensive production (Manufacturing) training on machinery and equipment (Troubleshooting and CNC Programming), quality inspections, and preventative maintenance on Moog equipment. Training will provide Production Staff skills to reduce mistakes and improve production time. All occupations will receive Team Building, Communication Skills, and Conflict Management training.</p>
Training Infrastructure and Administrative Plan	<p>Moog Human Resources & training staff will schedule training, collect and secure rosters, and verify training and retention completion. Moog secured California Manufacturing Technology Consulting (CMTCC) to assist with administration. The Company's Sector Human Resources Leader will oversee training administration. All training will be delivered by in-house instructors.</p>
Marketing Plan (MEC Only)	N/A
Support Cost Description (MEC Only)	N/A

PROPOSED TRAINING PROJECT DETAILS

Substantial Contribution Description	N/A
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3. Curriculum Summary

Provided here is a summary of the curriculum that will be delivered. *Attachment 2 - Training Delivery and Curriculum Listing* provides full detail on the training that will be provided.

Delivery Method/Level	Classroom/Simulated Laboratory
Summary	
Trainees will receive Business, Computer, Continuous Improvement, and Manufacturing Skills training delivered through Class/Lab (Attachment 2).	

Delivery Method/Level	E-Learning - Computer Based Training (CBT)
Summary	
Trainees will receive Computer Skills, Continuous Improvement, and Manufacturing Skills training delivered through Computer Based training (Attachment 2).	

Delivery Method/Level	E-Learning - Instructor Led/Distance Learning
Summary	
Trainees will receive Business, Computer, and Continuous Improvement Skills training delivered through E-Learning (Attachment 2).	

4. Additional Company or Training Project Details

Provided here is additional information relative to the proposed Training Project.

4.1 Program Waivers

No waivers have been applied to this proposed project.

4.2 Subcontractor Summary

The applicant has retained the services of the following Subcontractor(s).

Subcontractor Type	Subcontractor Name	City	Service Cost or Percentage
Development	California Manufacturing Technology Consulting	Torrance	\$15,000
Administrative	California Manufacturing Technology Consulting	Torrance	13% of payment earned
Training	In-house Trainers	N/A	N/A

4.3 Previous ETP Project Summary

There are no prior ETP projects within the last five years.

PROPOSED TRAINING PROJECT DETAILS

4.4 Supporting Panel Proposal Documentation

Provided in Attachments 1 and 2 are additional application details on the intended training population, the detailed curriculum, and associated program characteristics that are related to this proposed Training Project.

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

Delivery Method /Level	Classroom/Simulated Laboratory
Training Type (Level)	Planned Course Offerings
Business Skills	Business Writing
	Conflict Management
	Customer Service
	Effective Meeting Skills
	Finance & Accounting
	Global Business & Exporting
	Goal Setting
	Negotiation Skills
	Planning
	Presentation Skills
	Product Knowledge
	Time Management
Computer Skills (Standard)	CAD/CAM Software
	Enterprise Resource Planning (ERP)
	Microsoft Office (Intermediate & Advanced)
Continuous Improvement Skills	Communication Skills
	Cyber Security
	Design of Experiments (DOE)
	Document Control
	Environmental Management Systems (EMS) Implementation
	Failure Mode & Effects Analysis (FMEA)
	Implementing AS9100
	Implementing TS16949
	Improving Process Cycle Times
	Integrated Resource Management
	Intellectual Property
	Internal Auditor
	International Traffic in Arms Regulations (ITAR)
	Leadership Skills
	Leading Change
	Lean Manufacturing
	Mistake Proofing
	National Aerospace & Defense Contractors Accreditation Program (NADCAP)
	Problem Solving
	Process Improvement
	Product & Inventory Management
	Productivity Improvement
	Quality Control Check Points
	Quality Function Deployment (QFD)

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

	Quality Improvement
	Quality Inspection
	Quality Management Systems
	Risk Management
	Six Sigma
	Statistical Process Control (SPC)
	Supply Chain Optimization
	Teams & Team Building
Manufacturing Skills (ME) (Standard)	Blueprint Reading
	CNC Programming
	Equipment Operations
	Geometric Dimensioning & Tolerancing
	Good Manufacturing Practices
	Inventory Control
	Machine Shop
	Manufacturing Logistics Management
	Material Requirements Planning & Processes
	Packaging & Shipping Standards
	Preventative Maintenance
	Production Skills
	Requirements for Device Safety
	Safety
	Shop Math
	Surface Mount Technology
	Writing Standard Operating Procedures
<i>Delivery Method /Level</i>	<i>E-Learning – Instructor Led/Distance Learning</i>
Training Type (Level)	Planned Course Offerings
Business Skills	Business Writing
	Conflict Management
	Customer Service
	Effective Meeting Skills
	Finance & Accounting
	Global Business & Exporting
	Goal Setting
	Negotiation Skills
	Planning
	Presentation Skills
	Product Knowledge
	Time Management
Computer Skills (Standard)	CAD/CAM Software
	Enterprise Resource Planning (ERP)

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

Continuous Improvement Skills	Microsoft Office (Intermediate & Advanced)
	Communication Skills
	Cyber Security
	Design of Experiments (DOE)
	Document Control
	Environmental Management System (EMS) Implementation
	Failure Mode & Effects Analysis (FMEA)
	Implementing AS9100
	Implementing TS16949
	Improving Process Cycle Times
	Integrated Resource Management
	Intellectual Property
	Internal Auditor
	International Traffic in Arms Regulations (ITAR)
	Leadership Skills
	Leading Change
	Lean Manufacturing
	Mistake Proofing
	National Aerospace and Defense Contractors Accreditation Program (NADCAP)
	Problem Solving
	Process Improvement
	Production & Inventory Management
	Productivity Improvement
	Quality Control Check Points
	Quality Function Deployment (QFD)
	Quality Improvement
	Quality Management Systems
	Risk Management
	Six Sigma
	Statistical Process Controls (SPC)
	Supply Chain Optimization
Teams & Team Building	

<i>Delivery Method /Level</i>	<i>E-Learning – Computer Based Training (CBT)</i>	
Training Type (Level)	Planned Course Offerings	Standard Hours
Computer Skills	Cybersecurity	6.00
Continuous Improvement Skills	Leadership Skills	6.00
Manufacturing Skills (ME) (Standard)	Quality Requirements and Expectations	6.00
	Environmental Health & Safety	6.00



Training Proposal for:
Nor-Cal Beverage Co., Inc.
Agreement Number: ET18-0171

Panel Meeting of: February 22, 2018

ETP Regional Office: Sacramento

Analyst: J. Lazarewicz

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Veterans	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange, Yolo	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Nor-Cal Beverage Co. Employees Union		
Number of Employees in:	CA: 559	U.S.: 564	Worldwide: 564
<u>Turnover Rate:</u>	16%		
<u>Managers/Supervisors:</u> (% of total trainees)	16%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$150,270		\$0	\$0		\$150,270

In-Kind Contribution:	100% of Total ETP Funding Required	\$205,965
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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, Mgmt. Skills, Mfg. Skills, OSHA 10/30	286	8-200	0	\$270	\$16.70
				Weighted Avg: 15			
2	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, Mgmt. Skills, Mfg. Skills, OSHA 10/30	251	8-200	0	\$270	\$17.50
				Weighted Avg: 15			
3	Retrainee Priority Rate Veteran	Business Skills, Computer Skills, Cont. Imp., HazMat, Mgmt. Skills, Mfg. Skills, OSHA 10/30	11	8-200	0	\$330	\$16.70
				Weighted Avg: 15			
4	Retrainee Priority Rate Veteran	Business Skills, Computer Skills, Cont. Imp., HazMat, Mgmt. Skills, Mfg. Skills, OSHA 10/30	5	8-200	0	\$330	\$17.50
				Weighted Avg: 15			

Minimum Wage by County: Job Numbers 1-4: \$16.70 per hour in Yolo County; and \$17.50 per hour in 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

Job Numbers 1-3: up to \$2.50 per hour and in Job Number 4 up to \$1.24 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 - Yolo County (Retrainees)		
Administrative Support Staff		38
Dispatchers		1

Janitorial Staff		5
Maintenance Staff		18
Microbiologist		1
Operations Staff		37
Production Staff		87
Managers		15
Supervisors		34
Transportation Staff		11
Warehouse Staff		39
Job Number 2 – Orange County (Retrainees)		
Administrative Support Staff		12
Dispatchers		4
Gatekeeper		2
Janitorial Staff		1
Microbiologist		1
Operations Staff		43
Production Staff		115
Managers		10
Supervisors		26
Transportation Staff		37
Job Number 3 – Yolo County (Veterans)		
Maintenance Staff		2
Operations Staff		2
Production Staff		2
Managers		2
Supervisors		1
Transportation Staff		1
Warehouse Staff		1
Job Number 4 – Orange County (Retrainees)		
Operations Staff		1
Production Staff		1
Managers		1
Supervisors		1
Transportation Staff		1

INTRODUCTION

Founded in 1937 and headquartered in West Sacramento, Nor-Cal Beverage Co., Inc. (Nor-Cal Beverage) (www.ncbev.com) is a large co-packer and manufacturer of teas, chilled juices, waters, and energy drinks. Customers include Coca-Cola, Hansen's, Monster Energy Company, Minute Maid, Honest Tea, Body Armor and Arizona Beverages. The Company also provides equipment solutions including sales, installation, service and maintenance of food and beverage systems to customers ranging from convenience stores to restaurants. Nor-Cal Beverage has six different production, distribution and service facilities in Yolo and Orange counties. All six locations will participate in training under this proposal.

Need for Training

This is Nor-Cal Beverage's fifth ETP Agreement, and the third in last five years. In this proposal, Nor-Cal Beverage will train to improve efficiency, productivity, and maintain Food Safety System Certification (FSSC) 22000 standards. The Company will also provide training on new equipment, advanced production processes, standard operating procedures, and Environment Resource Planning (ERP) software. There will be no duplication of training for trainees who participated in the prior contract.

To standardize operating procedures, Nor-Cal Beverage has created internal training programs for all occupations. Staff will receive training in their area of expertise such as machinery operation, maintenance, logistics or administration. The Company has also implemented a pay scale adjustment system, allowing trainees to earn pay increases when certain levels of training have been achieved.

Nor-Cal Beverage has invested \$26M on new machinery including filling equipment and full can line equipment. Implementation of all new equipment is scheduled to be completed by first quarter 2018. New machinery requires Nor-Cal Beverage provide workers technological and process improvement skills training.

Additionally, Nor-Cal Beverage recently invested in a new ERP software (Deacom) to integrate and improve core business processes and procedures. The Company currently utilizes 25 different computer and software systems. Deacom will combine 20 of the current systems enabling employees to plan, schedule, and adjust business processes in one system. Training will provide employees skills to navigate the system and proficiently perform their job duties.

Veterans Program

The Panel has established a higher reimbursement rate and other incentives for training California veterans. Nor-Cal Beverage plans to train 16 Veterans (Job Numbers 3 and 4). These trainees in will receive a higher reimbursement rate of \$22 per hour.

The Company is not requesting a modified retention period for Veteran.

Union Support

The Maintenance, Operations, Production, Transportation, and Warehouse Staff employed in the Yolo county facilities are represented by a local union: Nor-Cal Beverage Company Employees Union. A union letter of support has been submitted for the training of their respective members.

PROJECT DETAILS

Training Plan

Class/lab training will be provided by in-house experts and vendors as needed in the following:

Business Skills: Training will be provided to Administrative Support, Dispatchers, Gatekeeper, Operations, Production, Managers, Supervisors and Warehouse Staff. Training will promote administrative efficiency and provide staff with the knowledge and skills to run the business effectively. Training topics include Communication and Interpersonal Skills, Customer Service, Leadership Development, Billing, Accounting, Inventory, and Shipping and Receiving.

Computer Skills: Training will be provided to all occupations to improve internal processes and increase employee's proficiency in various business software solutions. Training on the newly implemented ERP software, Deacom, will allow trainees to plan, schedule, and adjust business processes in a single system.

Continuous Improvement: Training will be delivered to all occupations to ensure that Nor-Cal Beverage remains competitive in its industry. These skills will enable employees to improve quality, productivity, and food safety. Training includes Handling Customer and Consumer Complaints, Train-the-Trainer, Review of Business/Operations for Improvements, and Record Keeping.

Hazardous Materials: Training will be provided to all occupations. Staff will receive the skills necessary to ensure a safe work environment while working with dangerous materials. Training topics include Hazard Communication, Hazardous Energy Control, and Management Hazardous Materials.

Management Skills: Training will be delivered to Managers and Supervisors. Training will focus on enhancing skills to create a productive work atmosphere to motivate, positively lead, and coach staff. Training topics include Conflict Resolution, Goal Setting, Leadership and Team Building, and Effective Meetings for Leaders.

Manufacturing Skills: Training will be provided to Production, Operations, Maintenance, Transportation, Managers, Supervisors and Warehouse Staff. Trainees will gain the skills and knowledge to operate and maintain new and old production equipment to ensure product quality. Training topics include Bottle Line Filler, Can Line Filler, Cleaning and Sanitation of Equipment, and Operations Line Monitoring and Testing.

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 for Maintenance, Operations, Production, and Warehouse Staff and 30 hours for frontline Managers and Supervisors.

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.

This training will give Supervisors and Managers knowledge to maintain a safe work environment and show Maintenance, Operations, Production, and Warehouse Staff how they can be actively involved in reducing injuries on the job.

Temporary to Permanent Hiring

Nor-Cal Beverage anticipates training 50 workers throughout all occupations in Job Numbers 1 and 2 under Panel guidelines for "Temporary to Permanent" employment. The Company has

estimated the need to hire 50 new employees due to turnover in the next two years. Nor-Cal Beverage typically hires new workers on a temporary-to-permanent basis as a type of probationary period. The Company works directly with Nelson Staffing temporary agency, with the intention of hiring new workers into full-time, permanent positions. According to Nor-Cal Beverage the average time for “converting” temporary workers into full-time permanent employment is six months. The Company understands that they cannot request reimbursement for training for anytime greater than six months prior to the temporary worker’s conversion date. Temporary-to-permanent workers are eligible for health benefits while working for the temporary agency and are eligible for health benefits following 30 days of employment with Nor-Cal Beverage.

These trainees must be determined eligible to participate in ETP-funded training before the start of training, while on payroll with the temporary agency. However, the retention and post-retention wage requirements cannot be satisfied until after they have been hired by Nor-Cal Beverage. Until then, Nor-Cal Beverage will not receive progress payments.

Substantial Contribution

Although Nor-Cal Beverage is a repeat contractor, no one facility has payment earned in excess of \$250,000. Therefore, substantial contribution does not apply.

Commitment to Training

Nor-Cal Beverage has an annual training budget of \$100,000 per facility. The training budget includes state-mandated safety training, equipment maintenance and installation, food safety and security, and sales 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.

Training Infrastructure

The Vice President of Human Resources will oversee all aspects of training. Additionally, the Human Resource Manager and Human Resource Administrator have the primary responsibility of enrolling trainees and tracking training hours. These are the same individuals who oversaw the administration of its prior agreements. Each location will also have a designated person to collect rosters and coordinate training. Nor-Cal Beverage already has a process in place to ensure all administrative duties are handled properly and all managers and trainers are aware of their responsibilities.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Nor-Cal Beverage under ETP Agreement that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET15-0471	Anaheim, Fullerton, Galt, Loomis, West Sacramento	03/26/2012- 03/25/2014	\$135,900	\$114,776 (85%)

ET12-0331	Anaheim, Fullerton, West Sacramento	03/26/2012- 03/25/2014	\$441,250	\$135,719 (31%)
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ET12-0331: According to the Company, training under this contract was delayed due to their focus on achieving the FSSC 22000 certification. For this reason, other training was put on hold. Nor-Cal Beverage has since developed a structured training plan consisting of numerous training skills, processes and operations of specific equipment

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

- Accounting
- Billing
- Business Plans/Objectives
- Communication and Interpersonal Skills
- Customer Service
- Inventory
- Leadership Development

COMPUTER SKILLS

- ADA System
- Application System/400
- AVAIL
- Deacom (ERP)
 - Accounting Administration
 - Accounts Payable
 - Accounts Receivable
 - Bill of Materials
 - Contract Relationship Management
 - Equipment Solutions
 - Formula Management
 - Job Creation and Scheduling
 - Job Run and Close
 - Master Data Records
 - Material Issue and Reserves
 - Material Resource Planning
 - Physical Inventory
 - Production Planning
 - Purchasing
 - Quality Control
 - Reporting
 - Routings
 - Sales Orders
 - Shipping and Receiving
 - System Work Flow
- Kronos
- Maintenance Connection
- Microsoft Office Suite (Intermediate/Advanced)
- Vermont Information Processing Inventory System

CONTINUOUS IMPROVEMENT

- Acetylene Fuel and Gas Safety
- Battery Handling/Changing/Charging
- Chemical Hygiene for Laboratories
- Contractor and Visitor Management
- Energy Efficiency and Best Practices
- Fleet Management

- Good Laboratory Practices
- Good Manufacturing Practices
- Handling Customer and Consumer Complaints
- Hot Work
- Internal Audit
- Internal and External Communication
- ISO 9001:2008
- Process Flow Maps and Control Points
- Process Integrity
- Records Keeping
- Review of Business/Operations for Improvements
- Safe Quality Food
- Train-the-Trainer

HAZARDOUS MATERIALS

- Flammable Liquid
- Hazard Communication
- Hazardous Energy Control
- Management Hazardous Materials

MANAGEMENT SKILLS (Managers/Supervisors Only)

- Coaching
- Conflict Resolution
- Effective Communication Skills
- Effective Meetings for Leaders
- Finance and Financials for Non-Finance Managers
- Goal Setting
- Leadership and Team Building
- Management Responsibilities
- Time Management

MANUFACTURING SKILLS

- Allergens Procedure
- Blood Borne Pathogens
- Calibration
- Compactor Safety
- Compressed Gas Management
- Control of Non-Conforming Products
- Document Control
- Electrical Safety
- Food Safety System Certification 22000
- Food Security
- Forklift/Lift Truck Safety
- Glass Breakage Procedure
- Hand Tool Safety
- Hazard Analysis and Critical Control Points
- Ladder Safety
- Local Exhaust Ventilation
- Lockout-Tagout
- Machine Safeguarding

- Material and Product Integrity
- Material Handling Equipment
- Ozone Protection
- Recycling
- Shipping and Receiving
- Spill Prevention, Control and Counter Measures
- Storm Water Protection
- Traffic Route
- Waste Management
- Waste Water Management
- Water Resource Sustainability
- Welding and Cutting Safety

Positional Manufacturing Skills

- AROL Capper – Static Torque Testing
- Adenosine Tri-Phosphate Sanitation of Monitoring – Filler Valves
- Batch Adjustment Procedure
- Blend Aseptic
- Blend Sheet Documentation
- Blending - Beeco Blend System
- Blending - Procedure - Can & Bottle
- Boiler Start Up - Muira Boiler
- Bottle Line Filler and High Temperature Short Time Cleaning Process
- Calcium Check Sheet
- Calibration
- Calibration & Determination of Brix - RFM745 Refractometer
- Calibration & Measurement – Turbid Meter
- Calibration of Waste Water pH Probes
- Can Line Filler and HTST Cleaning Process
- Carrier Check in Policy
- Cleaning & Sanitation of Equipment
- Cleaning in Process
- Coca-Cola Refreshments Truck Loading Process
- Coupling Tractor to Semi Tracker
- Crown Filler Valve Rebuild/Repair
- Cryotech Injection - Quick Service
- Damaged Goods Receipt Process
- Distribution Center Finished Goods Damage Processing
- Distribution Center Trash Compactor Operating Procedure
- Depalletizer Operation
- Determination of Alkalinity
- Determination of Brix – Refractometer
- Determination of Caffeine, Benzoic Acid & Sorbic Acid
- Determination of Caffeine, Benzoic Acid & Sorbic Acid by High Performance Liquid Chromatography
- Determination of CO₂ & Air Content in Cans
- Determination of Free & Total Chlorine
- Determination of Hardness
- Determination of Iron
- Determination of pH

- Determination of Titratable Acid
- Disposal of Trademark Materials
- Drain Cleaning – Packaging
- Electric Lift Charging
- Emergency Procedure: Hard Water/Low Water Level at Surge or Deaerator Tank
- Enumeration of Lactic Acid Bacteria - Finished Product
- Enumeration of T/C & Coliform by Membrane Filtration
- Enumeration of T/C & Y/M
- Evaluation of Aseptic Packages
- Facility Maintenance/ Monthly Audit Check
- Flavor Change - Bottle Line
- Flavor Change - Can Line
- Foamer Set Up and Operation Can/Bottle
- Fueling Procedures
- High Sheer Mixer Operation
- How to Verify Product Fill Weights
- Inspection for Glass Removal Prior to Plastic Bottle Run
- Integrated Logistics System Cycle Count Process
- ILS Tag Creation
- ILS Truck Loading Process
- Inventory Control - Cold Box Delivery for Blending
- Leakage Detection Fluid
- Lift Truck Operator Line Checks
- Liquid Propane Gas Tank Replacement Work Instruction
- Loading Trailers
- Maintenance Procedure
- Maintenance Food Safety
- Meurer Case Packer Operation
- Meurer Multipacker Operation
- Microbiological Incubation Time Temperature
- Microbiological Monitoring Program
- Miura Blowdown Procedure
- Operation of Bottle Filler
- Operation of Canalyzer
- Operation of Crown Filler - Can Line
- Operation of Douglas Case packers
- Operation of Filtec DUD Detector
- Operation of Floor Scrubber
- Operation of Fuji Labelers
- Operation of Line Monitoring and Testing
- Operation of Markem Case Coder
- Operation of Riverwood - Can Line
- Operation of Sentry Palletizer
- Operation of Shrink Wrap Machines
- Operation of Silgan Vision DUD Detector
- Operation of Solbern Filler - Can Line
- Operation of Videojet Coding System
- Operational Pre-Requisite Program
- Organic Requirements

- Organoleptic, Evaluation: Taste, Odor, Color & Appearance
- Pallet Collapse Handling Guidelines
- Pallet Inverter Operating Procedure
- Procedure for Cleaning Return Line
- Procedure for Filling CO2 Tanks
- Processor Operation
- Product Change – Downline
- Product Hold Process
- Ratio Blend Cleaning in Process
- Receiving & Inspection of Packaging Materials
- Receiving Base Drums for Batching
- Receiving Raw Ingredients
- Receiving, Testing, & Inspecting High Fructose Corn Syrup /Liquid Sucrose
- Rotary Centrifugal Air Sampler High Flow Air Sample
- Servicing Repairing Refrigeration Systems
- Shuttle Procedures
- Staging & Verification of Ingredients for Blending
- Storing Finished Goods
- Tetra Filler Operation
- Tetra Pak Straw Applicator
- Total Coliform & E Coli by Colibert Presence/Absence Method
- Tunnel Pasteurization
- Verification & Use of Torque Meter
- Water Filling Electric Forklift Batteries
- Wyred Palletizer Operation

OSHA 10/30 (Certified OSHA Instructor)

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

Safety Training cannot exceed 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.

UNION PROUD



SAFETY FIRST

September 14, 2017

Executive Director
Employment Training Panel
1100 J Street, 4th Floor
Sacramento, CA 95814

RE: ETP Training Program

Nor-Cal Beverage Company Employee's Union supports ETP training program in Nor-Cal Beverage Company, Inc.'s facilities in West Sacramento, California, which will provide our members with the skills needed to meet customers' requirements, which in turn will provide a secure work environment for the future.

Sincerely,

Greg Ball
President



TRAINING PROPOSAL FOR

PrimeCo

18-0625

Panel Meeting Date: 02/22/2018

Regional Office: San Diego Regional Office

Analyst Name: Maria Ibarra

Type of Proposal: Single Employer

Funding Source: SET

FUNDING OVERVIEW

Provided here is a summary of the funding for the proposed Training Project.

TOTAL ETP FUNDING: \$92,764.00			
Program & Admin Cost	Support Cost (\$)	Substantial Contribution (\$)	Total In-Kind
\$92,764.00	N/A	\$0.00	\$151,929.50

APPLICANT PROFILE

Company Summary	PrimeCo (www.primeco.com) provides reconstruction, carpentry, and painting services for projects including condominiums, apartments, specialty and high-rise buildings, single family homes, commercial and industrial.
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Industry Sector(s)	Construction		
Priority Industry	Yes		
No. Employees (Applicant)	State: 214	US: 214	World Wide: 214
Turnover Rate (Applicant)	10.00 %		
Repeat Contractor	No		
High Unemployment Area	No		
Union(s)	N/A		

TRAINING PROFILE

Training Objective(s)	A trained workforce will allow PrimeCo to remain competitive in an active market and provide its employees with the skills required for long-term employment within the construction industry. Training will also allow the Company to become a high-performing workplace as it continues to expand in size and into new markets.
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Training is summarized below, with additional details in *Attachment 1 - Group and Job Title Details* of this Panel Proposal.

#	Group Characteristics	# Of Trainees	Reimbursement Rate	Weighted Avg. Hours	Cost Per Trainee	Min-Max Hours
1	Retrainee	121	\$18.00	38	\$684	8 - 200
2	Job Creation – Retrainee Initiative Program, Retrainee	20	\$20.00	25	\$500	8 - 200

PROPOSED TRAINING PROJECT DETAILS

1. Company Background

Founded in 1994 and located in Oceanside, PrimeCo provides the following services:

- Reconstruction services including full service general construction; project pre-planning; bid document preparation; project management; reconstruction budgets; property inspections; and liability assessments;
- Carpentry services including wood inspection and documentation; wood replacement; fabrication and welding; major stucco repair; composite material installation; siding repair and replacement; and deck repair and coatings; and
- Painting services including interior, exterior, and specialty coatings; floor, deck, and roof coatings; waterproof coating; power washing; stripping and staining; stucco repair; and high-rise painting.

PrimeCo's customer base includes multi-family housing such as apartment building owners and home owner associations (HOAs); commercial building owners and developers; and specialty high-rise building owners and managers.

Training for this first time ETP Agreement will be provided at the sole location in Oceanside.

2. Current Training Project Details

Purpose of Training	<p>In 2017, PrimeCo's sales revenue growth exceeded 25%. Similar growth is expected in 2018, specifically, with its plans to move into new areas of construction. PrimeCo plans to expand its business by adding services in painting tilt-up constructed buildings (pre-formed concrete walls that are tilted into place), replacing complicated siding on HOA housing communities, and deck and pool coating application.</p> <p>As a result, the Company has committed to expand its workforce and has developed a training program focused on providing its workers with knowledge and skills necessary to support the aforementioned business goals.</p> <p>Specifically, the proposed training plan will provide workers with skills to paint new structures, use new equipment, as well as prepare and install panels. Training will focus on learning and understanding new building codes, installation techniques and product applications.</p> <p>ETP funding will assist PrimeCo to keep pace with standards, codes and industry practices. Training will provide workers with broader set of skills and proficiencies to allow the Company to be highly competitive in the industry as it continues to expand services to new areas of construction.</p>
Training Infrastructure and	PrimeCo has retained an administrative subcontractor to assist with ETP project administration. An Administrator will manage and

PROPOSED TRAINING PROJECT DETAILS

Administrative Plan	oversee the ETP contract. The Administrator and Human Resources staff will schedule training and ensure attendance rosters are completed properly. Training will be conducted by in-house experts and vendors as needed. The Company is ready to start ETP-funded training at contract approval.
Marketing Plan (MEC Only)	N/A
Support Cost Description (MEC Only)	N/A
Substantial Contribution Description	N/A

3. Curriculum Summary

A summary of the curriculum is provided below. See *Attachment 2 - Training Delivery and Curriculum Listing* for more details.

Delivery Method/Level	Classroom/Simulated Laboratory
Summary	
All occupation will receive Business, Commercial, Computer and Hazardous Materials.	

Delivery Method/Level	Productive Laboratory
Summary	
Approximately 117 workers (Carpenter, Foreman, Painter and Superintendent) will receive 40 hours of PL training in Commercial Skills.	

4. Additional Company or Training Project Details

Commissions

PrimeCo requests to use commissions to meet the SET Priority Wage of \$22.77 for the Sales Staff in Group 1 (incumbent workers). Commissions for this occupation are based on a percentage of the Company's total gross revenue.

PrimeCo reports that its Sales Staff historically receives a variable commission based on a percentage of the Company's monthly total gross revenue. The base hourly rate for Sales Staff ranges from \$12.00 - \$22.00 per hour. The average monthly commission for the Sales Staff in Group 1 for the last 12 consecutive months was between \$12.00 and \$50.00 per hour. As such, all Sales Staff will earn at least \$22.77 per hour with the use of commissions.

PROPOSED TRAINING 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.

To support expansion of service offerings, PrimeCo has committed to hire approximately 20 new employees (10 Carpenters and 10 Painters). 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.

Frontline Worker

PrimeCo requests to train six Superintendents. According to the Company, Superintendents directly produce, deliver goods or services, and manage staff no more than 20% of their overall job duties. Therefore, they meet the Panel’s definition of frontline workers, and consequently, are eligible under SET.

4.1 Program Waivers

N/A

4.2 Subcontractor Summary

PrimeCo ant has retained the services of the following Subcontractor.

Subcontractor Type	Subcontractor Name	City	Service Cost or Percentage
Development	Welsh Advisors, Inc.	Anaheim	\$6,493.48
Administrative	Welsh Advisors, Inc.	Anaheim	13.00% of payment earned
Training	None selected to date	N/A	N/A

4.3 Previous ETP Project Summary

N/A

4.4 Supporting Panel Proposal Documentation

Attachments 1 and 2 proved details on the training, curriculum and program characteristics.

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

<i>Delivery Method /Level</i>	<i>Classroom/Simulated Laboratory</i>
Training Type (Level)	Planned Course Offerings
Business Skills	Customer Service
	Financial Strategies (budget breakdown)
	Leadership Skills
	Marketing Techniques
	Project Management
	Sales Techniques
Commercial Skills (Safety)	OSHA 10
	OSHA 30
Commercial Skills (Standard)	Building Standards and Regulations
	Concrete Skills
	Construction Equipment Training
	Deck Building/ Coating Skills
	Estimating
	Fabrication and Welding Skills
	Flooring Installation
	Jobsite Efficiency
	Painting Skills
	Product Knowledge
	Project Planning
	Roofing Skills
	Siding Installation
	Wall Construction
Window and Glass Skills	
Computer Skills (Standard)	Accounting Software
	Bluebeam
	Construction Software
	Microsoft Office - Intermediate and Advanced
	ProContractor
	Sharepoint
Hazardous Materials Skills	Hazmat Analysis
	Hazmat Communication

<i>Delivery Method /Level</i>	<i>Productive Laboratory</i>
Training Type (Level)	Planned Course Offerings
Commercial Skills	Construction Equipment Training
	Construction Skills
	Painting Skills
PL Justification and Details	
Explain the need for productive laboratory (PL) training	Painters, Carpenters and Foremen will need 1:1 to 1:3 training with more senior personnel to learn correct and consistent building and construction techniques on-the-job sites. Foremen and

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

	Carpenters will need on the job training in construction skills including wall construction, roofing skills, window and glass skills, deck building/coating skills, flooring installation, concrete skills, siding installation. Painters will need training on painting and coating skills.	
Describe the Equipment/Processes to be used in delivering the PL training	Painting and Construction Tools and Equipment. Construction Techniques including Wall Construction, Roofing Skills, Deck Building /Coating Skills, Flooring Installation, Concrete Skills, Siding Installation and Painting skills will be taught by showing the technique and assisting the trainee through the process to make sure techniques and skills are completed successfully. Trainers will remain with the trainees throughout the productive lab time.	
Describe Trainer Qualifications	Superintendents, Foremen, Painters and Carpenters that are experts in their areas.	
Trainer to Trainee Ratios - If more than one PL class the ratios are the lowest and the highest trainer-to-trainee ratio	Trainer	Trainee
Ratio for One Class, or Minimum When More than One Class	1	1
Ratio for Maximum Ratio When More than One Class	1	3
PLT Approval	Yes	



**Training Proposal for:
Terrakotta, Inc. dba Laguna Clay**

Small Business

ET18-0169

Panel Date: February 22, 2018

ETP Regional Office: North Hollywood **Analyst:** J. Romero

CONTRACTOR

- Type of Industry: Manufacturing

 - Number of Full-Time Employees
 - California: 80
 - Worldwide: 110
 - Number to be trained: 80

 - Out-of-State Competition: Competitors Outside CA
 - Special Employment Training (SET): Yes No
 - High Unemployment Area (HUA): Yes No
 - Turnover Rate: 15%
 - Repeat Contractor: Yes No
- Priority Industry: Yes No
- Owner Yes No

FUNDING

- Requested Amount: \$83,200
- In-Kind Contribution: \$125,500

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	Business Skills; Computer Skills; Continuous Impr; HazMat; Mfg Skills; OSHA 10; PL-Mfg Skills	80	8-60	0-20	\$1,040	\$17.54
				Weighted Avg: 40			

- Reimbursement Rate: \$26 SB Priority
- County(ies): Los Angeles County
- Occupations to be Trained: Production Worker, Customer Service, Sales Staff, Administrative Staff, Supervisor/Manager, Owner
- Union Representation: Yes
 No
- Health Benefits: \$2.50 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 1976 and headquartered in the City of Industry, Terrakotta, Inc. dba Laguna Clay (Laguna Clay) (www.lagunaclay.com) is a manufacturer of clays, glazes, refractories and pottery equipment sold to schools, distributors, potters, ceramicists, and tile manufacturers. Products include moist clays, dry clays, liquid glazes, dry glazes, kiln furniture, potter's wheels, kilns, spray booths and raw materials sold to different industries throughout the country and internationally. The Company has two other facilities in Ohio and Florida.

Need for Training

Laguna Clay conducted a company-wide needs assessment. Staff needs to upgrade their skills and qualifications in various equipment, software and production processes. The proposed training is designed to provide task-oriented skills and cross-training on Laguna Clay's processes and technical equipment.

Additionally, Laguna Clay will be expanding its operations. The Company will purchasing special equipment, Batch Master (Sage PFW) and several other equipment and software, to improve manufacturing processes, reduce cost, and increase quality. The Company also plans to add an additional shift to the current production line to respond to an increase in product demand.

Training Plan

Training will be provided at the Company's facility in the City of Industry. In-house subject-matter experts and vendors, if necessary, will provide training.

Business Skills: This training will be offered to Production Workers, Administrative Staff, Managers/Supervisors, Sales Staff and Customer Service to develop their skills and understanding of process management. Coaching and developing leadership skills for Supervisors and Managers will create better leaders and mentors to lead and guide the workforce.

Computer Skills: This training will be offered to all occupations to develop their overall skills and knowledge of utilizing software tools like Microsoft Office Excel, PowerPoint, Outlook and the Company's current system, Sage PFW ERP system. Sales Staff and Administrative Staff will receive training in Adobe Illustrator and Photoshop to enable them to create and design products with the latest software and technology.

Manufacturing Skills: This training will be offered to Production Workers to enhance their skills and understanding in quality inspections, new manufacturing processes, equipment and troubleshooting techniques and tools.

Continuous Improvement: This training will be offered to all occupations to create an effective company culture of Lean Manufacturing and Process Improvement. Laguna Clay is moving towards increasing efficiencies across all functional areas by eliminating waste and redundancy in internal processes.

Hazardous Materials: This training will be offered to Owner, Production Worker and Manager/Supervisor occupations to ensure the proper and safe handling of toxic materials involved in manufacturing.

Certified Safety Training

1. OSHA 10. 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. This training will be provided to Laguna Clay's production workers.

Productive Laboratory (PL)

PL trainees may produce goods for profit as part of the training in the courses identified under the Curriculum. Laguna Clay will provide up to 25 hours of PL training to 42 Production Workers on various equipment used during production. This training cannot be duplicated in a Class/Lab setting as the equipment is large and complex. Given some equipment requires two employees to operate, training will be delivered at a max trainer-to-trainee ratio of 1:2.

Commitment to Training

ETP funds will not displace the Company'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 Infrastructure

Laguna Clay is ready to start training upon approval of this proposal. The Vice President and a Human Resources staff will serve as project administrator, scheduling and coordinating training. Laguna Clay has retained the services of Training Funding Source to assist with enrollment, data collection and data entry.

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

- Change Management
- Budgeting
- Coaching Skills
- Collaboration
- Communication
- Conflict Management
- Customer Collections
- Customer Satisfaction
- Developing New Opportunities
- Hiring Skills
- Leadership Training
- Planning
- Product Knowledge
- Risk Management
- Time Management

MANUFACTURING SKILLS

- Equipment Operation
- Bagging machines
- General Safety
- Heat & Illness Prevention
- Installation Procedures
- Job Costing
- Material Sourcing
- Materials Handling and Storage
- Power Tool Use and Guarding
- Product Knowledge
- Respiratory Protection
- Quality Control
- Site Logistics
- Slips, Trips and Falls
- SWPPP (Storm Water Pollution Prevention Program)

COMPUTER SKILLS

- Adobe Illustrator, Photoshop
- Sage PFW ERP / Batch Master / Sage Payments
- Human Resources
- Microsoft Office, Word, Excel, Powerpoint
- Payroll Website Procedures

CONTINUOUS IMPROVEMENT

- Process Improvement
- Productivity Improvement
- Quality Systems and Procedures
- Team Building/ Problem Solving/ Decision-making

HAZARDOUS MATERIALS

- Flammable Liquids
- Handling Gases
- Hazard Communication (HazCom)
- Material Safety Data Sheet (MSDS)
- Toxic and Infectious Substances

OSHA

- OSHA 10 (requires 10 hours completion)

PL Hours

0 – 25

MANUFACTURING SKILLS (PL) (ratio 1:2)

- Equipment Operations
- Bagging Machines
- Proper Blending of Clays & Glazes
- Material Sourcing
- Materials Handling and Storage
- Power Tool Use and Guarding
- Product Knowledge
- Respiratory Protection
- Slips, Trips and Falls
- SWPPP (Storm Water Pollution Prevention Program)

CBT Hours

0-20

COMMERCIAL SKILLS (CBT)

- Defensive Driver Awareness (30 minutes)
- DOT Drug and Alcohol (1 hour)
- Respirator Protection (4 hours)
- Hazardous Communication (2 hours)
- Hand and power tools (1 hour)
- Job Cost 1 (30 minutes)
- Personal Protective Equipment (PPE) Awareness (30 minutes)

COMPUTER SKILLS (CBT)

- Email Etiquette – 30 minutes

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. CBT is capped at 50% of total training hours, per trainee excluding OSHA 10/30. PL is capped at 25 hours per-trainee.



Training Proposal for:

WET

Agreement Number: ET18-0173

Panel Meeting of: February 22, 2018

ETP Regional Office: North Hollywood

Analyst: L. Vuong

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Manufacturing Engineering Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 230	U.S.:230	Worldwide: 244
<u>Turnover Rate:</u>	19%		
<u>Managers/Supervisors:</u> (% of total trainees)	10%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$172,530		\$0	\$0		\$172,530

In-Kind Contribution:	100% of Total ETP Funding Required	\$896,197
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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.	213	8-200	0	\$810	\$17.54
				Weighted Avg: 45			

Minimum Wage by County: \$17.54 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 \$1.54 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative and Support Staff		11
Architect		4
Business Development Staff		3
Designer Level 1		10
Designer Level 2		19
Designer Level 3		5
Engineer Level 1		30
Engineer Level 2		14
Engineer Level 3		4
Field and Maintenance Technician		26
IT Technician		3
Manager Level 1		8
Manager Level 2		3
Manager Level 3		5
Manager Level 4		3
Manufacturing Staff		45
Research & Design Specialist		2
Safety and Maintenance Staff		15
Talent Management Staff		3

INTRODUCTION

Founded in 1983 and headquarter in Sun Valley, (WET) (www.wetdesing.com) designs, engineers and manufactures specialty products such as nozzles, control systems, and submersible lighting used in fountains and water features. The Company has designed over 200 fountains and water features using water, fire, ice, fog and lights; and has more than 60 patents pertaining to lighting, water, control and specialty fountain devices that incorporate air compression technology.

WET creates memorable water experiences worldwide with well-known water features such as the Fountains of Bellagio and Mirage Volcano in Las Vegas, the world's largest and the most beloved fountain of Burj Khalifa, Dubai Fountain and the Cauldron that lit the Olympic flame for the 2002 Winter Olympic Games in Salt Lake City. WET creates environmental design of each of the experiences including choreography. In the process, WET also provides model build, mock-up, prototype, field commissioning, maintenance and operation services.

The Company's headquarter and manufacturing facility are in Sun Valley where all training will take place. This will be WET's first ETP Agreement.

PROJECT DETAILS

The Company has several challenges that drive the need for training: new business, increased customer demands, industry requirements, and the continued training of its workforce. The Company anticipates a 200% growth in business and a 30% increase in its workforce in the coming years. The Company was recently awarded multiple projects in the Middle East, throughout the US and Asia. Therefore, training will increase knowledge and improve employees' ability to compete in the global market, which is essential for survival and growth. With the addition of new projects and existing demand, the Company has developed an internal training program to improve overall business functions to keep up with technological changes and support continued growth.

Training Plan

WET is operating in a highly competitive and volatile industry. Maintaining the technical expertise of its workforce provides competitive advantages in project bidding and acquiring new business. The Company is continually striving to meet its customers' expectations and demands. Its goal is to provide workers with the necessary technical skills to meet industry standards, provide quality products and become more efficient in overall processes. WET will need to train its workforce to operate, maintain and support complex equipment and sophisticated technology. Training will enhance job security, providing employees the necessary tools to be successful in their jobs and contribute to the Company's success.

Classroom/Laboratory and Videoconference training will be provided as follows:

Business Skills: This training will be offered to all occupations to improve communication skills, client relations, business communication skills and business problem solving skills.

Computer Skills: This training will be offered to all occupations to effectively use the Company's various software applications used in design, engineering, manufacturing and field and maintenance department to design, engineer, manufacture, implement, and troubleshoot WET devices and systems.

Continuous Improvement: This training will be offered to all occupations to promote teamwork, improve workflow, troubleshooting, and problem solving. Training includes process mapping, Lean thinking, Lean Product Process Development and Lean Manufacturing of WET devices.

Commitment to Training

WET has an annual training budget of approximately \$500,000 for its Sun Valley facility. The Company provides new-hire orientation, sexual harassment prevention, first-aid training, job skills training, OSHA mandated training and on-the-job (OJT) training program for manufacturing skills. Microsoft (MS) basic level and Management Skills are provided as needed. All training is mandatory and all workers receive training. Class/Lab, OJT and computer-based training methods are utilized. In addition, the Company has created its own in-house training that encourages employees to spend about 10% of their working hours for learning and improving.

ETP funds will not displace the existing financial commitment to training. ETP funds will support the Company's ongoing financial commitment in training. At the completion of the ETP training, the Company will continue to provide its workforce the skillsets they need to develop and grow within the Company. 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 and will be delivered on-site by in-house staff and a vendor if needed. WET has designated a Senior Vice President and a number of trainers and managers to oversee ETP training and all administrative responsibilities, including enrollment, recording, tracking and scheduling training, securing rosters, verify training and retention completion and ensure compliance with all ETP requirements.

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

- Project Management
- Product Management
- Business Development
- Leadership
- Time Management
- Communication skills
- Effective Performance
- Team Work/Team Building
- Problem Solving
- Performance Management
- Presentation Skills
- Goal Setting
- Change Management
- Mission Planning/Briefing/Debriefing
- Proposal Writing and Negotiation

COMPUTER SKILLS

- Design Tools/Software
- Engineering Tools/Software
- Manufacturing Tools/Software
- MS Office (Intermediate/Advanced)
- Adobe Suite
- QuickBooks
- Choreography Tools/Software
- Business Development Tools/Software
- Field & Maintenance Tools/Software
- Construction Tools/Software

CONTINUOUS IMPROVEMENT

- Lean Thinking
- Lean Product Development
- Lean Manufacturing
- Agile/Scrum Product Development
- Working Effectively and Efficiently
- WET Process and Specialty Devices
- Problem Solving
- Root Cause Analysis
- Set-up Time Reduction
- Process Mapping

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



Training Proposal for:
Southern California Permanente Medical Group
Agreement Number: ET18-0163

Panel Meeting of: February 22, 2018

ETP Regional Office: North Hollywood

Analyst: M. Webb

PROJECT PROFILE

Contract Attributes:	Medical Skills Training Priority Rate Retrainee SET	Industry Sector(s):	Healthcare Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, Riverside, San Bernardino, San Diego, Kern	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No United Healthcare Workers West; UFCW Local 770		
Number of Employees in:	CA: 148,356	U.S.: 208,975	Worldwide: 208,975
Turnover Rate:	8%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$749,520		\$0	\$0		\$749,520

In-Kind Contribution:	100% of Total ETP Funding Required	\$1,600,000
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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 Medical Skills Training Priority Rate SET	Comm'l. Skills, Computer Skills, Cont. Imp., MS-Didactic	1,041	8-200	0	\$720	\$22.77
				Weighted Avg: 40			

Minimum Wage by County: SET/Priority Industry: \$22.77 per hour Statewide.

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 \$2.50 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 Staff		100
Clerical Staff		60
Data Processing and Computer Operations Staff		50
Health Care Analysts		40
Licensed Vocational Nurses		120
Patient Care Aides and Assistants		160
Patient Care Support Staff		155
Registered Nurse		150
Technicians and Technologists I		200
Technicians and Technologists II		6

INTRODUCTION

Founded in 1945, Southern California Permanente Medical Group (Kaiser) (www.kp.org) is a for-profit partnership and professional corporation of physicians responsible for providing and arranging medical care. Kaiser operates under three corporate umbrellas: Kaiser Foundation Health Plans (Nonprofit), Kaiser Foundation Hospitals (Nonprofit), and Kaiser Permanente Medical Groups (For-Profit). The medical groups formed The Permanente Federation to provide governance and policy direction on a national level. Training proposed in this proposal will be limited to employees of the Southern California Permanente Medical Group. In California, the

medical group generally employs non-hospital personnel in the Kaiser system, with the exception of emergency room personnel, who are employees of Kaiser. The group was previously registered as a Corporation; however, it has now been restructured into a General Partnership.

Kaiser serves members in eight states and the District of Columbia: California, Colorado, Georgia, Hawaii, Maryland, Oregon, Virginia and Washington. The Southern California region currently serves more than 4.4 million members. Care is provided by more than 7,200 physicians at 15 medical centers and 225 medical offices. This will be Kaiser's eleventh ETP Agreement, and the sixth in the last five years.

The Affordable Care Act continues to challenge Kaiser to offer more Californians high quality health care at affordable prices. Unlike some health care groups, Kaiser has chosen not to cut back on its participation in Affordable Care Act coverage, including coverage provided through Covered California. The challenges faced by Kaiser and the training solutions proposed in this proposal are similar to those addressed in prior ETP Agreements. This proposal illustrates the Medical Group's continued efforts to train newly hired staff and improve medical care.

PROJECT DETAILS

Kaiser's membership in the Southern California region continues to increase. In the last year, membership increased from 4,225,000 to 4,395,000. Employment increased by approximately 1,500, including almost 600 new physicians. This increase necessitates training for staff to provide quality patient care for new and existing members.

Kaiser is an integrated health care delivery system that incorporates broad improvements as new methods and technology to become available. The medical group has developed the following steps to support training efforts scheduled over the next few years: Strengthen the skills and competencies of clinical employees so they follow evidence-based protocols, eliminate errors and improve care; Improve the skills and abilities of administrative employees to plan and support patient care; and Increase the effectiveness of unit-based teams and the Company's Labor-Management Partnership program.

This training plan includes new initiatives to support behavioral health, community health, care coordination, transition management, and leadership. In behavioral health, Kaiser will implement training in Mental Health First Aid which trains employees to assist and support others facing a mental health crisis until appropriate professional help is available. Primary care physicians, nurses, and aides will receive training to directly treat mental illness. Community health initiatives include new clinics to open in Target stores to increase medical offices in under-served communities. Specialized training will be provided to workers who will staff these clinics and offices to ensure medical care will meet patient care needs.

Training will also focus on care coordination and transition management. Nursing staff will participate in training to improve critical transitions and coordination issues among home providers, outpatient and inpatient systems.

Training Plan

Training will be delivered by in house instructors via class/lab in the following:

Medical Skills-Didactic: Training will be offered to Health Care Analysts, Licensed Vocational Nurses, Patient Care Aides/Assistants, Registered Nurses and Technicians/Technologists. Staff will receive training in medical care treatment to enhance staff skill set and improve quality of care provided to patients.

Commercial Skills: Training will be offered to all occupations in documentation procedures such as healthcare enrollment and registration, as well as comprehend all steps in transition planning, and business literacy.

Computer Skills: Training will be offered to all occupations in Kaiser computer systems. Training provided will include software updates in Health Connect and electronic medical record keeping.

Continuous Improvement: Training will be offered to all occupations to improve employee skills in case management, communication, service and conflict resolution.

Commitment to Training

Kaiser spends approximately 10 million dollars annually in training in the Southern California region. The medical group will continue to provide on-the-job training, new hire orientation, and management skills training to employees.

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

Kaiser will utilize its existing administration team to be responsible for ETP enrollment, scheduling training, record keeping, and meeting with ETP staff. The Director of Regional Professional Development and Research Ambulatory Services will oversee this training project.

Electronic Recordkeeping

ETP staff has reviewed and approved the medical group's use of an Electronic Recordkeeping System to document training.

Union Support

Union support letters have been provided by the United Healthcare Workers West and UFCW Local 770.

Substantial Contribution

Kaiser is a repeat contractor that was assessed a Substantial Contribution (SC) at the 15% level for Agreement ET16-0164, and 30% under Agreement ET17-0255. (See Active and Prior Project tables. Note that two interim Agreements were exempt from SC by reason of Job Creation.) However, no single facility location earned more than \$250K at that time. Although Kaiser "voluntarily" accepted the initial SC of 15% (ET16-0164), a 30% SC was imposed under ET17-0255 based on T22 CCR Section 4410 which requires employers to pay a second-in-time SC of 30% toward the cost of training.

Substantial Contribution will not apply to this project. Statewide, Kaiser will have received ETP funding of approximately \$2.3M over the last five years, including projections for ET17-0255. Of this total, \$900K was earned for Job Creation, and exempt from substantial contribution.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by Kaiser under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET17-0255	\$599,616	10/30/16-10/29/18	1,747	1,747	1,747

Based on ETP Systems, 33,337 reimbursable hours have been tracked for potential earnings of \$599,616 (100% of approved amount). Kaiser has exceeded the Agreement amount in training hours totaling approximately \$620k already. As of February 20, 2017, all trainees enrolled and tracked for ETP funding have completed the 90-day retention period. Staff will submit all progress and final payments February 2018.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0164	Multi Counties	10/01/15-09/30/17	\$637,092	\$637,092 (100%)
ET14-0117*	Multi Counties	08/01/13-07/31/15	\$600,000	\$600,000 (100%)
ET11-0321*	Multi Counties	06/30/11-06/29/13	\$299,880	\$299,880 (100%)
ET11-0132	Multi Counties	02/07/11-02/06/13	\$249,480	\$249,480 (100%)

*ET14-0117 and ET11-0321: Funds were used for Job Creation only. As such, these earnings do not apply toward a Substantial Contribution.

DEVELOPMENT SERVICES

Steve Duscha Advisories in Sacramento assisted with development of this proposal at no cost.

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum**Class/Lab Hours**

8-200 Trainees may receive any of the following:

COMMERCIAL SKILLS

- Documentation Standards and Procedures
- Maintaining a Safe Work Environment
- Orientation to Kaiser Permanente Systems and Processes
- Patient Safety Procedures
- Benefits Enrollment
- Business Literacy
- Crucial Conversation
- Four Habits and Service Recovery
- Community Care Processes
- Transition Planning

COMPUTER SKILLS

- Applications Software for Healthcare
- Electronic Medical Records System Operation and Optimization
- EXCEL Advanced
- EXCEL Intermediate
- Health Connect Ambulatory
- Health Connect Ambulatory Chartview
- Health Connect Check-In Registration
- Health Connect Encounter Documentation for Outreach
- Health Connect HOV Training
- Health Connect Master Scheduling
- Health Connect Scheduling
- Health Connect Scheduling
- Microsoft Access

CONTINUOUS IMPROVEMENT

- Consensus Decision-Making
- Preparing for Leadership Roles
- Critical Event Team Training
- Leading Teams
- Labor Management Partnership
- Lmp Performance Academy
- Proactive Office Encounter
- Quality Improvement Programs
- Speaking Up: Fostering an Open and Psychologically Safe Environment
- Unit Based Team – Member
- Budgeting, Staffing and Scheduling
- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Coaching Fundamentals

- Communications Skills
- Conflict Resolution Skills
- Front Office Operations Improvement
- Gathering and Using Data
- Handling Difficult Situations
- Human Resources Management
- Identifying and Resolving Problems
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Performance and Quality Improvement and Procedures Skills
- Planning and Designing Work Processes
- Raid Improvement Model
- Reviewing and Evaluating Team Performance
- Root Learning Maps
- Service Excellence
- Team Building Skills

MEDICAL SKILLS - DIDACTIC

- ACLS
- Fetal Heart Monitoring
- Advanced Stroke Education
- AED Defibrillator Training
- Aerosol Transmissible Diseases Training
- Alaris Pump Review
- Ambulatory Nursing Orientation
- Ambulatory Care Wound Care Management
- Ambulatory Competencies
- Anesthesia Dept. Orientation Checklist
- Annual Competency Validation
- Audiometric Hearing Screening Training
- Basic Life Support Skill Testing
- Blood & Blood Components
- Blood Pressure Competency
- Blood Borne Pathogen
- Breast Biopsy Procedure
- Call Center Orientation
- Cardiac Catheterization Lab Nursing Orientation
- Cardiac Monitoring - 2014
- Care and Concern
- Care Experience Training
- Care of the Patient after Renal Biopsy
- Care of the Patient with Oncology Diagnosis/History
- Caring for and Protecting Our Elderly Patients and You
- Center of Excellence for Minimally Invasive Gynecology
- Central Venous Access Device
- Chemotherapy Administration
- Chest Radiology Tumor Board
- Chest Tube Drainage and Monitoring Care

- Cleft Palate & Craniofacial Clinic
- Clinical Review
- CNA Nursing Orientation
- Co-Lead Transition Workshop
- Code Blue Simulation
- Community Health Assessment and Treatment
- Comprehensive Workplace Safety System
- Covidien Urology Tray Enhancements
- Delirium
- Dermatopathology Clinical Cases
- Diabetes Management
- Diagnostic Imaging RN Orientation Competency and Skill Validation
- Dietary Aide Orientation Competency
- Dietary Aide Orientation Competency Skills Validation
- Documentation Review
- Ear Lavage Policy
- Echo Cardiology QA
- Education Day Modules
- EKG
- Emergency Area Orientation
- Emergency Medicine Morbidity and Mortality
- Equipment
- ER Tech Orientation Competency
- Essential Of Successful Communication
- Falls Prevention
- Family Centered Care Course - Post Partum
- Fecal Occult Blood
- Fetal Diagnosis And Management Conference
- Flu Competency
- Food And Nutrition Room Service Review
- General Surgery Morbidity and Mortality Conference
- General Tumor Board
- Globally Harmonized System
- Glucometer Training - Staff Validation
- Head and Neck Surgery Tumor Board Meeting
- Health Care Worker Orientation Day 1
- Identifying Acute Change in Patient Status and Activating Critical Response
- Implanted Ports
- Infection Prevention
- Insulin Initiation & Titration
- Intravenous Medication Administration
- Labor & Delivery Scrub Training
- Laboratory Employee Skills/Competency Assessment Orientation
- Laser Safety Training
- Life Safety and General Orientation for MRI and CT
- Lifting and Body Mechanics
- Lipid Management

- LVN Orientation
- MA/LVN HCWO Training Program
- Medical Panel Workflow
- Medical Terminology Book Completion
- Medication Inhalation - Initial
- Mental Health Aid
- Mental Health Assessment and Treatment
- Mental Health Referrals
- Neonatal Resuscitation Program
- Neuroradiology
- New Grad Program
- Nova Glucometer Training Validators Class
- NRP
- Nuclear Med/MRI Tech Competency
- Nurse Advice
- Nursing Assistant Ward Clerk Update
- Nursing Update
- On Call RN Telephone Triage
- Chemotherapy & Biotherapy Provider
- Ophthalmology
- Pain Management
- Patient Safety University
- Pediatric Advanced Life Support Provider Program
- Pediatric Assessment, Care & Management Training
- Perioperative Nursing Symposium
- Phlebotomy Training
- Podiatry Surgery Radiology Rounds
- Point-of-Care Test
- Policy and Procedure Review
- Preceptor Program
- Pressure Ulcer
- Principles of Sterile Technique for Dermatology & Di Pt. 2 (Skills)
- Professional Nursing: Caring Training and Bariatric Surgical Care
- Professional Nursing: General Surgery & Gastrointestinal
- Psychoactive Drugs
- Radiation Safety
- Regional Charge Nurse Training Program
- Regional Electrocardiogram Workshop
- Regional Pediatric Critical Care Course
- Regional Preceptor Training
- RN Leadership Development Program
- RN Leadership Program
- RN Preceptor Training
- Safe Lifting
- Safe Patient Handling
- Sepsis Prevention/Management
- Simulation Training
- Specimen Collection-Midstream-Urine 2013

- Splint Application
- Splinting
- Spotting Mental Health Problems
- Stroke Education
- Tuberculin Skin Test
- Wound Care 2014

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



UNITED HEALTHCARE
WORKERS WEST
SERVICE EMPLOYEES
INTERNATIONAL
UNION, CLC

12/11/17

To whom it may concern:

On behalf of the 95,000 Service Employees International Union United Healthcare Workers West (SEIU-UHW), we are writing in support of Kaiser Southern California Medical Group's request for funding. Kaiser and SEIU-UHW have a long standing history of partnering on education and training programs that benefit Kaiser, SEIU-UHW members and our patients.

Funding to assist the training of existing healthcare workforce to ensure that they have the competencies necessary to care for patients and adapt to changing technology, will result in a negative impact on the healthcare workforce. Previous funding has helped to provide training to SEIU-UHW members to better respond to critical events, Emergency Department crises and new technology. This funding request will supplement the significant investment from both Kaiser and SEIU-UHW to ensure that workforce is prepared.

Thank you for your consideration and please don't hesitate to contact me if you have any questions.

Dave Regan - President
Stan Lyles - Vice President

560 Thomas L. Berkley Way
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510-251-1250
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Rebecca Miller
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UFCW LOCAL 770

UNITED FOOD AND COMMERCIAL WORKERS UNION • www.ufcw770.org
Ricardo F. Icaza, President John M. Grant, Secretary-Treasurer

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NEWHALL
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SANTA BARBARA
4213 State Street
Suite 201
Santa Barbara, CA 93110
(805) 681-0770

November 29, 2017

State of California Employment Training Panel
1100 J Street, 4th Floor
Sacramento, CA 95814

Gentle Persons:

UFCW Union Local 770 supports the application of Kaiser Permanente to the Employment Training Panel to help support training for our members.

If you have any questions, or if I may be of assistance to you, please do not hesitate to contact me. I can be reached at (213)440-3998.

Sincerely,

UFCW UNION LOCAL 770

Cynthia McGinnis
Union Representative, for
John M. Grant, President



RETRAINEE - JOB CREATION

Training Proposal for:

Foster Poultry Farms

Agreement Number: ET18-0170

Panel Meeting of: February 22, 2018

ETP Regional Office: Sacramento

Analyst: K. Mam

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee HUA Veterans Job Creation	Industry Sector(s):	Manufacturing Agriculture Goods Movement Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Fresno, Merced, Stanislaus, Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No United Food & Commercial Workers International Union 8; Teamsters Local Union No. 386; United Farm Workers of America; Teamsters Local No. 63		
Number of Employees in:	CA: 9,218	U.S.: 12,920	Worldwide: 12,920
<u>Turnover Rate:</u>	14%		
<u>Managers/Supervisors:</u> (% of total trainees)	5%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$717,600		\$34,050 (15% Jobs 1 & 4)	\$0		\$683,550

In-Kind Contribution:	100% of Total ETP Funding Required	\$754,000
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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, Comm'l Skills, Computer Skills, Cont. Imp., HazMat, Mgmt. Skills, Mfg. Skills	450	8-200	0	**\$367	\$12.53*
				Weighted Avg: 24			
2	Retrainee Priority Rate HUA	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., HazMat, Mgmt. Skills, Mfg. Skills	750	8-200	0	\$432	\$12.53*
				Weighted Avg: 24			
3	Retrainee Priority Rate Job Creation HUA	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., HazMat, Mfg. Skills	100	8-200	0	\$1,200	\$11.00*
				Weighted Avg: 60			
4	Retrainee Priority Rate HUA Veterans	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., HazMat, Mgmt. Skills, Mfg. Skills	60	8-200	0	**\$448	\$12.53*
				Weighted Avg: 24			
5	Retrainee Priority Rate HUA Veterans	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., HazMat, Mgmt. Skills, Mfg. Skills	90	8-200	0	\$528	\$12.53*
				Weighted Avg: 24			

* 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.

** Reflects 15% Substantial Contribution

Minimum Wage by County: Job Numbers 1-2, 4-5 (HUA): \$13.25 per hour for Los Angeles County and \$12.53 per hour for Fresno, Stanislaus and Merced Counties.

Job Number 3 (Job Creation/HUA): \$13.25 per hour for Los Angeles County and \$11.00 per hour for Fresno, Stanislaus, and Merced 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 \$0.65 per hour may be used to meet the Post-Retention Wage for Job Numbers 1-2, 4-5; and up to \$1.25 per hour in Job Number 3.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Numbers 1 and 2 (Retrainees)		
Administrative Staff		49
Quality Assurance Staff		40
Poultry Inspector		45
Sanitation Staff		50
Manager		25
Distribution Staff		71
Supervisor		70
Maintenance Mechanic		52
Production Operation Staff		798
Job Number 3 (Job Creation)		
Administrative Staff		2
Quality Assurance Staff		2
Sanitation Staff		4
Poultry Inspector		2
Distribution Staff		3
Maintenance Mechanic		2
Production Operation Staff		85
Job Numbers 4 & 5 (Veterans)		
Administrative Staff		6
Quality Assurance Staff		2
Poultry Inspector		1
Sanitation Staff		15
Manager		5
Distribution Staff		11
Supervisor		6
Maintenance Mechanic		10
Production Operation Staff		94

INTRODUCTION

Founded in 1939 and headquartered in Livingston, Foster Poultry Farms (Foster Farms) (www.fosterfarms.com) is the largest poultry producer in the Western United States. The Company's farms grow, process, package, and ship its products to grocery stores and restaurants throughout the United States. Products includes fresh chicken, chicken and turkey deli products,

frozen appetizers, franks, and corn dogs. Training under this proposal will be delivered at the Company's headquarters and seven other locations throughout California.

Union Support

Workers are represented by United Food & Commercial Workers International Union 8, Teamsters Local Union No. 386, and United Farm Workers of America. Letters of support for this training project have been received.

PROJECT DETAILS

This is Foster Farm's fourth ETP Agreement, and the third in the last five years. In the previous proposal, the Company focused on implementing British Retail Consortium (BRC) safety and quality standards. Training under this proposal will focus on new equipment being installed early this year at the Livingston facility and at the end-of-the-year for its other facilities. Existing equipment and processes within the evisceration line will also be modified to provide a high-performance workflow. The Company has invested over \$17M on new poultry self-inspection stations, deboning equipment, and equipment re-tooling to increase production and efficiencies. Staff must be trained on new equipment and computer-assisted controls, maintenance and repair, and inspection protocols in the production processes.

With the integration of new and upgraded equipment, the Company will also implement a self-inspection initiative which requires extensive training of in-house inspectors to ensure quality control and food safety requirements are met. Training will ensure all phases of inspection protocols are met during the production process.

The Company will also continue training on World Class Manufacturing including LEAN, Just-in-Time, 5S, BRC standards and Food Safety Precautions. Although training topics are similar to those provided in the prior Agreement, trainees will not repeat the same training courses previously received.

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 integration of new deboning equipment and self-inspection stations throughout the plants in California, Foster Farms has committed to hiring 100 new employees identified in Job Number 3. 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 methods by in-house experts and vendors as needed in the following:

Business Skills: Training will be offered to Administrative Staff and Managers. Training will focus on fostering skills that build client relationships with excellent customer service. Training topics includes Account Development, Effective Communications, and Vendor Relations.

Commercial Skills: Training will be offered to Maintenance Mechanics, Poultry Inspectors, Production Operation, Quality Assurance, Distribution and Sanitation Staff. Training will focus on

programming, repair, and equipment diagnostic. Training topics include Industrial Electrical Training, Rotary Pump/Valve Repair and Maintenance, and Refrigeration System Repair and Maintenance.

Management Skills: Training will be offered to Managers and Supervisors and focus on effectively managing staff. Training topics include Strategic Planning and Change Management.

Computer Skills: Training will be offered to all occupations. Training will focus on upgrades to the Company's SAP/MRP/ERP systems and computer assisted controls for new equipment being installed. Training topics include Advanced SAP/MRP/ERP Training and Computer-Assisted Machinery Controllers.

Manufacturing Skills: Training will be offered to Maintenance Mechanics, Poultry Inspectors, Production Operation, Quality Assurance, Distribution and Sanitation Staff. Training will focus on proficient set up, operation, and cleaning of all new production equipment. Training topics include Production Equipment Operation and Preventative Maintenance, Materials Handling Equipment Training and Machine Line Optimization.

Continuous Improvement: Training will be offered to all occupations. Training will focus on LEAN Manufacturing and insuring the highest level of quality, food safety, and customer satisfaction. Training topics include LEAN Manufacturing, Poultry Inspection Best Practices and BRC.

Hazardous Materials: Training will be offered to Maintenance Mechanics, Poultry Inspectors, Production Operation, Quality Assurance, Distribution and Sanitation Staff. Training will allow the workers to operate in an appropriate manner when handling hazardous materials and conditions. Training topic include Hazardous Materials (Identification, Handling, Storage, Containment, Clean-Up).

Veterans Program

The Panel has established a higher reimbursement rate and other incentives for training California veterans. Foster Farms has identified approximately 150 Veterans to be trained in Job Numbers 4 & 5 who have served on active full-time duty in the Armed Forces. Veterans will receive a higher reimbursement rate of \$22 per hour. The Company actively works with organizations and job placement firms that seek to match veterans with its employment opportunities. The Company also participates in veteran-focused job fairs and online recruiting events.

Substantial Contribution

Foster Farms is a repeat contractor with payment earned in excess of \$250,000 at the Livingston facility within the past five years. (See Prior Project Table.) Accordingly, reimbursement for trainees at the Livingston facility in Job Numbers 1 and 4 will be reduced by 15% to reflect the company's \$34,050 Substantial Contribution to the cost of training.

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. The Company invests \$400,000 per facility annually for training that includes basic safety, company orientation, and departmental on-the-job training.

➤ Training Infrastructure

Foster Farms has a structured training plan to ensure successful implementation of new production equipment. The CEO is strongly committed to the success of this project. The

Company will utilize two dedicated employees who administered the prior ETP Agreement to oversee all training efforts and ensure recordkeeping requirements are met. Managers and a training coordinator at each location will facilitate training and roster collection. All of the above dedicated personnel will report to the Vice President of Human Resources, who will provide status reports to the CEO of Foster Farms. Additionally, the Company has engaged the services of a third-party administrator with extensive ETP administration experience to work closely with staff to complete the project successfully.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0284	Livingston, Fresno, Turlock, Compton	2/01/16-1/31/18	\$249,840	\$8,875 (36%)
ET12-0404	Livingston, Fresno, Turlock, Compton	6/4/12-6/3/14	\$495,000	\$208,287 (42%)**

ET16-0284: Based on ETP Systems, 12,490 reimbursable hours have been tracked for potential earnings of \$249,840 (100% of approved amount). The Contractor expects to earn 100% after fiscal closeout.

ET12-0404: During the term of this Agreement, all three of the Foster Farms participating facilities experienced a turnover in management, which caused a delay in delivering ETP-funded training. This situation was remedied as Contractor shifted focus from production. The Company has adopted the Livingston model at all facilities to ensure a successful performance going forward.

DEVELOPMENT SERVICES

Strategic Business Solutions, LLC in Visalia assisted with development for a flat fee of \$12,500.

ADMINISTRATIVE SERVICES

Strategic Business Solutions, LLC 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

- + Account Development
- + Effective Communications
- + Business Writing
- + Vendor Relations
- + Interpreting/Generating Data Reports
- + Purchasing Best Practices (APICS)
- + Production Planning/Scheduling
- + Time Management

COMMERCIAL SKILLS

- + Rotary Pump/Valve Repair and Maintenance
- + Refrigeration System Repair and Maintenance
- + Industrial Electrical Training
- + Industrial Lubrication Training
- + Height Training
- + Confined Space Training
- + Programmable Logic Controller/Variable frequency Drive

COMPUTER SKILLS

- + Advanced SAP/MRP/ERP Training
- + Computer-Assisted Machinery Controllers

CONTINUOUS IMPROVEMENT

- + Leadership
- + Teambuilding
- + LEAN Manufacturing
- + British Retail Consortium Advanced
- + British Retail Consortium Lead/Supervisor Transition Training
- + Poultry Inspection Best Practices
- + Advanced Food Product Safety
- + Food Product Safety
- + Animal Welfare Training
- + Advanced Animal Welfare Training
- + Hazard Analysis and Critical Control Points Training

HAZARDOUS MATERIALS

- + Hazardous Materials (Identification, Handling, Storage, Containment, Clean-Up)

MANAGEMENT SKILLS (Managers/Supervisors Only)

- + Strategic Planning
- + Change management

MANUFACTURING SKILLS

- ✦ Production Equipment Operation and Preventative Maintenance
- ✦ Food Grade Sanitation Practices
- ✦ Materials Handling Equipment Training
- ✦ Machine Line Optimization

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.



United Food & Commercial Workers International Union, AFL-CIO, CLC

Jacques Loveall
President
International Vice President

Roseville
(Headquarters)
2200 Professional Dr.
Roseville, CA 95661
(916) 786-0588
(916) 786-0958 (fax)

December 18, 2017

Bakersfield
900 Airport Dr.
Bakersfield, CA 93308
(661) 391-5770

Executive Director
Employment Training Panel
1100 J Street, 4th Floor
Sacramento, CA 95814

Chico
20 Constitution Dr.
Suite C
Chico, CA 95973
(530) 895-0017

RE: ETP Training Program

Concord
1000 Burnett Ave.
Suite 130
Concord, CA 94520
(925) 687-8018

Dear ETP Training Program Director:

The United Food and Commercial Workers Union 8-Golden State represents over 32,000 members in the Western United States. We represent over 3,500 members employed at four Foster Farms plants in Turlock and Fresno, California.

Fresno
3485 W. Shaw Ave.
Suite 101
Fresno, CA 93711
(559) 271-1288

UFCW 8-Golden State is an ardent proponent of the ETP Training Program and strongly recommends and supports Foster Farms in their efforts to secure funding for employee training. The training program will provide our members with knowledge and skills needed to meet operational demands which in turn will enhance advancement opportunities and provide a more secure work environment for the future.

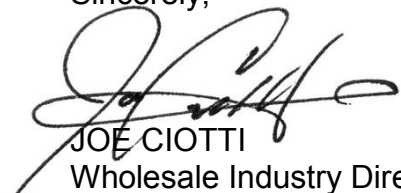
Fresno
*Distillery, Wine & Allied,
and Wholesale Division*
3485 W. Shaw Ave.
Suite 102
Fresno, CA 93711
(559) 226-5045

If you have any questions, please do not hesitate to contact me at (916) 786-0588.

Modesto
2007 Yosemite Blvd.
Modesto, CA 95354
(209) 529-0596

Sincerely,

Redding
3400 Bechelli Ln.
Suite C
Redding, CA 96002
(530) 222-3905


JOE CIOTTI
Wholesale Industry Director

JC:dr

Sacramento
1930 9th Street
Sacramento, CA 95811
(916) 503-8828

Santa Rosa
940 Hopper Ave.
Santa Rosa, CA 95403
(707) 546-1384



GENERAL TEAMSTERS LOCAL UNION NO. 386

The Counties of Stanislaus, Merced Mariposa, and Yosemite National Park California
Affiliated With the International Brotherhood of Teamsters

Principal Officer

Jeff P. Berdion
Secretary-Treasurer

Executive Board

Bryan Ronngren
President

Bill Stewart
Vice President

Mark Stout
Recording-Secretary

Trustee's

Rene Leyva
Carlos Ortega
Hector Zamora

Business Reps.

Jeff Berdion
Gaylord Phillips
Rene Leyva
Bryan Ronngren
Michelle Aldridge

Wendel J. Kiser
Memorial Building
1225 13th Street
Modesto, CA 95354

Phone (209) 526-2755
Fax (209) 526-9485

www.teamsters386.org

December 19, 2017

Executive Director
Employment Training Panel
1100 J Street, 4th Floor
Sacramento, California 95814

Re: ETP Training Program

To Whom It May Concern

Teamsters Local 386 supports the ETP Training Program at Foster Farms.

We represent the members employed by Foster Farms at the Delhi Feed Mill in Delhi, California. The program will provide our members with skills needed to meet operational demands which in turn will provide a more secure work environment for our members in the future.

If you have any questions, please don't hesitate to call me at (209) 526-2755, Extension 21.

Sincerely,

Gaylord Phillips
Business Representative

GP/cc

Cc: Jeff P. Berdion, Secretary-Treasurer



UNITED FARM WORKERS

1472 B St., Suite D • Livingston, CA. 95334
Telephone: (559) 674-4525 • Fax: (559) 354-0165 • www.ufw.org

December 28, 2017

**Executive Director
Employment Training Panel
1100 J Street 4th Floor
Sacramento, CA 95814**

RE: ETP Training Program

United Farm Workers of America and our workers committee, represents the bargaining unit comprised of over 2,500 employees at the Foster Farms plant in Livingston, CA.

The UFW is an ardent supporter of employee training and recognizes the importance and crucial role the ETP Training Program plays in the development of our members.

We strongly recommend and support Foster Farms in their Efforts to secure funding for training. The training will be provide our members with knowledge and skills to meet operational demanding which in turn will increase promotional opportunities and provide more secure work environment for the future.

Should you have any questions, please don't hesitate to contact me at enavarrete@ufw.org

Sincerely,

UFW Workers Committee

Rosa M Lopez
Jose Gonzalez
Maria Renteria
Margdalena Ayala
Julia Ayala
Benito Garcia
Erika Navarrete

Erika Navarrete, National Vice President
United Farm Workers of America

Marta A Alvarez de Aranda
Miguel Melgosa
Jose y Pilar Jovara
Yvonne Alvarado
Dolores Licea

Cc: John Dias HR Foster Farm



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

January 25, 2018

Executive Director
Employment Training Panel
1100 J Street, 4th Floor
Sacramento, California 95814

Re: ETP Training Program

To Whom It May Concern:

Teamsters Local 63 supports the ETP Training Program at Foster Farms.

We represent the members employed by Foster Farms at the Southern California Distribution Center located in El Monte, California. The program will provide our members with skills needed to meet operational demands which in turn will provide a more secure work environment for the future.

If you have any questions, please do not hesitate to contact me at (626) 859-4005, Extension 1140.

Sincerely,

Carlos Barnett
Business Representative
Teamsters Local No. 63
CB/ls



**Training Proposal for:
Employers Group Service Corp.**

Agreement Number: ET18-0166

Panel Meeting of: February 22, 2018

ETP Regional Office: San Diego

Analyst: J. Davey

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee SB <100	Industry Sector(s):	Manufacturing Engineering Services Transportation/Logistics Technology/Other Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL:

Program Costs	+	Support Costs	=	Total ETP Funding
\$887,960		\$61,270 8%		\$949,230

In-Kind Contribution:	50% of Total ETP Funding Required	\$682,324
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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., Literacy Skills, Mfg. Skills	560	8-200	0-40	\$808	\$16.70
				Weighted Avg: 42			
2	Retrainee	Business Skills, Computer Skills, Cont. Imp., Literacy Skills, Mfg. Skills	300	8-200	0-40	\$802	\$16.70
				Weighted Avg: 50			
3	Retrainee Priority Rate SB<100	Business Skills, Computer Skills, Cont. Imp., Literacy Skills, Mfg. Skills	175	8-200	0-40	\$778	\$16.70
				Weighted Avg: 28			
4	Retrainee SB<100	Business Skills, Computer Skills, Cont. Imp., Literacy Skills, Mfg. Skills	150	8-200	0-40	\$800	\$16.70
				Weighted Avg: 34			

Minimum Wage by County: Job Numbers 1-4: \$18.22 for Alameda, Contra Costa, Marin, San Francisco, San Mateo and Santa Clara counties; \$17.54 for Los Angeles County; \$17.50 for Orange County; \$17.03 for San Diego County; \$16.80 for Sacramento County, and \$16.70 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

Participating employers may use health benefits of up to \$2.50 per hour to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative/Support Staff		80
Customer Service Staff I		35
Customer Service Staff II		80
Engineer/Designer I		60
Engineer/Designer II		50
Finance/Accounting Staff		29

Inspector/Quality Staff		54
Lead II (non-supervisory)		70
Machnine Operator/CNC Specialist		60
Manufacturing Production Staff I		90
Manufacturing Production Staff II		65
Material Handler/Operator I		25
Material Handler/Operator II		60
Project Manager		90
Technician		51
Warehouse/Logistics		20
Supervisor I		95
Supervisor II		65
Manager I		35
Manager II		40
Owner/Director (Job Numbers 3 & 4 only)		31

INTRODUCTION

Founded in 1896, Employers Group Service Corp. (Employers Group) (www.employersgroup.com), is a non-profit trade association specializing in Human Resources (HR) Management. It offers several programs and services for its members including: telephone support and public workshops for HR professionals; consulting services on affirmative action planning and employee relations; surveys on compensation and benefits trends; and training in compliance, leadership, quality, productivity enhancement, and Lean Manufacturing.

Employers Group is funded from membership dues and service fees. Members represent every industry (manufacturing, engineering, technology, transportation, and service-related businesses). Companies range in size from Fortune 500 companies to start-up ventures, with the majority of members having 10 to 200 employees.

PROJECT DETAILS

This will be Employers Group's 12th ETP Agreement, and the fifth in the last five years. The training in this proposal is designed to improve the workplace skills of employees from a broad spectrum of small and large employers, priority and non-priority industries. All training is highly interactive in a class/lab settings. Training will provide workers skills needed for long term employment, and help employers realize company goals and objectives.

There is a ongoing need for Continuous Improvement, Business, Computer, Manufacturing and Literacy Skills training. Employers have discovered that, as new employees are hired, they often lack the necessary skills to communicate, coordinate and work in teams. This skills deficit requires more foundational and interpersonal skills to bring new employee skills to a minimum level of productivity.

Other companies are seeking to increase productivity through Lean processes. These organizations have created teams tasked with identifying and implementing improvement opportunities.

Training is needed to:

- Streamline operations for efficiency, including Lean concepts and methodologies for problem solving.
- Provide employees foundational soft skills to make companies productive.
- Implement quality measures to improve customer service, process controls and communication skills.
- Improve communication, increase teamwork, motivate others and delegate responsibility.
- Increase coordination with others to mobilize resources for efficient production.
- Solve process-related issues and implement sustainable solutions, including reducing waste, scrap, re-work, excess inventory, and wait/wasted time.

Training Plan

Continuous Improvement: Training will be offered to all occupations. Training will enhance communications, build teamwork, reduce conflict, create more engagement, identify process improvement opportunities, streamline operations and promote efficiency. Trainees will be encouraged to identify and utilize problem solving techniques to make decisions and implement solutions to reduce or eliminate waste, scrap, re-work, excess inventory and downtime.

Business Skills: Training will be offered to all occupations in sales, marketing, finance, customer service and writing. Training will increase customer service-related skills and team building techniques. Individuals will also learn time management and measurement techniques that will allow them to maximize their productivity.

Computer Skills: Training will be provided to Administrative/Support, Customer Service, Finance/Accounting, Operations, Production, Inspection/Quality, Technicians, Leads and Supervisors/Managers. Training will include software programs, software proficiency and productivity.

Manufacturing Skills: Training will be provided to Production, Operations and Supervisors/Managers to utilize equipment properly, identify improvement opportunities, utilize statistical process controls in identifying failure rates, reducing scrap, increase productivity and provide better products/services. Other courses will focus on the use and maintenance of equipment, tools, and machinery; up-to-date manufacturing techniques and good manufacturing practices; upgraded warehousing and distribution methods; and cross-training.

Literacy Skills: Training will be provided to Production, Operations and Warehouse/Logistic Staff to enable trainees to participate in larger-group training programs delivered principally in English, interact in teams, improve jobs skills, and increase promotional opportunities.

Computer-Based Training (CBT)

Training in Business Skills and Continuous Improvement will also be provided via Computer-Based training (CBT) up to 40 hours per trainee. CBT will serve as a prerequisite or supplement to class/lab training.

Curriculum Development

Employers Group delivers hundreds of training programs each year, keeping abreast of the training topics employers need to be more successful. Employers Group also monitors other training programs, industry trends, and professional developments related to adult learning and employer-specific training. Employers Group continuously obtains client feedback on continuous improvement efforts, developing new training materials and marketing activities accordingly.

Employers Group meets with each prospective employer to assess training needs and build a company-specific curriculum. The process includes assessments, interviews, focus groups, meetings, and feedback from human resources, executives, and senior management. Company-specific documents, terminology, forms, manuals, and case studies are incorporated into developing training materials. Employers Group works with companies to prioritize training needs, identify trainees, and develop a workable training schedule.

After completing each training module, trainees complete evaluations which are used to refine the curriculum, training materials, and training delivery. Evaluations provide feedback to trainers and Employers Group staff on the effectiveness of training.

Commitment to Training

Many employers have eliminated existing training budgets due to recessionary pressures, and only deliver essential training such as safety, new-hire orientations, basic job skills, and compliance-related training using internal training personnel, experienced workers, or vendors. Some employers have a small training budget, with limited participants and training scope. Most training is introductory.

ETP funds will not displace the existing financial commitment to training of participating employers. 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/Infrastructure

Participating employers are recruited primarily from the Employers Group membership database. Employers Group also recruits through its website, web search optimization, emails, and regular weekly promotions and announcements. Staff also produces a training catalog, mails postcards, conducts no-cost webinars, holds in-person employer roundtables, and displays exhibits at conferences. Training specialists meet directly with employers to discuss training needs (including employer and trainee needs assessments), training objectives, and how ETP funding can be used to offset larger-scale training initiatives.

Employers Group partners with BizFed and many Chambers of Commerce (Costa Mesa, San Francisco, Eastville, Fontana, Poway, Lakewood, San Benito, National City, Hermosa Beach, Oakland, Emeryville, Los Angeles, Oxnard, Stanton, and Anaheim) to help serve its constituencies (especially very small businesses), conducting human resource training, roundtable briefings, online learning sessions, and workshops.

There are currently 13 full-time staff responsible for marketing, employer recruitment, assessment, scheduling and ETP administration. Employers Group requests, and staff supports, 8% support costs for the ongoing employer recruitment and assessment activities associated with this program. As a non-profit entity, Employers Group relies heavily on support funding to promote ETP training and facilitate individual employer meetings to discuss ETP requirements, assess training needs, and complete and process ETP Certification Statements. Support costs also cover web development costs used in marketing. In addition, Employers Group's new online portal and needs assessments site help employers completing their initial eligibility questionnaire.

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarized performance by Employers Group under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET17-0399	\$602,086	2/16/17 – 2/15/19	751	765	50

Based on ETP Systems, 24,731 reimbursable hours have been tracked for potential earnings of \$494,460 (82% of approved amount). To date, Employers Group has earnings in progress of \$213,877 and approved earnings of \$51,345.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
ET16-0113	Statewide	08/04/2015–08/03/2017	\$779,098	\$779,098	(100%)
ET14-0282	Statewide	02/18/2014–02/17/2016	\$487,809	\$487,809	(100%)
ET12-0321*	Statewide	06/30/2012–06/29/2014	\$749,635	\$456,875	(61%)

*ET12-0321: The low completion rate was caused by a late training start by some participating employers. Due to production demands, some employers were not able to release employees from normal work duties to attend training. Issues causing low performance in this contract were remedied resulting in better performance in subsequent contracts. Other employers decided to provide training on their own without ETP funding to provide more flexibility in scheduling.

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:

CONTINUOUS IMPROVEMENT

- Adapting to Change
- Benchmarking
- Building Successful Teams
- Business Process Re-Engineering
- Capacity Analysis
- Coaching and Giving/Receiving Feedback
- Communicating Effectively
- Continuous Process Improvement/Need for Change
- Creating and Building Teamwork
- Data Collection
- Dealing with Conflict/Difficult Attitudes
- Decision Making
- Delegating with Purpose
- Effective Correction Action
- Executing Strategy at the Frontline
- Fostering Innovation
- Identifying Waste
- Implementing Solutions
- Implementing Statistical Process Control
- Internal Auditing
- Interpreting and Analyzing Data
- ISO 9000 Overview
- Leadership Essentials/Leading Others
- Lean Manufacturing/Thinking
- Lean Sigma
- Lean 5S Methodology
- Load/Line Balancing
- Kaizen Methodology
- Kanban Principles
- Meeting for Results
- Motivating Others
- Optimal Operating Methods
- Organizational Roles and Personality Styles (identifying styles)
- Organizing and Setting Goals
- Performance Improvement Through Performance Management
- Planning
- Problem Solving
- Process Improvement Methodologies
- Process Mapping
- Pull System
- Role of the Lead

- Root Cause Analysis
- Setting Goals & Reviewing Results
- Setting Standards
- Six Sigma
- Standardizing Processes
- Statistical Process Control Concepts, Theory, Application
- Supply Chain Management
- Taking Ownership
- Team Problem Solving
- Time Management and Delegation
- Total Quality Management Principles
- Using Behavior Styles
- Value Stream Mapping
- Work Flow/Measurement

MANUFACTURING SKILLS

- Assembly Procedures
- Blueprint Reading
- Concurrent Engineering
- Design for Manufacturability
- Drawing and Measurement Tools
- Equipment Operations
- ERP Systems
- Failure Modes & Effects Analysis
- Functional Design Review
- Gage Design
- Geometric Tolerancing
- Good Manufacturing Practices
- Graphical Inspection Analysis
- Inspection and Gauging
- Job Instruction/Analyzing Jobs for Efficiency
- Line Set-Up/Tear Down
- Manufacturing Practices
- Maintenance Procedures
- Mechanical Inspection
- Operations and Processes
- Product Quality Guarantees
- Production Operations
- Set-Up Reduction
- Shop Math
- State Quality Food
- Statistical Process Control (SPC)
- SPC for Short Runs
- Tolerance Stack-up Analysis
- Warehousing Operations and Distribution

BUSINESS SKILLS

- Behavior Style Strategies/Using Behavior Styles to Improve Interpersonal Relationships and Teamwork
- Budgets
- Building & Sustaining Trust
- Business Writing and Grammar
- Cost Control
- Creative Problem Solving and Innovative Solutions
- Cultivating Networks and Partnerships
- Customer Service
- Developing Others/Developing Talent
- Difficult Situations
- Diversity in the Workplace
- Effective Meeting Skills
- Emotional Intelligence
- Engaging & Retaining Talent
- Facilitation Skills
- Financial Analysis
- Financial Reports
- Implementing a Plan/Solution
- Influencing
- Interpersonal Skills/Communication Skills
- Leading Virtually
- Making Change Happen
- Marketing and Product Knowledge
- Meeting Management Skills
- Negotiating
- Networking for Enhanced Collaboration
- Payroll Systems, Accounting
- Presentation Skills
- Project Management
- Relationship Building Through Sales and Service
- Sales Strategies and Skills
- Seven Habits of Effectiveness
- Strategies for Influencing
- Strengthening Partnerships
- Time Management
- Translating Strategy into Results
- Valuing Differences

COMPUTER SKILLS*

- Access
- Computer-Aided Design and Manufacturing
- Database Management
- Email Communications
- Excel
- Graphics
- Internet and HTML
- Inventory Control

- Manufacturing Resource Planning
- Microsoft Office*
- Operating Systems
- PowerPoint and Presentations
- Programming
- Project Planning and Controlling
- Publishing
- Software Applications
- Spreadsheets
- Supply Chain Management
- Website Development & Maintenance
- Windows
- Word

*Small employers may receive all levels of MicroSoft Office training. Large employer will receive intermediate or advanced level training only.

LITERACY SKILLS**

- Basic Workplace Terminology
- Co-Worker Communications
- Collecting and Recording Data
- Comprehension Skills
- Following Verbal/Written Directions and Work Orders
- Math Fundamentals (applying to job functions)
- Oral Communication
- Process Terminology
- Solving Customer Problems
- Understanding Manuals and Reports
- Terminology for Workplace Safety Practices
- Writing Reports and Letters
- Written Communications

**Literacy skills cannot exceed 45% of a trainee's total training hours.

CBT HOURS

0-40

BUSINESS SKILLS

- Business Writing:
 - Being Effective (2 hours)
 - Letters and E-mails (2 hours)
 - Reports and Proposals (2 hours)
- Change Management:
 - Coping With Change (2 hours)
 - Managing Change (2 hours)

- Communication Skills:
 - Advanced Coaching (4 hours)
 - Coaching for Peak Performance (4 hours)
 - Communicating as a Team (2 hours)
 - Communicating for Leadership Success (4 hours)
 - Communicating with Impact (4 hours)
 - Communicating Negative Messages (2 hours)
 - Individual Listening Skills (2 hours)
 - Communicating Non-Verbally (2 hours)
 - Enhancing Your Speaking Skills (2 hours)
 - Report Organization and Presentation (2 hours)
 - Resolving Workplace Conflict (4 hours)
 - Presentation Skills (2 hours)
 - Email Etiquette (2 hours)

- Customer Service Skills:
 - Communication Basics (2 hours)
 - Developing Strong Customer Relationships (2 hours)
 - Customer Loyalty (2 hours)
 - Handling Difficult Customers (2 hours)
 - Creating Winning Impressions (2 hours)
 - Creating Valuable Customer Relationships (2 hours)
 - Communicating Proactively (2 hours)
 - Work Process Basics (2 hours)
 - Practice Active Listening (2 hours)
 - Writing Effective E-mails (2 hours)
 - Taking the Heat (4 hours)
 - Telephone Techniques (2 hours)

- Financial Statements (Introduction) (4 hours)

- Marketing:
 - Basics (2 hours)
 - Opportunities (2 hours)
 - The Mix (2 hours)
 - Customer Service (2 hours)

- Negotiating for Success (2 hours)

- Framework for Excellence:
 - Introduction to Excellence (1 hour)
 - Leadership (1 hour)
 - Planning (1 hour)
 - Customer (1 hour)
 - People Focus (1 hour)
 - Process Management (1 hour)
 - Supplier/Partner (1 hour)
 - Organizational Performance (30 minutes)

- Supplier Management:
 - Supply Positioning (2 hours)
 - Market Assessment (2 hours)
 - Supplier Appraisals (2 hours)
 - Market Matrix (2 hours)
 - Vulnerability Management (2 hours)
 - Supplier Selection (2 hours)
 - Contract Award (2 hours)
 - Supplier Case Study 1 (2 hours)
 - Supplier Case Study 2 (2 hours)
 - Supplier Case Study 3 (2 hours)
 - Finance Reports (2 hours)
 - Finance Ratios (2 hours)
 - Costing Methods (2 hours)
 - Pricing Policy (2 hours)
 - Pricing Case Study 1 (2 hours)
 - Shaping the Market (2 hours)
 - Defining and Management Need (2 hours)
 - Procurement Marketing (2 hours)
 - Supplier Improvement (2 hours)
 - Reverse Marketing (2 hours)
 - Contract Strategy (2 hours)
 - Monopolies and Cartels (2 hours)
 - Partnerships (2 hours)
 - Integration (2 hours)
 - Defining Negotiation (2 hours)
 - Using Persuasion (2 hours)
 - Planning for Negotiation (2 hours)
 - Negotiating Tactics (2 hours)
 - Fabric of Negotiation (2 hours)
 - Power/Interest Cycle (2 hours)

- Project Management:
 - Getting Read (2 hours)
 - The Basics (2 hours)
 - Goals and Stakeholders (2 hours)
 - Project Management (2 hours)
 - Projects and Risk Management (2 hours)

- Report Organization and Presentation (2 hours)
- Running Effective Meetings (2 hours)
- Strategies for Meeting Goals (2 hours)

- Systematic Selling:
 - Getting the Appointment (2 hours)
 - Planning the Call (2 hours)
 - Establishing Rapport (2 hours)
 - Identifying Objectives (2 hours)
 - Making a Recommendations (2 hours)

- Handling Obstacles (2 hours)
- Gaining Commitment/Following Up (2 hours)
- Self-Assessment and Review (2 hours)
- Time Management (2 hours)
- Working With Customers:
 - Customer Support (2 hours)
 - Customer Support Online (2 hours)
 - Customer Loyalty Improvement (2 hours)
 - Developing Strong Customer Relationship (2 hours)
 - Handling Difficult Customers (2 hours)
 - Creating Valuable Customer Relationships (2 hrs)
 - Helping and Keeping Clients (2 hrs)
 - Providing Quality Service (2 hrs)
 - Identifying Customer Service Outcomes (2 hrs)
 - Providing Service Excellence (2 hrs)
 - Diffusing Tense Situations (2 hrs)
 - Essential Multicultural Communication (2 hrs)

CONTINUOUS IMPROVEMENT

- Team Building:
 - Addressing Poor Performance (4 hours)
 - Acting Effectively on a Team (2 hours)
 - Building Trust (4 hours)
 - Delegating with Purpose (4 hours)
 - Leading Virtually (4 hours)
 - Running Effective Teams (2 hours)
 - Making Meetings Work (4 hours)
 - Retaining Talent (4 hours)
- Problem Solving and Decision Making:
 - Driving Change (4 hours)
 - Making High Quality Decisions (4 hours)
 - Problem Solving in the Workplace (2 hours)
 - Problem Solving: 5 Steps (2 hours)
 - Work Process Basics (2 hours)
 - Individual Leadership Power (2 hours)
 - Developing a Strong Team (2 hours)
 - Team Problem Solving (2 hours)
- Leading People:
 - Conflict Management (2 hours)
 - Delegation (2 hours)
 - Meeting Effectiveness (2 hours)
 - Individual Leadership Power (2 hours)
 - Running Effective Meetings (2 hours)
 - Running Effective Teams (2 hours)

- Team Problem Solving (2 hours)
- Effective Leadership (2 hours)
- Working Well with Others (2 hours)
- Communicating Proactively (2 hours)
- Communicating Reactively (2 hours)
- Using Leadership Basics (2 hours)
- Employee Motivation (2 hours)
- Change Management (2 hours)

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

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Employers Group Service Corp.
Reference No: 18-0024

CCG No.: ET18-0166
Page 1 of 6

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: 3V Fasteners

Address: 320 Reed Cir.

City, State, Zip: Corona, CA 92879

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 40

Total # of full-time company employees worldwide: 1,096

Total # of full-time company employees in California: 729

Company: Aerofit, LLC

Address: 1425 S. Acacia

City, State, Zip: Fullerton, CA 92831

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 40

Total # of full-time company employees worldwide: 1,096

Total # of full-time company employees in California: 729

Company: Agendia, Inc.

Address: 22 Morgan

City, State, Zip: Irvine, CA 92618

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 35

Total # of full-time company employees in California: 35

Company: Ajinomoto Althea Inc.

Address: 11040 Roselle Street

City, State, Zip: San Diego, CA 92121

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 125

Total # of full-time company employees worldwide: 439

Total # of full-time company employees in California: 430

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Employers Group Service Corp.
Reference No: 18-0024

CCG No.: ET18-0166
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Company: Arconic

Address: 800 State College Boulevard

City, State, Zip: Fullerton, CA 92831

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 80

Total # of full-time company employees worldwide: 6000

Total # of full-time company employees in California: 2500

Company: Arete Associates

Address: 9301 Corbin Avenue, Suite 200

City, State, Zip: Northridge, CA 91324

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 40

Total # of full-time company employees worldwide: 243

Total # of full-time company employees in California: 98

Company: Atkore International/AFC Cable Systems

Address: 13891 Yorba Avenue

City, State, Zip: Chino, CA 91710

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 1,500

Total # of full-time company employees in California: 50

Company: The Audience

Address: 5670 Wilshire Blvd., #100

City, State, Zip: Los Angeles, CA 90036

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 20

Total # of full-time company employees in California: 18

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Employers Group Service Corp.
Reference No: 18-0024

CCG No.: ET18-0166
Page 3 of 6

Company: BH, Incorporated

Address: 615 8th Street

City, State, Zip: San Fernando, CA 91340

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 49

Total # of full-time company employees in California: 49

Company: Biocept, Inc.

Address: 5810 Nancy Ridge Drive, Suite 150

City, State, Zip: San Diego, CA 92121

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 92

Total # of full-time company employees in California: 76

Company: Bristol Industries

Address: 630 Lambert

City, State, Zip: Brea, CA 92821

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 48

Total # of full-time company employees worldwide: 1,096

Total # of full-time company employees in California: 729

Company: California Healthcare Medical Billing

Address: 700 La Terraza Blvd., #200

City, State, Zip: Escondido, CA 92025

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 40

Total # of full-time company employees worldwide: 389

Total # of full-time company employees in California: 306

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Employers Group Service Corp.
Reference No: 18-0024

CCG No.: ET18-0166
Page 4 of 6

Company: Film LA, Inc.

Address: 6255 Sunset Boulevard, 12th Floor

City, State, Zip: Los Angeles, CA 90028

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 95

Total # of full-time company employees worldwide: 95

Total # of full-time company employees in California: 95

Company: Hutchinson Aerospace

Address: 4510 Vanowen Street

City, State, Zip: Burbank, CA 91505

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 14,000

Total # of full-time company employees in California: 157

Company: KTM North America, Inc.

Address: 38429 Innovation Court

City, State, Zip: Murrieta, CA 92563

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 100

Total # of full-time company employees worldwide: 2,515

Total # of full-time company employees in California: 148

Company: Maury Microwave

Address: 2900 Inland Empire Boulevard

City, State, Zip: Ontario, CA 91764

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 35

Total # of full-time company employees worldwide: 96

Total # of full-time company employees in California: 96

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Employers Group Service Corp.
Reference No: 18-0024

CCG No.: ET18-0166
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Company: Meyer Sound Laboratories

Address: 2832 San Pablo Avenue

City, State, Zip: Berkley, CA 94702

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 260

Total # of full-time company employees in California: 245

Company: Omniome, Inc.

Address: 10575 Roselle, Inc.

City, State, Zip: San Diego, CA 92121

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 49

Total # of full-time company employees in California: 49

Company: Pearson Dental Supplies, Inc.

Address: 13161 Telfair Avenue

City, State, Zip: Sylmar, CA 92342

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 80

Total # of full-time company employees worldwide: 249

Total # of full-time company employees in California: 249

Company: Pfenex, Inc.

Address: 10790 Roselle Street

City, State, Zip: San Diego, CA 92121

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 72

Total # of full-time company employees in California: 72

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Employers Group Service Corp.
Reference No: 18-0024

CCG No.: ET18-0166
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Company: The Team Companies

Address: 901 W. Alameda Ave., #100

City, State, Zip: Burbank, CA 91506

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 180

Total # of full-time company employees in California: 95

Company: Yokohama Corporation N.A./Yokohama Tire

Address: 1 MacArthur Place

City, State, Zip: Santa Ana, CA 90804

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 50

Total # of full-time company employees worldwide: 15,000

Total # of full-time company employees in California: 220



**Training Proposal for:
Jewish Vocational Service of Los Angeles**

Agreement Number: ET18-0172

Panel Meeting of: February 22, 2018

ETP Regional Office: San Diego

Analyst: M. Ibarra

PROJECT PROFILE

Contract Attributes:	New Hire Retrainee SET Multiple Barriers Priority Rate SB <100	Industry Sector(s):	Healthcare Financial Services Manufacturing Services Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL:

Program Costs	+	Support Costs	=	Total ETP Funding
\$871,240		\$78,590 Job 1: 12% Jobs 2-8: 8%		\$949,830

In-Kind Contribution:	50% of Total ETP Funding Required	\$373,993
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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 Multiple Barriers	Commercial Skills	220	8-260	0	\$3,419	\$13.66*
				Weighted Avg: 156			
2	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, HazMat, HAZWOPER, Mfg Skills	54	8-200	0	\$770	\$16.70
				Weighted Avg: 40			
3	Retrainee	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, HazMat, HAZWOPER, Mfg Skills	20	8-200	0	\$641	\$16.70
				Weighted Avg: 40			
4	Retrainee Priority Rate SB <100	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, HazMat, HAZWOPER, Mfg Skills	45	8-200	0	\$1,112	\$16.70
				Weighted Avg: 40			
5	Retrainee Priority Rate SB <100 HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, HazMat, HAZWOPER, Mfg Skills	10	8-200	0	\$1,112	\$12.53*
				Weighted Avg: 40			
6	Retrainee SB <100	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, HazMat, HAZWOPER, Mfg Skills	5	8-200	0	\$941	\$16.70
				Weighted Avg: 40			
7	Retrainee SET Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, MS Preceptor, MS Didactic	34	8-200	0	\$1,155	\$22.77
				Weighted Avg: 60			
8	Retrainee SET Priority Rate HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, MS Preceptor, MS Didactic	33	8-200	0	\$1,155	\$12.53*
				Weighted Avg: 60			

*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: Job Number 1 (New Hire): \$15.18 per hour for Alameda, Contra Costa, Marin, San Mateo, Santa Clara, and San Francisco Counties; \$ 14.58 per hour for Orange County; \$14.19 per hour for San Diego County; \$14.00 per hour for Sacramento County; and \$13.66 per hour for all other counties.

Job Numbers 2, 3, 4, and 6: \$18.22 per hour for Alameda, Contra Costa, Marin, San Mateo, Santa Clara, and San Francisco Counties; \$17.54 per hour for Los Angeles County; \$17.50 per hour for Orange County; \$17.03 per hour for San Diego County; \$16.80 per hour for Sacramento County; and \$16.70 per hour for all other counties.

Job Numbers 5 and 8 (HUA): \$13.67 per hour for Alameda, Contra Costa, Marin, San Mateo, and Santa Clara Counties; \$15.00 per hour for San Francisco County; \$13.25 per hour for Los Angeles County; \$13.12 per hour for Orange County; \$12.77 per hour for San Diego County; \$12.60 per hour for Sacramento County; and \$12.53 per hour for all other counties.

Job Number 7 (SET Priority): \$22.77 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 up to \$2.50 per hour of health benefits to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1:		
Teller, Cashier, Personal Banker, Universal Banker, Customer Service and Sales Representative, and Call Center Representative		120
Certified Nurse Assistant, Home Health Aide, and Healthcare Partner		50
Maintenance Technician, Handyman, Porter, and Groundskeeper		50
Job Numbers 2 - 6:		
Administrative Staff		15
Production Staff		61
Technician		20
Professional Support Staff		20
Supervisor		20
Manager		20
Job Numbers 7 and 8:		
Licensed Vocational Nurse and Registered Nurse		45

INTRODUCTION

Founded in 1931, Jewish Vocational Service of Los Angeles (JVS) (www.jvsla.org) provides workforce development and career services to diverse populations through an internal service delivery network comprised of workforce development, assessment and disability, business, vocational training, multicultural, and welfare-to-work services. JVS meets the employment and training needs of public assistance recipients, dislocated workers, unemployed and under-employed adults, mature workers, immigrants and refugees, high-risk youth (i.e. foster youth, probation youth, youth affiliated with gangs or in danger of gang affiliation), individuals with disabilities, and those with multiple economic and social barriers to employment. In addition, JVS identifies training needs, customizes training plans, and provides administrative support to employers in the manufacturing and healthcare industries.

Located in Los Angeles, JVS serves cities in Los Angeles, Orange, San Diego, Ventura, Kern, San Bernardino, and Riverside Counties. This will be JVS' fifth ETP Agreement in the last five years, its sixth overall.

PROJECT DETAILS

New Hire (Multiple Barriers, Job Number 1)

Need for Training

JVS provides individuals, businesses, and agencies high-quality programs related to job seeking, career planning, skills assessment, training, and education. The Organization's diverse customer base includes those who are entering the workforce for the first time, looking for work, seeking career advancement, or are interested in better managing their work environment.

Each trainee is assessed through specialized testing and screening processes developed by JVS' Assessment Department. This department is comprised of a team of Nationally Certified Vocational Evaluators. Following completion of testing and screening, these individuals are offered the opportunity to participate in one of three training programs provided by JVS: BankWork\$™, HealthWorks™, and ApartmentWorks™.

BankWork\$™

Despite the growing popularity of on-line banking, bank partners have demonstrated an ongoing need for qualified candidates to fill positions at their brick and mortar locations. Skills required for employment at banks have grown increasingly sophisticated and complex. The variety of bank products has expanded considerably and bank staff must be attuned to assess customers' needs and offer appropriate services.

As a result, JVS management and senior level managers from financial institutions throughout the City of Los Angeles formed an industry roundtable to address the employment needs of the financial sector. This roundtable provides relevant input regarding content and structure of the BankWork\$™ program and supplies various resources and materials to create a robust and creative program. The members of the banking consortium meet regularly to evaluate the BankWork\$™ training program, share industry requirements, and provide curriculum oversight.

In addition, JVS works with each of its banking partners to assess and evaluate the organizational needs and ensure the curriculum incorporates applicable training. Employers are included in all facets of the program such as developing a curriculum that addresses training needs and holding job recruitment fairs. Participating financial institutions include Banc of California, Bank of America, JPMorgan Chase, City National Bank, US Bank, and Wells Fargo.

HealthWorks™

The Bureau of Labor Statistics estimates a shortage of Certified Nurse Assistants (CNAs), anywhere from 10,000 to 35,000. This range is expected to increase based on the long-term care and rehabilitation needs of a growing elderly population. Additionally, the number of vacancies and high level of turnover among CNAs nationally is 71%. In Los Angeles, it is more than 80%. This demonstrates high demand for which there are limited number of skilled CNAs.

JVS participates in the Los Angeles Healthcare Advisory Group convened regularly by the Los Angeles Chamber of Commerce. The agenda includes healthcare human resource professional from long-term care facilities, community-based training providers, and major local hospitals. The group determined two major concerns: 1) lack of qualified candidates to fill positions at hospitals at the CNA level and 2) critical need for computer skills training as institutions migrate to electronic data management.

HealthWorks™ will enable people with barriers to employment to find fulfilling careers in healthcare while addressing the demand for qualified workers in the healthcare sector.

ApartmentWorks™

The National Apartment Association reports that over the next decade the number of renter households is likely to rise, from 360,000 to 470,000 annually. The apartment industry employs approximately 700,000 on-site professionals. With the increasing industry demands, the apartment industry will need new employees to replace retiring employees and those leaving the industry, service the increasing number of apartment renters; and re-develop aging apartment communities.

Research was conducted to establish the demand for apartment maintenance technicians in the greater Los Angeles area. Aided by representatives of the National Apartment Association (NAA), JVS conducted in-depth interviews and held several industry round-tables to identify the specific hiring needs of apartment community owners and property management firms in the area. Participating firms included Equity Residential, Avalon Bay, Douglass Emmett, Goldrich & Kest, E&S Ring, EGL Properties, and Property Management Associates.

The ApartmentWorks™ curriculum meets standards from the Certificate for Apartment Maintenance Technicians as developed by the NAA. In conjunction with the NAA, JVS convened a cross-section of apartment owners and property management firms to ensure that the curriculum meet their needs.

Training Plan

JVS will deliver Commercial Skills training for trainees in Job Number 1.

Commercial Skills – Training will be offered to all occupations specific to the training program mentioned above to provide them with skills necessary for employment in the Banking, Healthcare, and Apartment industries:

The BankWork\$™ program is 168 hours (within an 8-week training period).

The HealthWorks™ program is 170 hours. The completion of this program will result in a State of California CNA License.

The ApartmentWorks™ program is 120 hours. The completion of this program will result in the NAA certification for apartment maintenance Technicians.

Retainee (Job Numbers 2-8)**Employer Demand**

The participating employers are in the manufacturing and healthcare industries. Curriculum is based on prior JVS Agreements and current needs of employers. The manufacturing companies are seeking to improve employee skills and productivity and eliminate waste. The employers in the healthcare industry seek to provide higher quality service to customers and patients.

The need for training was determined from employers' personnel input. (Human Resource, Production, Quality Assurance Managers and Frontline Staff Leaders). Curriculum topics will assist large and small employers meet internal training goals and customer demands.

Core Group of Employers

JVS has a core group of employers actively engaged in the Organization's activities. JVS also markets to prospective employers on an ongoing basis.

All participating employers are ETP eligible. JVS has requested ETP funding for 201 retrainees with current demand for 430 trainees (more than 100%). The core group of employers consists of five small and large business employers, all of which belong to priority industries.

Training Plan

JVS will deliver the following skills training for trainees (in Job Numbers 2 to 8) at the employer's site:

Business Skills – Training will be offered to all occupations. Training topics include Business Administration, Cost Control, Marketing Skills, Product Knowledge, Negotiating Skills, Order Entry and Processing, Presentation Skills, and Supervisory Training.

Commercial Skills – Training will be offered to all occupations. Course topics include Behavior Analyst Skills, Case Management Skills, Therapy Skills, and various HVAC-related skills training for Technicians.

Computer Skills – Training will be offered to all occupations. Topics include Microsoft Office Application Skills, Patient Billing and Accounts Receivable Tracking Skills, MediTech Order Entry Skills, and Electronic Medical Records Application Skills.

Continuous Improvement – Training will be offered to all occupations to improve customer service, communication, and critical thinking skills. Training topics include Conflict Resolution Skills, Documentation Skills, Team Building Skills, Identifying Customer Needs, Product Knowledge, and Root-Cause Analysis.

Manufacturing Skills – Training will be offered to Administrative Staff, Production Staff, Technician, Professional Support Staff, Supervisor, and Manager in the manufacturing industry. Topics include Assembly Procedures, Blueprint Reading, Equipment Operations, Good Manufacturing Practices, Production Operations, and Fundamentals of Lean Manufacturing.

Medical Skills Training

Medical Skills (MS) Training will be offered to approximately 45 Licensed Vocational Nurses and Registered Nurses in Job Numbers 7 and 8. Training delivered via Clinical with Preceptor will focus on improving skills necessary to assume staff responsibility in specialized units such as

Behavioral Health/Psychiatric Acute Care Services. MS Didactic training topics include Care of a Bariatric Patient, Emergency Room Nursing Skills, Equipment Skills, Neonatal Nursing Skills, Nursing Process Skills, Patient Assessment & Care, Pediatric Advanced Life Support, Respiratory Assessment & Care, Triage Nursing Skills, and Wound & Skin Care.

Certified Safety Training

Hazardous Materials (HAZMAT)

This training is 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. 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 administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors.

Hazardous Waste Operations and Emergency Response (HAZWOPER)

This training is a series of courses 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.

Curriculum Development

The curriculum for the retraining component is based on experience in the previous Agreements, assessed needs of employers in the core group and experience of JVS in customized training for employers. In addition, individual needs assessment will be conducted with each employer prior to the start of training to prepare a specific curriculum for that employer. At the end of each training program, JVS will use direct feedback from participating employers to enhance and update the curriculum and assess the overall effectiveness of the training program.

Marketing and Support Costs (New Hire and Retrainee)

JVS' marketing department, along with its department directors, developed strategies to reach out to the community-at-large, as well as to specific populations/clients it serves. Over the years, JVS has developed business relationships and engaged in considerable collaboration with a broad range of community organizations.

JVS utilizes various methods for conducting outreach and recruitment for its programs via the following: social media, distributing program fliers and fact sheets to community colleges, trade schools, local high schools, libraries, city halls, and the JVS WorkSource Center in Culver City. JVS also interfaces with programs such as its Refugee Employment and Resettlement Programs, the County of Los Angeles Department of Social Services, the County and City of Los Angeles Greater Avenues for Independence (GAIN), and regional offices of the General Relief Opportunities for Work (GROW).

JVS will also market to local employers through business development liaisons and presentations to individual businesses and business groups. Marketing methods will include job fairs, mail and email marketing, as well as marketing through websites.

JVS is requesting 12% in support costs in Job Number 1 (New Hire) to be able to provide literacy training, job readiness preparation, comprehensive case management, and referral to additional support services such as childcare, transportation support, family counseling, and interview clothing. The support cost will also help JVS increase its ability to recruit eligible program participants who face multiple barriers to employment.

JVS is also requesting 8% in support costs in Job Numbers 2 to 8 (Retrainees) to market to additional employers; assist participating employers in identifying and customizing training needs; and manage recordkeeping and administrative processes for each employer.

Special Employment Training (SET)

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 and Retention Modifications

Multiple Barrier (New Hire)

Trainees in Job Number 1 (New Hire) have two or more barriers to full-time employment (e.g., mental or physical disability, limited English proficiency, limited math skills, or some similar impediment) preventing them from readily entering or fully participating in the labor force. 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. These trainees qualify for the ETP New Hire Minimum Wage rather than the Statewide Average Hourly Wage. JVS requests this wage modification for Job Number 1.

Note: Contractor must pre-screen trainees to determine their eligibility prior to enrolling trainees. Barriers must be identified and kept on file with the Contractor. Contractor must also demonstrate that training will help trainees address the identified barriers.

The Panel may also modify the retention period for these trainees, making it 90 days out of 120 consecutive days with up to three employers. JVS requests a retention modification for trainees in Job Number 1.

Priority Rate (Retrainee)

Under SET, the participating employer is not required to demonstrate out-of-state competition. Trainees must earn at least the statewide average hourly wage (\$30.36) at the end of the retention period. The Panel may modify the minimum wage requirement for companies in priority industries, such as healthcare, up to 25% below the state average hourly wage (\$22.77). JVS is requesting this wage modification for trainees in Job Number 7.

HUA (Retrainee)

Trainees in Job Numbers 5 and 8 work in a High Unemployment Area (HUA), regions with unemployment exceeding the state average by 25%.

The Panel may modify the wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages. (Title 22, CCR, Section 4429(e).) JVS is requesting this wage modification for trainees in Job Numbers 5 and 8.

Commitment to Training

Participating employers will continue to provide training required by law, informal on-the-job training in work processes and procedures, as well as offer limited additional formal training. Training varies by employer but includes sexual harassment prevention, safety, legal compliance, product knowledge, and on-the-job training. Training in this proposal is supplemental and will not displace the existing financial commitment to training by participating employers.

Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

As a repeat contractor, JVS staff is familiar with ETP administration requirements and regulations for both New Hires and Retraitees. Designated staff members will be responsible for trainee enrollment, scheduling and tracking training hours, and submission of invoices. The Organization's Director of Training and Education will oversee project activities and manage overall administration including tracking potential earnings against total Agreement amount. JVS will also acquire a subcontractor to assist with administration.

Substantial Contribution

JVS serves large and small companies, some of which may have received training in prior ETP contracts. If a large participating employer has received the benefit of training with payment earned in excess of \$250,000 within the past five years, reimbursement for trainees at the same facility will be reduced by 15% to reflect a substantial contribution to the cost of training. Funding for any participating employer previously assessed a substantial contribution will be reduced by 30%. Small businesses with 100 or fewer full-time employees are not subject to this provision.

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.

Other Resources

JVS is currently a recipient of the Workforce Innovation and Opportunity Act (WIOA) funding. However, this funding will not displace or duplicate any of the training outlined in this proposal.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by JVS under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET17-0264	\$949,960	10/1/2016– 9/30/2018	New Hire: 160 Retrainee: 307	New Hire: TBD Retrainee: TBD	New Hire: 20 Retrainee: TBD

JVS anticipates earning 100% of the Agreement amount. Hours tracked in ETP's Online systems to date reflect the following:

New Hires:

- To date, 37,208 hours have been tracked to support \$815,599 in potential earnings. This represents 149% of total New Hire amount.
- To date, \$73,000 has been earned for 20 trainees who are placed.

Retrainee (Job Numbers 3 to 9):

- To date, 2,725 reimbursable hours have been tracked in ETP Systems for 104 retrainees, equating to potential earnings of \$62,000 (15% of retraining funds). However, JVS reports that it has delivered and internally documented training hours to support earnings equivalent to 87% in potential earnings. These hours have not yet been uploaded into ETP systems due to difficulty obtaining training documentation from participating employers.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET15-0479	Statewide	6/15/15 – 6/14/17	\$648,776	\$648,055 (99%)
ET13-0241	Statewide	2/25/13 – 2/24/15	\$512,850	\$506,363 (99%)
ET11-0201	Statewide	4/6/11 – 4/5/13	\$398,280	\$384,616 (97%)

DEVELOPMENT SERVICES

JVS retained Steve Duscha Advisories in Sacramento to assist with development of this proposal at no cost.

ADMINISTRATIVE SERVICES

JVS also retained Steve Duscha Advisories to perform administrative services in connection with this proposal for an amount not to exceed 6.5% of payment earned (for Retrainees in Job Numbers 2-8 only).

TRAINING VENDORS

JVS retained the following training vendors in connection with this proposal:

- Jon Q. Home Construction and Remodeling in Northridge will provide Commercial Skills training for New Hire trainees for an amount of \$40, per instructor hour;
- American Red Cross in San Bernardino will provide Commercial Skills training for New Hire trainees for an amount of \$1,600, per participant; and
- Annenberg School of Nursing in Reseda will provide Commercial Skills training for New Hire trainees for an amount of \$1,600, per participant.

Other training vendors will be identified for ETP recordkeeping purposes as they are retained.

Exhibit B: Menu Curriculum**Class/Lab Hours**

Trainees may receive any of the following:

8 – 260

Job Number 1: New Hire

COMMERCIAL SKILLS**BankWork\$™**

(Teller, Cashier, Banker, Customer Service, and Sales Representative)

- Introduction to BankWork\$™ Training Program
 - Ice Breaker
 - Classroom Rules
 - Job Description
 - Agenda
 - Investment
 - Expectations

- Module 1 - The ABC's of the Corporate Workplace
 - Dress Code
 - Attendance and Punctuality
 - The World of Etiquette Corporate Style
 - What is my Communication Style?
 - Effective Listening
 - Courtesy and Interpersonal Quiz
 - Body Language
 - Problem Solving
 - Expectations in the Work Environment
 - Ethical Behavior
 - E-mail Etiquette
 - Telephone Etiquette
 - Voice Mail

- Module 2 – Banking 101
 - Introduction
 - Types of Financial Institutions
 - Career Opportunities
 - The Federal Reserve System
 - Regulations
 - Identity Theft
 - What is a Checking Account?
 - How to Read a Check
 - Things We Need to Know about Bank Accounts
 - How to Fill Out a Deposit Slip
 - How to Maintain a Check Register
 - What is a Debit Card?
 - What is a Wire Transfer?
 - What is an ACH?
 - Instructions for the Check Register
 - How do You Balance a Checkbook?

- The Bookkeeping of Banking
- Handling Money
- Security
- Confidentiality
- Bank Robberies
- Banking Terms

- Module 3 – Customer Service and Sales
 - Customer Service
 - Greeting Customers
 - Meet your Customers' Needs
 - Selling
 - Selling Benefits
 - Get to Know Your Customer
 - Cross-Selling
 - Checklist for Cross-Selling
 - Handling Sales Objections
 - Handling Customer Complaints
 - The Difficult Customer
 - The Very Difficult Customer

- Module 4 – Making the Transition
 - The First Day on the Job
 - Memory Techniques
 - What to Expect on the First Day
 - Constructive Criticism
 - Managing your Boss
 - Do's and Don'ts
 - Probation

HealthWorks™

(Certified Nurse Assistant and Home Health Aide)

- Introduction to CNA/HHA
- Patient Rights
- Communication and Interpersonal Skills
- Safe Environment
- Body Mechanics
- Principles of Asepsis
- Weights and Measures
- Resident Care Skills
- Vital Signs
- Nutrition
- Emergency Procedures
- Long Term Care Resident
- Rehabilitative/Restorative Care
- Observation & Charting
- Death and Dying

ApartmentWorks™

(Maintenance Technician, Handyman, Porter, and Groundskeeper)

- Inside the Apartment Business
- People, Projects and Profits

- Interior and Exterior Maintenance and Repair
- Electrical Maintenance and Repair
- Plumbing Maintenance and Repair
- Heating, Ventilation and Air Conditioning Maintenance and Repair
- Appliances Maintenance and Repair

JOB READINESS SKILLS*

(All Occupations)

- Career Planning & Assessment
- Resume Building
- Interviewing Skills
- Workplace Etiquette
- Presentation/Appearance
- Personal Financial Records & Planning
- Customer Service/Bed Side Manners
- Basic Computer Literacy

**Job Readiness Skills cannot exceed 50% of the trainee's total training hours*

Class/Lab Hours

8 – 200 (Job Numbers 2-8: Retrainees)

MEDICAL SKILLS TRAINING – CLINICAL WITH PRECEPTOR

(Licensed Vocational Nurse and Registered Nurse)

- **Behavioral Health/Psychiatric Acute Care Services Unit**
 - Patient Assessment & Care
 - Acute Psychiatric Care
 - Behavioral Health Nursing Skills
 - Electroconvulsive Therapy Skills
 - Care of Pediatric/Adolescent Psychiatry Patient
 - Management of the Renal Transplant Surgical Patient
 - Ventilator & Tracheotomy Care
- **General Nursing Training**
 - Patient Assessment & Care
 - Medical/Surgical Nursing Skills
 - Pre and Post-Operative Care
 - Orthopedic Nursing Skills
 - Management of the Renal Transplant Surgical Patient
 - Oncology Nursing Skills

MEDICAL SKILLS TRAINING – DIDACTIC

(Licensed Vocational Nurse and Registered Nurse)

- Acute Psychiatric Care
- Acute Myocardial Infarction
- Advanced Cardiac Life Support
- Arterial Blood Gas Interpretation
- Behavioral Health Nursing Skills
- Basic Life Support
- Body Mechanics
- Care of Bariatric Patient

- Care of the Cardiac Patient
- Care of the Burn Patient
- Care of the Neurosurgical 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, etc.)
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Infection Control
- Intra-Aortic Balloon Pump Therapy
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous Insertion & Therapy
- Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Management of the Renal Transplant Surgical Patient
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support
- Neonatal/Infant Pain Scale
- Neonatal Intensive Care Unit Nursing Skills
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider
- New Graduate Nursing Skills
- Nurse Orientation Training (for New Grads only)
- Nursing Diagnosis Skills
- Nursing Process Skills
- OB Trauma
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support
- Peri-Operative Nursing Skills

- PICC Line Insertion
- Pre and Post-Operative Care
- Psychiatric Nursing Skills
- Psychotropic Medications
- 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
- Transfer Techniques
- Triage Nursing Skills
- Trauma Nursing Skills
- Ventilator and Tracheotomy Care
- Versant New Graduate Program Skills
- Wound & Skin Care

BUSINESS SKILLS

(All Occupations)

- Budgets
- Business Administration
- Business Analysis and Goal Setting
- Business Performance/Plans
- Business Writing and Grammar
- Cost Control
- Effective Meeting Skills
- Employee Selection and Coaching
- Enterprise Resource Planning
- Facilitation Skills
- Financial Analysis and Management
- Financial Strategies
- HIPPA Compliance
- Implementing a Plan
- Internet Marketing
- Interpersonal Skills
- Inventory Control
- Marketing Skills
- Product Knowledge
- Negotiating Skills
- Order Entry and Processing
- Payroll Systems
- Accounting Skills
- Presentation Skills
- Project Management
- Sales Strategies & Skills
- Supervisory Training

COMMERCIAL SKILLS

(All Occupations)

- Behavior Analyst Skills
- Case Management Skills
- Therapy Skills
- HVAC Systems and Controls
- HVAC Tools
- HVAC Work Practices
- HVAC Switches and Electrical Components

CONTINUOUS IMPROVEMENT

(All Occupations)

- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Communications 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 (train-the-trainer)
- Performance and Quality Improvement and Procedures Skills
- Team Building Skills
- Utilization Review
- Customer Relations
- Enterprise Resource Planning
- Identifying Customer Needs
- Product Knowledge
- Social Media & the Specialty Retailer
- Marketing Skills
- Sales/Salesforce Training
- Private Label Communication
- Supervisor Training
- Continuous Improvement Techniques (Root-Cause Analysis, Pareto Charts, Fishbone)

COMPUTER SKILLS

(All Occupations)

- Microsoft Office/Excel Skills (Intermediate and Advanced)
- Patient Billing and Accounts Receivable Tracking Skills
- MediTech Order Entry Skills
- Electronic Medical Records Application Skills

MANUFACTURING SKILLS

(Administrative Staff, Production Staff, Technician, Professional Support Staff, Supervisor, and Manager)

- Assembly Procedures
- Blueprint Reading
- Equipment Operations
- Good Manufacturing Practices
- Job Instruction/Analyzing Jobs for Efficiency
- Manufacturing Practices
- Maintenance Procedures
- Operations & Processes
- Production Operations
- Shop Math
- Warehousing Operations & Distribution
- Fundamentals of Lean Manufacturing
- Lock Out, Tag Out**
- Machine/Respiratory/Job Safety**
- Forklift Training**

***Safety training cannot exceed 10% of the trainee's total training hours (this cap does not apply to HAZMAT or HAZWOPER)*

HAZARDOUS MATERIALS (HAZMAT)

(Administrative Staff, Production Staff, Technician, Professional Support Staff, Supervisor, and Manager)

- HazMat Waste Site Specific Training
- HazMat Handling/Communication
- Resource Conservation and Recovery Act (RCRA)

HAZARDOUS WASTE OPERATIONS AND EMERGENCY RESPONSE (HAZWOPER) – Instructor/s must be certified by Cal-OSHA

(Administrative Staff, Production Staff, Technician, Professional Support Staff, Supervisor, and Manager)

- HAZWOPER

Note: Job Number 1: Reimbursement for new hire training is capped at 260 total training hours, per trainee. Job Numbers 2-8: 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: Jewish Vocation Services of Los Angeles
Reference No: 18-0064

CCG No.: ET18-0172
Page 1 of 2

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Alpine Corporation

Address: 6000 Rickenbaker Rd.

City, State, Zip: Commerce, CA 90040

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 45

Total # of full-time company employees worldwide: 40

Total # of full-time company employees in California: 40

Company: Brighton Collectibles

Address: 251 Long Lane

City, State, Zip: City of Industry, CA 91746

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 91

Total # of full-time company employees worldwide: 2771

Total # of full-time company employees in California: 703

Company: Community Hospital of Huntington Park

Address: 2623 E. Slauson Ave

City, State, Zip: Huntington Park, CA 90255

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 390

Total # of full-time company employees in California: 390

Company: East LA Doctor's Hospital

Address: 4060 Whittier Blvd.

City, State, Zip: Los Angeles, CA 90023

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 64

Total # of full-time company employees worldwide: 525

Total # of full-time company employees in California: 525

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Jewish Vocation Services of Los Angeles

CCG No.: ET18-0172

Reference No: 18-0064

Page 2 of 2

Company: Los Angeles County Museum of Natural History Foundation

Address: 900 Exposition Blvd.

City, State, Zip: Los Angeles, CA 90007

Collective Bargaining Agreement(s): 160

Estimated # of employees to be retrained under this Agreement: 275

Total # of full-time company employees worldwide: 275

Total # of full-time company employees in California:



Training Proposal for:
Santa Ana Chamber of Commerce
Agreement Number: ET18-0157

Panel Meeting of: February 22, 2018

ETP Regional Office: San Diego

Analyst: M. Ibarra

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100 HUA	Industry Sector(s):	Manufacturing Aerospace and Defense Technology/IT Technology/Other Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL:

Program Costs	+	Support Costs	=	Total ETP Funding
\$887,800		\$61,551 8%		\$949,351

In-Kind Contribution:	50% of Total ETP Funding Required	\$478,560
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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	Continuous Impr, Computer Skills	179	8 - 200	0	\$2,780	\$16.70
				Weighted Avg: 100			
2	Retrainee SB<100	Continuous Impr, Computer Skills	27	8 - 200	0	\$2,353	\$16.70
				Weighted Avg: 100			
3	Retrainee Priority Rate	Continuous Impr, Computer Skills	160	8 - 200	0	\$1,925	\$16.70
				Weighted Avg: 100			
4	Retrainee	Continuous Impr, Computer Skills	50	8 - 200	0	\$1,604	\$16.70
				Weighted Avg: 100			

*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: \$17.54 per hour for Los Angeles County; \$17.50 per hour for Orange County; \$17.03 per hour for San Diego County; and \$16.70 per hour for all other Southern 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 up to \$2.50 of health benefits to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Technical Analyst, PC/Hardware Technician, Sales Representative, Account Representative, Manufacturing Frontline Staff, Repair Technician, Shipping and Receiving, Warehouse Control, Purchasing Assistant, Administrative Support		50
System Analyst, System Administrator, Quality Inspector		91
Programmer Analyst		41
Network Engineer, Network Administrator, Network Architect		80
Database Administrator, Database Architect		45
Application Architect		48
Manager/Supervisor		61

INTRODUCTION

This is the tenth proposal for the Santa Ana Chamber of Commerce (SACC or Chamber), (www.santaanachamber.com) and the sixth 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.

For 13 years, the Chamber has offered ETP-funded training in IT (Computer Skills) to small, medium, and large technology companies across California. In the beginning, its agreements focused on companies in the greater Orange County area. However, in recent years, SACC began training employees of these companies who are located outside Orange County with the same training needs. The IT training was provided by one training vendor (Saisoft).

Recently in 2015, in addition to IT training, SACC started offering (through a second training vendor, Lean QA) quality management, business and skill development, International Standards Organization (ISO), and aerospace standards training to manufacturing, warehousing, and defense companies in the Orange, Los Angeles, Riverside, and San Bernardino Counties area. In the prior ETP Agreement, SACC continued to offer the above types of training through two training vendors (Lean QA & Saisoft) consistent with the Panel Broker Model requirements.

This current proposal was initially brought to the January 2018 Panel Meeting. Given concerns regarding the geographic areas served by SACC in this proposal (Southern and Northern California), the Panel requested the proposal be returned to the Panel with only Southern California participating employers. Thus, this proposal now includes only Southern California participating employers.

PROJECT DETAILS

Employer Demand

Some of SACC's participating core group of employers indicated a substantial need for computer skills training due to constant and rapid changes in technology. Employers need IT workers with current technical skills to remain competitive. To this end, these core group of employers must streamline and automate business functions by implementing higher capacity computer networks. Specifically, companies must implement new technologies such as mobile computing and cloud computing and virtualization to improve productivity while lowering IT infrastructure costs.

Similarly, SACC's participating core group employers in the manufacturing, aerospace and defense, and technology sectors have a growing demand for quality management and business skills development training. Training is specific to the needs of these industries to keep pace with updated standards and regulations as well as improve processes for quality products. Training in specific coursework will be offered in Lean Manufacturing and Six Sigma. Some training courses will lead to ISO certification which is designed to improve quality management systems to meet customer requirements. Training will also include industry certification upgrade training.

Core Group of Employers

The Chamber continues to request ETP funding for 416 trainees and has current core group demand for 251 trainees (60% per Panel guidelines). The core group of employers consists of 8 employers: 4 small businesses and 4 large employers across Southern California. Seven of the eight employers are in priority industries. These employers have been determined eligible and meet out-of-state competition standards. As a condition of the Agreement, any additional participating employers must be located in Southern California.

Training Plan

SACC estimates 50% of the training will be delivered in Computer Skills to IT workers delivered via e-learning (Virtual Classroom). The other 50% of the training will be delivered in Continuous Improvement Skills and delivered at the participating employer work sites via class/lab.

Computer Skills (50%) – Training will be provided primarily to IT occupations including System Analyst, System Administrator, Programmer Analyst, Network Engineer, Network Administrator, Network Architect, Database Administrator, Database Architect, and Application Architect. Training courses include various aspects of software development, system/network administration, security administration, and cloud computing technologies. The proposed curriculum has been designed for advanced IT professionals who work in the areas of programming, system/network administration, and database design/administration.

Computer skills training will be provided using online meeting software to deliver live, instructor-led e-learning training via the Internet. Classes are comprised of formal lecture and instruction, demonstrations, and interactive hands-on laboratory exercises under the guidance of a live instructor. Trainees access lab servers over the Internet to interactively complete the lab exercises. If trainees have questions while doing lab exercises, they can talk to and invite the instructor to view their computer screen remotely and provide assistance. Instructors can project screens to the rest of the class to share knowledge and enhance the learning experience.

Continuous Improvement (50%) – Training will be offered to all occupations in Administrative Support, Manager/Supervisor, Shipping and Receiving, Manufacturing, Warehouse, and Purchasing. Training topics include various International Organization for Standardization (ISO) and other quality system requirements such as AS9100, AS 9110, and AS9120 to help companies obtain or maintain certifications. Training will also include Lean Methodology, Change Management, Six Sigma, Building High Performance Teams, and Problem Solving Skills.

Training Subcontractor/Multiple Employer Contract (MEC) Broker Model

The proposed training will be delivered by two training vendors: Saisoft and Lean QA. Reimbursement shall not be earned for training hours delivered by any single private-sector training vendor in excess of 50% of total training hours.

Saisoft specializes in Computer Skills training in the latest technologies for IT workers. Since 2003, Saisoft has offered training in software development, system administration, network administration, database administration, and cloud computing. Instructors are highly experienced with 10-15 years of practical industry experience, bringing “real world” perspective to the classroom. The subcontractor’s training classes provide students with highly technical skills needed to be successful as application developers as well as system, network, and database administrators. Saisoft’s training classes are also designed to prepare students for industry standard IT certification exams.

Lean QA has provided Continuous Improvement training for companies across Southern California for 11 years and is projected to provide the proposed Continuous Improvement training. Lean QA has helped over 60 companies with training and maintained their training relationships over time. Its training promotes strategies and techniques from different industries to provide customers a new perspective to continually improve their organization. Lean QA also set measurement and follow up systems to ensure trainees are successful in their job functions and to establish process improvement culture within the organization.

Curriculum Development

At the start of employer recruitment process, participating employers will complete a training needs assessment and survey to identify critical skill deficits, new technologies, and current business challenges. These assessments are used to design customized course content and specific training plans for each employer. At the end of this program, trainees will complete a survey or course evaluation on the quality and relevance of the training. Additionally, employers will be surveyed to assess the overall effectiveness of the training program.

Marketing and Support Costs

SACC reports that it has an extensive database of businesses in IT, software, electronics manufacturing and associated industries. To reach these businesses, SACC staff will continue to market via the Chamber's website; quarterly e-mails to member companies; trade shows; job fairs; direct mail; in-person visits; web-based seminars and meetings; and Chamber events.

SACC will perform marketing and supportive services for companies located in Santa Ana and neighboring communities. Saisoft will perform marketing specifically to IT companies across California and Lean QA will assist in marketing to companies in Southern California.

SACC requests 8% support to cover costs of intensive outreach efforts required to market and recruit additional participating employers, assess specific training needs, develop job-specific curricula and training schedules, and conduct necessary follow-up during retention. This will be an on-going activity throughout the duration of the Agreement. Staff recommends the 8% support costs.

Commitment to Training

SACC represents that training funded under this proposal is supplemental and that ETP funds will not displace the existing financial commitment to training by participating employers. Safety training is provided by the participating employers in accordance with all pertinent requirements under state and federal law.

The Chamber's participating core group of employers stated that the proposed ETP training is supplementary in nature. Current and on-going training varies by employer but generally consists of new-hire orientation, job-specific on-the-job training, product training, soft skills training, and safety training.

ETP funds are intended to provide supplemental training for companies that lack the training budget or resources but need training to upgrade the job skills to keep the workforce competitive. For large employers, although they have training programs, they are unable to keep up with the amount and frequency of technical training needed to remain competitive. Small businesses are not able to provide significant training to their employees due to lack of training funds. ETP funding will allow participating employers the opportunity to upgrade workers' skills in the latest technologies and certifications. The core group of employers has certified that they will continue to provide training to their employees after the completion of ETP-funded training.

➤ **Training Infrastructure**

The SACC Vice President of Operations and staff will oversee and manage this training project including maintaining all class/lab attendance rosters for Continuous Improvement training at the Chamber headquarters in Santa Ana. Additionally, the Chamber will provide ETP project administrative functions of enrolling trainees and tracking all Continuous Improvement training classes in the ETP On-line Systems. The training vendor, Lean QA, will assist SACC in gathering completed rosters from participating employers for the Continuous Improvement training classes.

The training vendor, Saisoft, will provide the ETP administrative services for the Computer Skills training classes including enrolling and tracking of all trainees in the ETP on line systems. The reimbursement to each training vendor for ETP administrative services will be proportional to the activities stated above (see Administrative Services below).

Recordkeeping

SACC will utilize an electronic recordkeeping system for all Computer Skills training that is designed and programmed to document the E-Learning (Virtual classroom) method of class/lab training. This system has been reviewed and approved by ETP staff.

For Continuous Improvement training, SACC will utilize standard paper-based attendance rosters.

Tuition Reimbursement

In accordance with Title 22, CCR, Section 4412.1, SACC 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.

Substantial Contribution

SACC serves large and small companies, some of which may have received training in prior ETP contracts. If a large participating employer has received the benefit of training with payment earned in excess of \$250,000 within the past five years, reimbursement for trainees at the same facility will be reduced by 15% to reflect a substantial contribution to the cost of training. Funding for any participating employer previously assessed a substantial contribution will be reduced by 30%. Small businesses with 100 or fewer full-time employees are not subject to this provision.

High Unemployment Area

Although there may be participating employers located in a HUA, SACC is not asking for a wage or retention modification.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by SACC under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET17-0269	\$949,391	11/7/2016– 11/6/2018	638	573	0*

All training ended on 9/27/17. As of 12/15/17, 573 trainees have completed retention for projected earnings of \$746,920 (placements in review). SACC tracked over 41,217 reimbursable training hours, more than the Agreement amount. As of 02/07/2018, invoices for 497 trainees have been approved for earnings of \$663,676 (70%). SACC expects 100% performance once all invoices have been reviewed.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
ET15-0310	Statewide	01/05/2015– 01/04/2017	\$948,384	\$937,147	(99%)
ET14-0101	Statewide	09/03/2013– 09/02/2015	\$1,249,634	\$1,249,634	(100%)
ET12-0241	Statewide	12/31/2011– 12/30/2013	\$748,622	\$744,418	(99%)
ET11-0215	Statewide	04/04/2011– 04/03/2013	\$399,590	\$392,375	(98%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

Saisoft in Irvine will perform some administrative services for an amount not to exceed 3.7% of payment earned. Lean QA in Diamond Bar will also perform some administrative services for an amount not to exceed 2.7% of payment earned.

TRAINING VENDORS

Saisoft in Irvine has been retained to provide Computer Skills.

Lean QA, in Diamond Bar, has also been retained to provide Continuous Improvement training.

Exhibit B: Menu Curriculum**Class/Lab Hours**

8 – 200 Trainees may receive any of the following:

CONTINUOUS IMPROVEMENT

Quality Management Skills

ISO9001

AS9100

AS9110

AS9120

ISO13485

TS16949

ISO22000

ISO14001

Safe Quality Food Procedures

National Aerospace and Defense Contractors Accreditation Program (NADCAP)

Business Skills Development

International Traffic in Arms Regulations (ITAR)

Lean Methodology

Change Management

Six Sigma White Belt

Six Sigma Green Belt

Six Sigma Black Belt

Continuous Improvement Skills

Kaizen

Internal Auditor

Inventory Management

Supply Chain Management

Foreign Object Debris (FOD) Prevention

Building High Performance Teams

Problem Solving/Root Cause Analysis

E-Learning Hours

8 – 200

COMPUTER SKILLS

DAT-ESI: Data Science Essentials

DAT-SC1: Introduction to Data Science

WIR-TS: Wireless Technology Specialist (CWTS)

PMI-ACP: Software Development Lifecycle Agile Review (PMI-ACP)

AGL-TS: Agile Software Testing Techniques

PUP-INT: Managing Virtual Infrastructure using Puppet

PEN-KAL: Penetration Testing with Kali Linux

DEV-OPS: DevOps Practitioner Certification

CIS-AC1: Computer Information Systems Auditor (CISA)

R-PR: Programming with R

FSD-JVS: Development with Javascript

AGL-SC: Agile and Scrum Software Development Methodology

AND-PR: Android Programming
Apache Web Server Administration
AWS-CC: Cloud computing with Amazon Web Services
BUS-AN: Business Analysis and Modeling
BUS-AN2: Business Analysis for Object Oriented Design
CAP-P1: Computer Systems Authorization Protocol
CEH-P1: Certified Ethical Hacking Training
CGI (Common Gateway Interface) and PHP (Hypertext Preprocessor) Programming
CIS-AC1: Computer Systems Information Auditor (CISA)
CIS-ML: Configuring Multi-layer Switched Cisco Networks
CIS-ML: Configuring Multi-layer Switched Cisco Networks
CIS-ND1: Configuring Cisco Network Devices I (ICND1 – 640-822)
CIS-ND2: Configuring Cisco Network Devices II (ICND2 - 640-816)
CIS-NPR: Cisco CCNP ROUTE (642-902)
CIS-NPR: Cisco CCNP Routing and Switching
CIS-NPS: Cisco CCNP SWITCH (642-813)
CIS-NPT: Cisco CCNP TSHOOT (642-832)
CIS-RA: Configuring Remote Access Cisco Networks
CIS-SC: Configuring scalable Cisco Networks
CIS-SEC: Securing Cisco Network Devices
CIS-SP1: Computer Information Systems Security Protocol
CIS-TA: Troubleshooting Advanced Cisco Networks
CIT-SA: Citrix Presentation Server Administration
CIT-XA: Citrix XenApp Implementation
CMP-CL1: Comptia Cloud Essentials (CLO-001)
CMP-MOB: Comptia Mobility+ (MBO-001)
CMP-SM: Comptia Social Media Security
CMP-SR1: Comptia Server+ (SKO-003)
COB-IT: Control Objectives for Information and Related Technology (COBIT)
Foundation
COG-PR1: Implementing Business Intelligence with Cognos
CPT-NW: Comptia Network+
CPT-SC: Comptia Security+
CRY-RP: Programming SAP Crystal Reports
CSP-AS: Programming ASP.NET and ADO.NET using C#
CSP-EN: Enterprise Application Development in C#
CSP-PR: Programming in C#
DAT-ESI: Data Science Essentials
DAT-SC: Introduction to Data Science
DDT-DM: Data Modeling and Database Design
DDT-LP: Logical and Physical Data Modeling
DEV-OPS: DevOps Practitioner Certification
DIG-MA1: Digital Marketing (SEO, SEM and SMM)
DIS-R1: Disaster Recovery for Information Technology
DMS-EO: Search Engine Optimization Technologies
DMS-MA1: Digital Marketing Fundamentals

DWH-IN1: Data Warehousing Fundamentals
DWH-IN2: Programming Informatica
FCB-AD: Facebook Ads Manager Administration
FSD-JVS: Fullstack development with Javascript
GGL-GL: Google Glass Application Development
GOO-AD: Google Adwords Administration
GOO-AN: Implementing Google Analytics
HAD-DB1: Big Data Management with Hadoop
Information Technology Infrastructure Library (ITIL) Best Practices
Information Technology Infrastructure Library (ITIL) Implementation
IPH-PR: iPhone Programming
JAV-AP: Application Development in Java
JAV-AT: Advanced Topics in Java
JAV-OO: Object Oriented Programming in Java
JAV-TA: Automated Test Framework Development In Java
JUN-PR: Introduction to Juniper Network Devices
JVS-PR: Javascript Programming
LIN-AD: Linkedin AdManager Administration
LIN-NA: Linux Network Administration
LIN-SA: Linux System Administration
LIN-SH: Linux Shell Scripting
LIN-WI: Linux for Windows users
MON-DB1: Big Data Management with MongoDB
MPM-PR: Multi-platform Mobile Development
MSF-410: Installing and configuring Windows Server 2012
MSF-411: Administering Windows Server 2012
MSF-412: Configuring Advanced Windows Server 2012 Services
MSF-413: Designing and Implementing Windows Server 2012 Infrastructure
MSF-AC: Microsoft Access Programming
MSF-AD12: MS Windows Server 2012 Active Directory Services
MSF-AD8: Microsoft Windows 2008 Active Directory
MSF-AZ: Microsoft Azure Infrastructure Solutions
MSF-BG: Microsoft Bing Adcenter Administration
MSF-EX: Microsoft Exchange Server Administration
MSF-FN: Windows Server Administration Fundamentals
MSF-HY: Microsoft Windows Server Hyper-V Administration
MSF-IIS: Administering Microsoft Internet Information Server (IIS)
MSF-NA8: Microsoft Windows 2008 Network Infrastructure
MSF-PS: MS Windows Administration with Powershell
MSF-SA8: Microsoft Windows 2008 Server Administration
MSF-SEC: Designing Security for Microsoft Networks
MSF-SP: Microsoft Sharepoint Server Administration
MSF-SPA: Microsoft Sharepoint Foundation Administration
MSF-SPB: Microsoft Sharepoint Business Intelligence
MSF-SPD: Microsoft Sharepoint Development
MSF-SPF: Microsoft Sharepoint Foundation

MSF-SPS: Microsoft Sharepoint Designer
MSF-VS: Microsoft Visio
MSF-IIS: Administering Microsoft Internet Information Server (IIS)
MSF-W10: Installing and configuring Windows 10
MSF-W7: Microsoft Windows10 Administration
MSO-365: Migrating Exchange Server to MS Office 365
MSW-AZ: Implementing Microsoft SQL Azure
MySQL Database Administration
NET-FN: Networking Fundamentals
Network Security – Applied Computer Forensics
Network Security – Ethical Hacking
NJS-PR1: Node.js Programming
OOD-UML: Object Oriented Design and Unified Modeling Language
ORA-DB: Oracle Database Administration
ORA-PL: Oracle – PL/SQL (Programming Language in SQL)
ORA-SQ: Oracle – SQL (Structured Query Language)
PEN-KAL: Penetration Testing with Kali Linux
Perl Advanced Topics: Serving pages using HTTPS (Secure Hypertext Protocol) with mod_ssl
Perl Programming
PHP-PR: Programming in PHP
PMT-13: Project Management using Microsoft Project 2013
PMT-IT: Software Development Lifecycle (SDLC) Information Technology Infrastructure Library - ITIL
PMT-SD: Information Technology Project Management
PMT: Software Development Lifecycle (SDLC) Project Management
PRL-PR: Programming in Perl
PUP-INT: Managing Virtual Infrastructure using Puppet
PYT-PR: Programming in Python
QCB-A1: QuickBooks Training
R-PR: Programming in R
RUB-PR1: Programming in Ruby
RUB-PR2: Ruby on Rails
SAI-464: Developing Microsoft SQL Server Databases
SAI-465: Designing Database Solutions for SQL Server
SAI-466: Implementing Data Models and Reports with Microsoft SQL Server
SAI-467: Designing Business Intelligence Solutions with Microsoft SQL Server
SEC-AI: Designing Security Architecture Infrastructures
SEC-AP: Application, Operational and Organizational Security (Security+ 2)
SEC-MA: Designing Security Management Infrastructures
SEC-NI: Securing Network Infrastructure and Communications (Security+ 1)
SEL-PR: Automated Testing using Selenium
Software Development Lifecycle (SDLC) Agile Review
Software Development Lifecycle (SDLC) Process Review
Software Development Lifecycle (SDLC) Six Sigma Quality Best Practices
SQL-461: Querying Microsoft SQL Server

SQL-462: Administering Microsoft SQL Server Databases
SQL-463: Implementing a Data Warehouse with Microsoft SQL Server
SQL-AD: SQL Server Advanced Topics
SQL-AS12: SQL Server Analysis Services
SQL-BI: SQL Server Business Intelligence
SQL-BID: SQL Server Designing Business Intelligence Solutions
SQL-DB: SQL Server Database Design
SQL-MD12: SQL Server Multi-dimensional Expressions and Data Analysis Expressions
SQL-RS: SQL Server Reporting Services
SQL-SA: SQL Server Database Administration
SQL-TS: Programming SQL Server with Transact-SQL
SWF-PR1: Apple Swift Programming
TBL-MS: Mastering Tableau Software for Data Science
TBL-RP: Reporting with Tableau Software
UBU-DS: Ubuntu Linux Desktop Administration
UFT-PR: Automated Testing using UFT (Unified Testing Framework)
VBS-AS: Programming ASP.NET and ADO.NET using VB.NET
VBS-EN: Enterprise Application Development in VB.NET
VBS-PR: Programming in VB.NET
VMW-AD: VMWare Infrastructure Administration
WIR-NA Wireless Network Administration
WIR-TN: Troubleshooting Networking with Wireshark software
WIR-TS: Wireless Technology Specialist
WRD-PR: Website design with Wordpress
PMT-SK: Project Management Skills
PMT-MP: Project Management using MS Project

Reimbursement for retraining is capped at 200 total training hours, per trainee, regardless of the method of delivery.
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**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Santa Ana Chamber of Commerce

CCG No.: ET18-0157

Reference No: 18-0035

Page: 1 of 2

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: California Screw Products

Address: 14957 Gwenchris Court

City, State, Zip: Paramount, CA 90723

Collective Bargaining Agreement(s): No

Estimated #of employees to be retrained under this Agreement: 54

Total # of full-time company employees worldwide: 54

Total # of full-time company employees in California: 54

Company: Greenwave Reality Inc.

Address: 200 Spectrum Center Drive, 15th Floor

City, State, Zip: Irvine, CA 92618

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 257

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

Company: Hyundai Autoever Telematics America, Inc

Address: 10550 Talbert Ave

City, State, Zip: Fountain Valley, CA 92708

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 40

Total # of full-time company employees worldwide: 57

Total # of full-time company employees in California: 57

Company: Rubbercraft

Address: 3701 Conant St.

City, State, Zip: Long Beach, CA 90808

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 190

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

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Santa Ana Chamber of Commerce

CCG No.: ET18-0157

Reference No: 18-0035

Page: 2 of 2

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: UL Verification Services

Address: 709 Fiero Ln, Suite 25

City, State, Zip: San Luis Obispo, CA 93401

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 5

Total # of full-time company employees worldwide: 9,649

Total # of full-time company employees in California: 2,263

Company: Ventegra LLC

Address: 450 N Brand Blvd #600

City, State, Zip: Glendale, CA 91230

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 45

Total # of full-time company employees in California: 32

Company: Zestfinance Inc

Address: 1377 N Serrano Ave

City, State, Zip: Los Angeles, CA 90027

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 12

Total # of full-time company employees worldwide: 95

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

Company: Zodiac Aerospace

Address: 9671 Irvine Center Dr.

City, State, Zip: Irvine, CA 92618

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 35

Total # of full-time company employees worldwide: 30,000

Total # of full-time company employees in California: 800



**Amendment Proposal #3 for:
Laborers Training and Retraining Trust Fund of Southern
California**

Agreement Number: ET17-0921

Amendment Effective Date: February 23, 2018

Panel Meeting of: February 22, 2018

ETP Regional Office: North Hollywood

Analyst: M. Webb

CURRENT PROJECT PROFILE

Contract Type:	Retrainee Veterans	Industry Sector(s):	Construction
Counties Served:	San Diego, Kern, Los Angeles, Ventura, Orange, San Bernardino, Riverside	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Current Contract Term: December 31, 2016 to December 30, 2018

Current Funding	In-Kind Contribution
\$538,505	Inherent

AMENDMENT FUNDING

Requested Funding	Support Costs	Amendment Funding	In-Kind Contribution
\$157,374	\$10,852	\$168,226	Inherent

Total Funding
\$706,731

AMENDMENT TRAINING PLAN TABLE

Job No.	Job Description (By Contract Type)	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, OSHA 10/30	165	8-200	0	\$1,247	\$28.34
				Weighted Avg: 53			
2	Retrainee Apprentice (Construction Craft Laborer)	Commercial Skills, OSHA 10	377	8-210	0	\$1,084	\$21.28
				Weighted Avg: 78			
3	Retrainee Apprentice (Landscape & Irrigation Fitter)	Commercial Skills, OSHA 10	38	8-210	0	\$1,376	\$21.28
				Weighted Avg: 99			
4	Retrainee Apprentice Veterans	Commercial Skills, OSHA 10	30	8-210	0	\$1,334	\$21.28
				Weighted Avg: 96			

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 Title	Wage Range
Job Number 1	
Journeyman Construction Craft Laborer	
Journeyman Landscape & Irrigation Fitter	
Job Number 2	
Apprentice Construction Craft Laborer	
Job Number 3	
Apprentice Landscape & Irrigation Fitter	
Job Number 4 (Veterans)	
Apprentice Construction Craft Laborer/Landscape & Irrigation Fitter	

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.

AMENDMENT DETAILS

SoCal Laborers has reached 99% of the total contract amount within eleven months of the Agreement. To continue training, SoCal Laborers requests to increase its funding amount. Increased employer demand for more training was not anticipated during development of this Agreement. Trainees currently enrolled in the program will continue to complete Apprentice and Journeyman training courses offered through the training program.

Additional funding will help support Employer driven certification classes such as Green Construction Awareness (green training), Weatherization, and OSHA 10/30. Funding will remain within the \$450k per sponsor funding limit.

In summary:

- The Agreement amount will increase by \$168,226, from \$538,505 to \$706,731.
- The weighted average hours in Job Number 1 will increase from 24 to 53, increasing the average cost-per-trainee from \$564 to \$1,247.
- The weighted average hours in Job Number 2 will increase from 72 to 78, increasing the average cost-per-trainee from \$1,001 to \$1,084.
- The weighted average hours in Job Number 3 will increase from 72 to 99, increasing the average cost-per-trainee from \$1,001 to \$1,376.
- The weighted average hours in Job Number 4 will increase from 72 to 96, increasing the average cost-per-trainee from \$1,001 to \$1,334.
- The multiple employer support costs will increase by \$10,852, from \$34,865 to \$45,717.

RECOMMENDATION

Staff recommends approval of this Amendment.

SUMMARIZE PRIOR MODS/AMENDS

- **Modification # 1:** Added new course topics to Menu Curriculum for Apprentice and Journeymen Training.
- **Modification # 2:** Added new course topics to Menu Curriculum for Apprentice and Journeymen Training.

CURRENT CONTRACT PERFORMANCE

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

Agreement No.	Approved Amount	Term	No. Trainees (Average)	No. Completed Training	No. Retained
ET17-0921	\$538,505	12/31/2016-12/30/2018	846	120	TBD*

*To date, 30,418 eligible training hours have been tracked in the ETP system which equates to 100% of the current Agreement amount. Trainees have not been submitted for P2 or final payments. No trainee has reached the maximum amount of training, however, a total of 846 trainees have reached the 8-hour minimum requirement and 120 have completed training.

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
Abram Interstate Insurance Service, Inc.
17-0951

Panel Meeting Date: February 22, 2018
Regional Office: Sacramento Regional Office
Analyst Name: Dumaurier Jordan
Type of Proposal: Single Employer (SB), Small Business Program
Funding Source: Out of State Competition

FUNDING OVERVIEW

Provided here is a summary of the funding for the proposed Training Project.

TOTAL ETP FUNDING:		\$ 14,960.00	
Program & Admin Cost	Support Cost (\$)	Substantial Contribution (\$)	Total In-Kind
\$ 14,960.00	N/A	\$ 0.00	\$ 17,000.00

APPLICANT PROFILE

Company Summary	Abram Interstate Insurance Services, Inc. (Abram), (www.abraminterstate.com), is a wholesale insurance brokerage that offers a full range of personal, commercial, and agri-business insurance products to customers throughout the United States.
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Industry Sector(s)	Finance & Insurance
Priority Industry	No
No. Employees (Applicant)	State: 20 US: 20 World Wide: 20
Turnover Rate (Applicant)	5.00 %
Repeat Contractor	Yes
High Unemployment Area	No
Union(s)	N/A

TRAINING PROFILE

Training Objective(s)	Abram's training plan will focus on improving communication skills with brokers and customers, and new technologies within the insurance industry.
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Training is summarized below, with additional details in *Attachment 1 - Group and Job Title Details* of this Panel Proposal.

#	Group Characteristics	# Of Trainees	Reimbursement Rate	Weighted Avg. Hours	Cost Per Trainee	Min-Max Hours
1	Owner, Retrainee	1	\$ 22.00	31	\$ 682	8 - 60
1	Retrainee	19	\$ 22.00	31	\$ 682	8 - 60
2	Job Creation – Retrainee Initiative Program, Retrainee	2	\$ 22.00	30	\$ 660	8 - 60

PROPOSED TRAINING PROJECT DETAILS

Provided here are the details for the proposed Training Project.

1. Company Background

Founded in 1996, Abram is headquartered in Rocklin. The Company started operation in California, primarily selling Equine and Mobile Home insurance products. However, Abram has since expanded their business, partnering with A-rate insurance carriers such as Liberty Mutual, Safeco, and Travelers.

This is Abram's second ETP Agreement, and second in the last five years. All training will take place at its sole location in Rocklin.

2. Current Training Project Details

Purpose of Training	<p>Abram's prior agreement focused on underwriting guidelines and Abram's Customer Relationship Manager (CRM) and Forms Capture software. The CRM allows staff to access data while outside the office. The Forms Capture Software allows online data entry.</p> <p>This project will focus on technological advances in the insurance industry. Staff will receive training in new technologies providing real-time insurance quotes to customers. To meet new industry standards, Abram's staff will receive training on new communication tools for the Company, customer, and the broker. New software systems such as Instant Chat and Access Solutions permits immediate communication between the broker and customers.</p> <p>Abram's turnaround time for completing a transaction has been significantly reduced. Due to the faster processes, staff also requires training in all areas of the insuring process to enable staff to complete all requirements at one time. In addition, the Company will train staff in customer service skills such as Business Writing and Interpersonal Communications.</p>
Job Creation	<p>Abram's business reach continues to expand and the Company anticipates continued growth. The Company has committed to hiring 2 new employees (Group Number 2). To be eligible for reimbursement under this Group Number, the trainees must be hired into full-time permanent positions within the three-month period prior to Panel approval or during the term of contract.</p>

PROPOSED TRAINING PROJECT DETAILS

Training Infrastructure and Administrative Plan	Abram's Vice President and support staff will oversee the scheduling and record keeping requirements of the Agreement. All training will be delivered by in-house subject matter experts. Abram's has retained the services of Sierra Consulting Services to assist with all administrative duties in relation to this Agreement.
Marketing Plan (MEC Only)	N/A
Support Cost Description (MEC Only)	N/A
Substantial Contribution Description	N/A

3. Curriculum Summary

Provided here is a summary of the curriculum that will be delivered. *Attachment 2 - Training Delivery and Curriculum Listing* provides full detail on the training that will be provided.

Delivery Method/Level	Classroom/Simulated Laboratory and E-Learning - Instructor Led/Distance Learning
Summary	
All occupations (Attachment 1) will receive training in Business, Computer, Continuous Improvement, and Management Skills as listed on the curriculum (Attachment 2).	

Delivery Method/Level	E-Learning - Computer Based Training (CBT)
Summary	
All occupations (Attachment 1) will receive training in Business, Computer, Continuous Improvement, and Management Skills as listed on the curriculum (Attachment 2).	

4. Additional Company or Training Project Details

Provided here is additional information relative to the proposed Training Project.

4.1 Program Waivers

No waivers have been applied to this proposed project.

PROPOSED TRAINING PROJECT DETAILS

4.2 Subcontractor Summary

The applicant has retained the services of the following Subcontractor(s).

Subcontractor Type	Subcontractor Name	City	Service Cost or Percentage
Development	Sierra Consulting Services	Cameron Park	\$1,400
Administrative	Sierra Consulting Services	Cameron Park	For a fee not to exceed 11% of funding earned.
Training	To be determined	N/A	N/A

4.3 Previous ETP Project Summary

The table below summarizes the active performance under the ETP contract.

The table below summarizes Contractor's performance under prior ETP contract(s) completed within the last five years.

Previous Contract Activity					
Agreement Number	Location(s)	Term	Approved Amount	Project Earnings	Performance Percentage
ET15-0458	Rocklin	06/01/2015 05/31/2017	\$17,204	\$14,186	82%
Notes	Not all trainees were able to meet retention requirements.				

4.4 Supporting Panel Proposal Documentation

Provided in Attachments 1 and 2 are additional application details on the intended training population, the detailed curriculum, and associated program characteristics that are related to this proposed Training Project.

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

<i>Delivery Method /Level</i>	<i>Classroom/Simulated Laboratory</i>
Training Type (Level)	Planned Course Offerings
Business Skills	360 Communication Fundamentals
	Behavior Style Strategies
	Business Communication
	Business Performance
	Business Writing
	Communication styles
	Compliance Analysis
	Conflict Resolution
	Customer Service
	Dealing with Difficult People
	Employee Coaching
	Financial Analysis
	Interpersonal Communications
	Leadership
	Marketing/Sales Techniques
	Motivation and Taking Ownership
	Negotiating
	Operational skills
	Planning and Organization
	Product Knowledge
Relationship Building	
Retaining Customers	
Strategic Planning	
Time Management	
Understanding Behavior Styles	
Computer Skills (Standard)	Agent Broker Portal
	Customer Relationship Management
	Electronic Document Management
	Forms Capture Software
	Instant Chat
	Microsoft Office Intermediate & Advance
	Online Raider
	Personal Lines Underwriting Engine
Continuous Improvement Skills	Achieve SMART Goals
	Change Management
	Communication Skills
	Creating a Quality Organization
	Cross Training
	How to Coach and Mentor

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

	Meeting Management
	Problem Solving and Decision Making
	Process Capability
	Process Improvement
	Production Operations/Workflow
	Project Management
	Team Building
	Teamwork Development Skills
Management Skills	Essential Skills For Supervisors
<i>Delivery Method /Level</i>	<i>E-Learning – Instructor Led/Distance Learning</i>
Training Type (Level)	Planned Course Offerings
Business Skills	360 Communication Fundamentals
	Behavior Style Strategies
	Business Communication
	Business Performance
	Business Writing
	Communication styles
	Compliance Analysis
	Conflict Resolution
	Customer Service
	Dealing with Difficult People
	Employee Coaching
	Financial Analysis
	Interpersonal Communications
	Leadership
	Marketing/Sales Techniques
	Motivation and Taking Ownership
	Negotiating
	Operational skills
	Planning and Organization
	Product Knowledge
Relationship Building	
Retaining Customers	
Strategic Planning	
Time Management	
Understanding Behavior Styles	
Computer Skills (Standard)	Agent Broker Portal
	Customer Relationship Management
	Electronic Document Management
	Forms Capture Software
	Instant Chat
	Microsoft Office Intermediate & Advance

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

	Online Raider
	Personal Lines Underwriting Engine
Continuous Improvement Skills	Achieve SMART Goals
	Change Management
	Communication Skills
	Creating a Quality Organization
	Cross Training
	How to Coach and Mentor
	Meeting Management
	Problem Solving and Decision Making
	Process Capability
	Process Improvement
	Production Operations/Workflow
	Project Management
	Team Building
	Teamwork Development Skills
Management Skills	Essential Skills For Supervisors

<i>Delivery Method /Level</i>	<i>E-Learning – Computer Based Training (CBT)</i>	
Training Type (Level)	Planned Course Offerings	Standard Hours
Business Skills	Communication Styles	1.00
	How to Run Meeting Efficiently	0.50
	Placement Decisions Non Traditional Prpty Markets	1.00
	Questioning Strategies	1.00
	Selling to the Millennial Customer	1.50
Computer Skills	HTML Basics	1.00
	Intermediate and Advanced Excel Made Easy	1.00
	Intermediate and Advanced Microsoft Office	1.00
	Intermediate and Advanced Word	2.00
	Outlook Fundamentals Level 2	2.00
	Outlook Fundamentals Level 3	2.00
	Secrets of Access	1.00
Continuous Improvement Skills	Active listening skills to improve communication	1.00
	California Homeowners Insurance Valuation	3.00
	Essential tipsfor email marketing and social media	1.00
	Improve your memory, improve your productivity	1.00
	Insurance Fraud: Understanding the issues	4.00
	Risk Management	6.00
Management Skills	How to manage emotions in the workplace	1.00
	How to overcome disruptive work styles	1.00



TRAINING PROPOSAL FOR
AC Propulsion, Inc.
18-0589

Panel Meeting Date: 02/22/2018
Regional Office: North Hollywood Regional Office
Analyst Name: L. Vuong
Type of Proposal: Single Employer (SB), Small Business Program
Funding Source: Out of State Competition

FUNDING OVERVIEW

Provided here is a summary of the funding for the proposed Training Project.

TOTAL ETP FUNDING:		\$ 23,920.00	
Program & Admin Cost	Support Cost (\$)	Substantial Contribution (\$)	Total In-Kind
\$ 23,920.00	N/A	\$ 0.00	\$ 68,000.00

APPLICANT PROFILE

Company Summary	AC Propulsion, Inc. (ACP) (www.acpropulsion.com) specializes in the design and development of electric vehicle propulsion system components.
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Industry Sector(s)	Professional, Scientific, and Technical		
Priority Industry	Yes		
No. Employees (Applicant)	State: 24	US: 24	World Wide: 24
Turnover Rate (Applicant)	8.70 %		
Repeat Contractor	No		
High Unemployment Area	No		
Union(s)	N/A		

TRAINING PROFILE

Training Objective(s)	Training will provide workers with the technical skills required to meet industry standards and customer specifications, keep up with technological changes, improve business operation and put the Company in a better position to compete.
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Training is summarized below, with additional details in *Attachment 1 - Group and Job Title Details* of this Panel Proposal.

#	Group Characteristics	# Of Trainees	Reimbursement Rate	Weighted Avg. Hours	Cost Per Trainee	Min-Max Hours
1	Owner, Retrainee	1	\$26.00	40	\$ 1,040	8 - 60
1	Retrainee	22	\$26.00	40	\$ 1,040	8 - 60

PROPOSED TRAINING PROJECT DETAILS

Provided here are the details for the proposed Training Project.

1. Company Background

Founded in 1992 and headquartered in San Dimas, ACP is a research and development company, focused on electric vehicle technology for the electric and hybrid vehicle markets. ACP designs and develops prototype electric drivetrains and charging systems for the automotive industry throughout the world. The Company has created and patented proprietary technologies that make electric vehicles uniquely desirable to drive and own. In 1997, the Company manufactured and introduced its first and original sport car, tzero™, which was presented at the LA Auto Show.

Major customers are vehicle manufacturers focused on electric vehicle designs such as BMW, Tesla Motors, Sokon and Geely.

2. Current Training Project Details

Provided here are details on the purpose of the training, a summary of the marketing plan and support costs.

Purpose of Training	<p>ACP is operating in a highly competitive industry. The Company continually strives to meet customers' expectations and demands by delivering the best electric vehicle technology and services. ACP reported that the number of electric vehicles on the road have increased to 2 million in 2016.</p> <p>To remain competitive as technology evolves, ACP has developed a company-wide training program to retrain its employees in skills that further the Company's transition to a high performance workplace. Workers will receive skills necessary to better understand customer requirements, deliver sophisticated products and services, keep up with technological changes, and build employees' skills in a constantly changing environment. With a skilled workforce, ACP will be able to remain competitive and exceed customers' demands.</p> <p>Training will take place at the San Dimas facility. Training will be delivered by in-house subject matter experts and vendors to be identified during the contract term.</p> <p>This is ACP's first ETP Agreement.</p>
Training Infrastructure and Administrative Plan	<p>ACP has designated a Human Resource staff responsible for scheduling, enrollment, tracking training hours, securing rosters, invoicing and complying with all ETP requirements.</p>
Marketing Plan (MEC Only)	<p>N/A</p>

PROPOSED TRAINING PROJECT DETAILS

Support Cost Description (MEC Only)	N/A
Substantial Contribution Description	N/A

3. Curriculum Summary

Provided here is a summary of the curriculum that will be delivered. *Attachment 2 - Training Delivery and Curriculum Listing* provides full detail on the training that will be provided.

Delivery Method/Level	Classroom/Simulated Laboratory
Summary	
<p>Continuous Improvement Skills: Training will be offered to all occupations. Training will provide trainees with a greater understanding of Company operations and processes, improve customer service, production, support services and help keep current customers and attract new customers.</p>	

4. Additional Company or Training Project Details

4.1 Program Waivers

No waivers have been applied to this proposed project..

4.2 Subcontractor Summary

N/A

4.3 Previous ETP Project Summary

N/A

4.4 Supporting Panel Proposal Documentation

Provided in Attachments 1 and 2 are additional application details on the intended training population, the detailed curriculum, and associated program characteristics that are related to this proposed Training Project.

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

<i>Delivery Method /Level</i>	<i>Classroom/Simulated Laboratory</i>
Training Type (Level)	Planned Course Offerings
Continuous Improvement Skills	AUTOSAR
	Geometric Dimension and Tolerance
	ISO26262
	Machine shop
	Mathworks
	Quickbooks
	Solidworks



**TRAINING PROPOSAL FOR
B.H.K.H., INC.
17-0784**

Panel Meeting Date: 01/24/2018
Regional Office: San Diego Regional Office
Analyst Name: Kellen Hernandez
Type of Proposal: Single Employer (SB), Small Business Program
Funding Source: SET

FUNDING OVERVIEW

Provided here is a summary of the funding for the proposed Training Project.

TOTAL ETP FUNDING:		\$ 49,720.00	
Program & Admin Cost	Support Cost (\$)	Substantial Contribution (\$)	Total In-Kind
\$ 49,720.00	N/A	\$ 0.00	\$ 78,250.00

APPLICANT PROFILE

Company Summary	B.H.K.H., Inc. DBA Fix Auto Escondido and Ramona (FAE) repairs damaged vehicles. The Company's customer base consists of consumers, insurers and commercial businesses with fleet vehicles.
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Industry Sector(s)	Services (Other)
Priority Industry	No
No. Employees (Applicant)	State: 60 US: 60 World Wide: 60
Turnover Rate (Applicant)	9.00 %
Repeat Contractor	Yes
High Unemployment Area	No
Union(s)	N/A

TRAINING PROFILE

Training Objective(s)	Training will assist FAE's ability to grow their business and equip employees with the skills to increase production and be proficient in valuable commercial skills. Training will help the Company adjust to technological changes in the industry related to new vehicle manufacturing methodologies and on-board computer and safety enhancements.
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Training is summarized below, with additional details in *Attachment 1 - Group and Job Title Details* of this Panel Proposal.

#	Group Characteristics	# Of Trainees	Reimbursement Rate	Weighted Avg. Hours	Cost Per Trainee	Min-Max Hours
1	Retrainee	38	\$ 22.00	44	\$ 968	8 - 60
2	Job Creation – Retrainee Initiative Program, Retrainee	14	\$ 22.00	42	\$ 924	8 - 60

PROPOSED TRAINING PROJECT DETAILS

Provided here are the details for the proposed Training Project.

1. Company Background

Founded in 1984 and headquartered in Escondido, FAE provides auto body collision repair services that include panel replacement, frame repair, advanced safety systems repair and auto paint refinishing/matching. The Company participates in direct repair programs with auto insurance companies to provide specialized repair services for Toyota, Honda, Ford, and Lexus vehicles.

FAE recently purchased IFM Collision Center Ramona and IFM Towing Inc. in order to increase their market share of auto body collision repair services and to diversify their revenue streams. FAE is located in Escondido, CA and IFM Collision Center and IFM Towing Inc. are located in Ramona, CA.

This will be FAE'S second ETP Agreement, it's second in the last five years.

2. Current Training Project Details

Provided here are details on the purpose of the training, a summary of the marketing plan and support costs.

Purpose of Training	<p>As technology changes within the collision repair industry, FAE's need to improve workforce competency is critical to increasing profitability and to retaining staff. Training is driven by changing technologies and materials associated with new vehicles, and a lack of skilled staff entering the industry's workforce, combined with a shortage of experienced Technicians and Estimators.</p> <p>Each year, car manufactures introduce new vehicles equipped with new technology made from new materials. FAE has invested in new equipment, machinery and computer systems to repair and service the new technology and materials associated with new vehicles. For example, Technicians and Estimators need training to properly use new computer based pre/post collision scanners, vehicle spray equipment, frame measuring equipment in order to repair/service new vehicles.</p> <p>Due to the lack of skilled workers entering the industry, FAE must invest significant resources in training. For example, Technicians and Estimators require substantial amounts of commercial skills training focused on new processes and materials such as aluminum frame repair, alternative fuel and electric/hybrid vehicle repair, advanced vehicle safety systems repair, and advanced materials replacement.</p> <p>The collision and repair industry lacks a comprehensive training program or vocational training system from which facilities can</p>
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PROPOSED TRAINING PROJECT DETAILS

	recruit staff. This project will assist FAE to deliver the training necessary for Technicians and Estimators to fill those skill gaps.
Training Infrastructure and Administrative Plan	BHKKH's three locations will participate in training and training at each site will be coordinated by the Company's Human Resources Manager. FAE has also hired Synergy Management Consultants (Synergy) to support its training administrative efforts. The production manager will ensure training is completed and rosters are documented correctly. There will be two dedicated Synergy staff to ensure compliance and execution of this project.
Marketing Plan (MEC Only)	N/A
Support Cost Description (MEC Only)	N/A
Substantial Contribution Description	N/A

3. Curriculum Summary

Provided here is a summary of the curriculum that will be delivered. *Attachment 2 - Training Delivery and Curriculum Listing* provides full detail on the training that will be provided.

Delivery Method/Level	Classroom/Simulated Laboratory
Summary	
All occupations will receive training in Business, Commercial, Computer, Continuous Improvement and Management Skills topics (Attachment 2).	

Delivery Method/Level	Productive Laboratory
Summary	
Technicians and Estimators will receive training in Commercials Skills topics (Attachment 2). See attachment 2 for justification.	

4. Additional Company or Training Project Details

Provided here is additional information relative to the proposed Training Project.

4.1 Program Waivers

No Waivers have been applied to this proposed project.

4.2 Job Creation

FAE is requesting a job creation component for this project because they have expanded their primary facility to include new machinery/equipment, additional workstations and an overall increase in their workforce. In addition, FAE has started operating a new location in Ramona where all new employees will receive training. For example, the new Technicians and Estimators will require significant commercial, computer and continuous improvement skills training. A lack of training

PROPOSED TRAINING PROJECT DETAILS

opportunities for collision repair skills has created a significant need to train newly hired staff. This has forced FAE to invest significant resources towards training the vast majority of skills needed to perform routine job responsibilities.

4.3 Subcontractor Summary

The applicant has retained the services of the following Subcontractor(s).

Subcontractor Type	Subcontractor Name	City	Service Cost or Percentage
Development	Synergy Management Consultants, LLC	Grass Valley	\$ 3,125
Administrative	Synergy Management Consultants, LLC	Grass Valley	13% of earned funds
Training	None selected to date	N/A	N/A

4.4 Previous ETP Project Summary

The table below summarizes Contractor's performance under prior ETP contract(s) completed within the last five years.

Previous Contract Activity					
Agreement Number	Location(s)	Term	Approved Amount	Project Earnings	Performance Percentage
ET15-0366	San Diego	01/13/15 – 01/12/17	\$19,910	\$19,910	100%

4.5 Supporting Panel Proposal Documentation

Provided in Attachments 1 and 2 are additional application details on the intended training population, the detailed curriculum, and associated program characteristics that are related to this proposed Training Project.

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

Delivery Method /Level	Classroom/Simulated Laboratory	
Training Type (Level)	Planned Course Offerings	
Business Skills	Conflict Resolution	
	Customer Care Skills	
	Customer Engagement	
	Direct Repair Partner Management	
	Educating the Consumer	
	Overcoming Objections	
	Presentation Skills	
	Sales procedures and Strategies	
	Understanding Financial and Operating Metrics	
Commercial Skills (Standard)	3 Stage refinishing process	
	3D measuring systems	
	Active lane keeping systems	
	Adhesive bonding	
	Adv. Materials and composite repair	
	Aluminum bonding and structural repair	
	Aluminum Tools and minor repair	
	Collision Repair Skills	
	Color sand/ polish/ de-nib surfaces	
	Color Theory and matching principles	
	Estimating mechanical and electrical systems	
	Estimating hybrid and electrical vehicles	
	Estimating steering and suspension damage	
	Hybrid and electric vehicle repair	
	Hybrid vehicle battery/ charging systems	
	ICAR Collision Repair/ Refinish Skills	
	MIG/TIG/ Resistance spot welding	
	OEM Cert Toyota, Honda, VW, BMW, GM, Ford	
	Pillars, rockers, floors, rail replacement	
	Plastic and composite repair	
	product knowledge	
	R1234yf AC systems	
	Refinish Skills	
	Spray gun set up and maintenance	
	Steering, suspension and mechanical systems	
	Structural repair/Unibody alignment	
	Surface preparation	
	Vehicle Priming and Sealing	
	Computer Skills (Standard)	All Data application
		Car-O-Liner Measuring software
CCC1 Software		
Fix Auto Software applications		

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

	Mitchell Estimating
	MS Office Intermediate/ Advanced
	OEM Repair Process Retrieval
	Parts Trader- Parts Procurement software
	QuickBooks
	Repair Scanning Software
	Tesla Estimating/ parts software
	VOC Tracking
Continuous Improvement Skills	Emergency Clean up Procedures
	Handling chemicals and clean up procedures
	Just-in-time Inventory control/ protocol
	Lean Process and Integration
	Managing MSDS sheets
	Problem Solving and decision making skills
	Quality Assurance
	Root Cause Analysis
	Standard Operating Procedures
	Team Building
Management Skills	Coaching Skills for supervisors
	Collaborative Leadership
	Creating Business Strategy
	Employee Engagement
	Understanding Finance and operational Metrics

<i>Delivery Method /Level</i>	<i>Productive Laboratory</i>
Training Type (Level)	Planned Course Offerings
Commercial Skills	3 Stage color match PL
	3D measuring set up/ analysis PL
	Aluminum Bonding PPL
	Aluminum Repair PL
	Aluminum Welding PL
	Body Filler Methods PL
	Color Blending PL
	Color Tinting PL
	Estimating advanced vehicle systems PL
	Estimating Diagnosis PL
	Estimating Adv. materials composite struct PL
	Estimating DRP procedures new tech PL
	MIG Brazing PL
	Rivet Bonding PL
	Scanning analysis PL
	Structural corrections with 3D measuring PL
	Structural Welding PL
PL Justification and Details	

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

Explain the need for productive laboratory (PL) training	Productive lab is needed as technicians and estimators coming into the industry lack hands on training. Even those who attend vocational schools such as Wyotech or UTI lack substantial hands on training and skills that are necessary to perform job functions HENSON has found that when these employees enter the workforce, they must be trained in a 1:1 environment with journey level technician. The minimum amount of PL training will be 2 hours and the maximum will be 24 hours.	
Describe the Equipment/Processes to be used in delivering the PL training	Equipment to be used will be resistance spot welders, MIG (metal inert gas) welders, frame rack and measuring system, spray guns, spray booths, various hand tools, All-data IT, estimatics and ADP system for estimators including Mitchell, CCC and ADP estimating systems and CCCOne Software. Training assignments will be in one of two overarching disciplines: Collision Repair and painting- body plastic repair, welding of structural parts, measuring frames and Unibody structures, aluminum repair,	
Describe Trainer Qualifications	The trainer role is to explain process/ tools/ expectations and standards as well as coach techniques, mentor and support the student to ensure proficiency	
Trainer to Trainee Ratios - If more than one PL class the ratios are the lowest and the highest trainer-to-trainee ratio	Trainer	Trainee
Ratio for One Class, or Minimum When More than One Class	1	1
Ratio for Maximum Ratio When More than One Class	2	2
PLT Approval	Yes	



**TRAINING PROPOSAL FOR
Dockstader and Dockstader, Incorporated
17-0953**

Delegation Order Date: February 22, 2018
Regional Office: Sacramento Regional Office
Analyst Name: Dumaurier Jordan
Type of Proposal: Single Employer (SB), Small Business Program
Funding Source: SET

FUNDING OVERVIEW

Provided here is a summary of the funding for the proposed Training Project.

TOTAL ETP FUNDING:		\$ 49,280.00	
Program & Admin Cost	Support Cost (\$)	Substantial Contribution (\$)	Total In-Kind
\$ 49,280.00	N/A	\$ 0.00	\$ 75,000.00

APPLICANT PROFILE

Company Summary	Dockstader and Dockstader, Incorporated (Dockstader), (fresnobodyworks.com), is a 3 rd generation family-owned business specializing in automotive collision repair, painting, and restoration.
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Industry Sector(s)	Services (Other)
Priority Industry	No
No. Employees (Applicant)	State: 62 US: 62 World Wide: 62
Turnover Rate (Applicant)	10.00 %
Repeat Contractor	Yes
High Unemployment Area	Yes
Union(s)	N/A

TRAINING PROFILE

Training Objective(s)	Training will focus on new automotive technologies, meeting Corporate Average Fuel Economy (CAFE) standards, Lean processes, and customer service.
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Training is summarized below, with additional details in *Attachment 1 - Group and Job Title Details* of this Panel Proposal.

#	Group Characteristics	# Of Trainees	Reimbursement Rate	Weighted Avg. Hours	Cost Per Trainee	Min-Max Hours
1	Owner, Retrainee	2	\$ 22.00	32	\$ 704	8 - 60
1	Retrainee	58	\$ 22.00	32	\$ 704	8 - 60
2	Job Creation – Retrainee Initiative Program, Retrainee	8	\$ 22.00	40	\$ 880	8 - 60

PROPOSED TRAINING PROJECT DETAILS

1. Company Background

Founded in 1976 and headquartered in Fresno, Dockstader provides auto body collision repair services to the public, insurers, and fleet accounts in the Fresno area. Services include body repair, panel replacement, frame repair/replacement, realignment, painting, and other automotive cosmetic services for Toyota, Nissan, Infinity, Ford, General Motors, and Chrysler vehicles. The Company also works directly with insurers State Farm, Farmers, USAA, GEICO, Progressive and Allstate.

This will be Dockstader’s second ETP Contract, the second in the last five years. Training will take place at the Company’s four locations in Fresno and Clovis.

2. Current Training Project Details

Purpose of Training	<p>Dockstader’s previous contract focused on certifying workers under Inter-Industry Conference of Collision Repair (I-Car) and Automotive Service Excellence (ASE) standards. The two certifications allowed trainees to service new vehicles manufactured by Ford, GM, Chrysler, Toyota, Honda, and Acura.</p> <p>In this agreement, training will focus on the Corporate Average Fuel Economy (CAFE) standards. CAFE training is necessary since vehicle manufacturers have vastly changed technology to meet safety and fuel economy requirements. Training will provide employees with skills necessary to repair newer vehicles. Topics will include aluminum repair, advanced vehicle systems, and advanced materials repair and replacement. Training will also include Lean processes, problem solving, and customer service. Trainees will not receive duplicated training from the prior agreement.</p>
Training Infrastructure and Administrative Plan	<p>Management that oversaw implementation of ETP-funded training in the prior project will oversee this project at each location. A manager and support staff at each location will review training documentation for compliance with ETP guidelines.</p> <p>Dockstader has also retained a third party contractor, Synergy Management Consultants, LLC, to assist with all administrative duties.</p>
Marketing Plan (MEC Only)	N/A
Support Cost Description (MEC Only)	N/A
Substantial Contribution Description	N/A

PROPOSED TRAINING PROJECT DETAILS

3. Curriculum Summary

Provided here is a summary of the curriculum that will be delivered. *Attachment 2 - Training Delivery and Curriculum Listing* provides full detail on the training that will be provided.

Delivery Method/Level	Classroom/Simulated Laboratory/Hazardous Materials
Summary	
All occupations identified in Attachment 1 will receive training in Business, Commercial, Computer, Continuous Improvement, Hazardous Materials, and Management Skills topics as listed on the curriculum (Attachment 2).	

Delivery Method/Level	Productive Laboratory
Summary	
Technicians and Estimators will receive training applicable to their jobs in Productive Lab (PL) Commercial Skills as listed under Attachment 2.	

4. Additional Company or Training Project Details

Productive Lab

PL will allow staff to understand collision repair processes and improve proficiency. Staff will be trained by a seasoned subject-matter expert who will first demonstrate how to complete a task. Trainees will receive feedback and best practices as tasks are being worked. Trainers will be present 100% of the time during PL training. Production will slow by roughly half as trainers are unable to perform their duties. PL will be delivered with a 1:1 trainer-to-trainee ratio. PL hours are capped at 24 hours per trainee.

Retrainee – Job Creation

The volume of customers has increased at each of Dockstader’s four locations in the past few years. With the increase in demand, the company has the need to hire additional Estimators and Technicians. The Company will expand by hiring new employees. Dockstader has committed to hiring 8 employees (Group Number 2). The date-of-hire for all trainees in Group Number 2 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.

4.1 Program Waivers

N/A

PROPOSED TRAINING PROJECT DETAILS

4.2 Subcontractor Summary

The applicant has retained the services of the following Subcontractor(s).

Subcontractor Type	Subcontractor Name	City	Service Cost or Percentage
Development	Synergy Management Consultants, LLC	Grass Valley	\$2,956.80
Administrative	Synergy Management Consultants, LLC.	Grass Valley	Not to exceed 13% of funding earned
Training	None selected to date	N/A	N/A

4.3 Previous ETP Project Summary

The table below summarizes Contractor's performance under prior ETP contract(s) completed within the last five years.

Previous Contract Activity					
Agreement Number	Location(s)	Term	Approved Amount	Project Earnings	Performance Percentage
ET15-0436	Fresno	04/17/2015/ 04/16/2017	\$48,906	\$43,604	89%

4.4 Supporting Panel Proposal Documentation

Attachments 1 and 2 provide additional application details on the intended training population, the detailed curriculum, and associated program characteristics that are related to this proposed Training Project.

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

Delivery Method /Level	Classroom/Simulated Laboratory	
Training Type (Level)	Planned Course Offerings	
Business Skills	Conflict Resolution	
	Customer Care Skills	
	Customer Engagement	
	Direct Repair Partner Management	
	Educating the Consumer	
	Overcoming Objections	
	Presentation Skills	
	Sales procedures and Strategies	
	Understanding Financial and Operating Metrics	
Commercial Skills (Standard)	3 Stage refinishing process	
	3D measuring systems	
	Active lane keeping systems	
	Adhesive bonding	
	Adv Materials and composite repair	
	Aluminum bonding and structural repair	
	Aluminum Tools and minor repair	
	Collision Repair Skills	
	Color sand/ polish/ de-nib surfaces	
	Color Theory and matching principles	
	Estimating mechanical and electrical systems	
	Estimating hybrid and electrical vehicles	
	Estimating steering and suspension damage	
	Hybrid and electric vehicle repair	
	Hybrid vehicle battery/ charging systems	
	ICAR Collision Repair/ Refinish Skills	
	Mig/TIG/ Resistance spot welding	
	OEM Cert Toyota, Honda, VW, BMW, GM, Ford	
	Pillars, rockers, floors, rail replacement	
	Plastic and composite repair	
	product knowledge	
	R1234yf AC systems	
	Refinish Skills	
	Spray gun set up and maintenance	
	Steering, suspension and mechanical systems	
	Structural repair/ unibody alignment	
	Surface preparation	
	Vehicle Priming and Sealing	
	Computer Skills (Standard)	All Data application
		Car-O-Liner Measuring software

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

	CCC1 Software
	Mitchell Estimating
	MS Office Intermediate/ Advanced
	OEM Repair Process Retrieval
	Parts Trader- Parts Procurement software
	Quickbooks
	Repair Scanning Software
	Tesla Estimating/ parts software
	VOC Tracking
Continuous Improvement Skills	Just-in-time Inventory control/ protocol
	Lean Process and Integration
	Problem Solving and decision making skills
	Process Implementation
	Quality Assurance
	Root Cause Analysis
	Team Building
Hazardous Materials Skills	Emergency Clean Up Procedures
	Handling Chemicals and Clean Up Procedures
	Managing MSDS Sheets
Management Skills	Coaching Skills for supervisors
	Collaborative Leadership
	Creating Business Strategy
	Employee Engagement
	Understanding Finance and operational Metrics

<i>Delivery Method /Level</i>	<i>Productive Laboratory</i>
Training Type (Level)	Planned Course Offerings
Commercial Skills	3 Stage color match
	3D measuring set up/ analysis
	Aluminum Bonding
	Aluminum Repair
	Aluminum Welding
	Body Filler Methods
	Color Blending
	Color Tinting
	Estimating advanced vehicle systems
	Estimating Diagnosis
	Estimating Adv materials composite structures
	Estimating DRP procedures new tech
	Mig Brazing
	Rivet Bonding
	Scanning analysis

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

	Structural corrections with 3D measuring
	Structural Welding
PL Justification and Details	
Explain the need for productive laboratory (PL) training	Productive lab is needed as new technicians and estimators lack hands on training. Even those who attend vocational schools lack substantial hands on training and skills to perform job functions. Employees need to be trained by a journey-level technician at a trainer-to-trained ratio of 1:1. Training will be delivered by subject matter experts.
Describe the Equipment/Processes to be used in delivering the PL training	Equipment to be used will be resistance spot welders, mig (metal inert gas) welders, frame rack and measuring system, spray guns, spray booths, various hand tools, All-data IT, and estimatics. Training assignments will be in disciplines: Collision Repair and painting- body plastic repair, welding of structural parts, measuring frames and unibody structures, aluminum repair,
Describe Trainer Qualifications	Trainers will be experienced journey-level technicians. Technician trainers may be ICAR, ASE or master trained employees or outside consultants.
Trainer to Trainee Ratios - If more than one PL class the ratios are the lowest and the highest trainer-to-trainee ratio	Trainer
Ratio for One Class, or Minimum When More than One Class	1
Ratio for Maximum Ratio When More than One Class	1
PLT Approval	Yes

DELEGATION ORDER



**Training Proposal for:
E.A. Machining, Inc.**

Small Business

ET18-0156

Panel Meeting Date: February 22, 2018

ETP Regional Office: San Francisco Bay Area

Analyst: R. Jackson

CONTRACTOR

- Type of Industry: Manufacturing
Aerospace and Defense
Priority Industry: Yes No
- Number of Full-Time Employees
California: 9
Worldwide: 9
Number to be trained: 9
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: \$11,700
- In-Kind Contribution: \$14,040

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 SB <100 Priority Rate	Computer Skills, Cont. Imp., Mfg. Skills	9	8-60	0	\$1,300	\$18.22
				Weighted Avg: 50			

- Reimbursement Rate: \$26 SB Priority
- County: Santa Clara
- Occupations to be Trained: Machine Operators, Owners, Administrative Staff
- Union Representation: Yes No
- Health Benefits: N/A

SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: Delcam, Pasadena, Computer Skills
Adaptive Quaility Systems, Santa Rosa,
Continuous Improvement
Ganesh, Torrance, Continuous Improvement
Liberty Mutual, San Jose, Continuous
Improvement
CNC Solutions, Milpitas, Manufacturing Skills

OVERVIEW

Established in June 2001 and located in Santa Clara, E.A. Machining, Inc. (E.A. Machining) (www.eamachining.com) is a female/minority-owned machine shop specializing in manufacturing precision machined parts including electrical interconnect systems, high fluid transfer systems, conduit assemblies and high current connectors. The Company markets to customers in the aerospace, semiconductor manufacturing equipment, test and measurement, and electronics industries. E.A. Machining designs, engineers, and manufactures parts from customer specifications using Computer Numerically Controlled turning and milling centers. Its customer base includes Icore International, Creative Pathways and Millteck.

This is E.A. Machining’s fourth ETP Proposal, its third in the last five years. In its first Agreement, the Company only achieved part of its goals: AS9100 Certification and the integration of new Icore-required processes. The second ETP training proposal built upon the previous Agreement training to become more efficient and maintain AS9100 certification. This resulted in a 15% sales growth for 2013. EA Machining also reported a 20% increase in sales to Aerospace customers

and attributed part of that growth to improvements in manufacturing processes stemming from ETP-funded training. The third proposal included required AS9100 updates and skill upgrade topics in Continuous Improvement, Manufacturing and Computer Skills.

E.A. Machining is eligible for standard retraining under the Out-of-State Competition Provisions for industrially classified manufacturers retraining current full-time employees as a NAICS eligible entity. E.A. Machining is eligible as a Small Business with Priority Industry designations based on the size and type of the business.

Project Details

Training includes class/lab and e-learning training in Computer Skills, Continuous Improvement, and Manufacturing Skills for nine employees at its single Santa Clara location. While some curriculum titles are the same as listed in the previous Agreements, the training content is updated with new content, which has not been previously delivered.

E.A. Machining requests funds to;

- Improve manufacturing productivity by upgrading skills to meet revised AS9100 Rev. D. requirements
- Improve processes, including general safety training.
- Support cross-training to meet capacity and sales growth objectives.

Training will expand business by maintaining several certifications each with distinct requirements and benefits including California's Department of General Services Small Businesses certification, Western Regional Minority Supplier Development Council's Minority Owned Business Certification and Women's Business Enterprise National Council's Women Owned Certification. These certifications are central to expanding manufacturing capacity up to 25% and sales growth 10-15% in 2018. Government contracting entities reportedly set aside 5-25% of total annual contracting for eligible certification holders like E.A. Machining. The demand of the Company's customers to maintain these certifications drives their need to upgrade the skills of the workforce as supported by internal and external audit. E.A. Machining clarified that AS9100 certifications are annual and vary in content based on periodic audits, which helps the Company design, tailored training to address audit findings and maintain certification.

Training Plan

Training will be delivered by in-house experts and vendors via class/lab and E-learning in the following:

Computer Skills: Training will be provided to Machine Operators, Administrative Staff and Owners. Delcam is a software program required for developing equipment programming to manufacture parts. E2 Shoptech software will streamline production flow to increase efficiencies. Both E2 Shoptech and Delcam are products with frequent software updates.

Manufacturing Skills: Training will be provided to Machine Operators, Administrative Staff and Owners. Trainees must be proficient in operating and providing maintenance on multiple machines. Cross-training on all equipment will create a flexible workforce that will be able to meet production timeframes. Topics include General Safety and will be limited to no more than 10% of the total training hours.

Continuous Improvement: Training will be provided to Machine Operators, Administrative Staff and Owners in AS9100-rev. D to maintain the AS9100 certification. Cross training on topics such as Ganesh and Doosan Puma is required for Machine Operators to become efficient in running two to three machines instead of just specializing in one.

Commitment to Training

E.A. Machining spends an estimated \$5,000 annually on training for its sole California facility. Training includes topics such as Job Tracking, Work Orders, Data Sheets, Part Inspection, Quality, Dealing with Outside Vendors, Packing and Shipping Documentation and Human Resources training (i.e. company policies). ETP funding will compliment rather than displace the Company's training resources.

➤ Training Infrastructure

E.A. Machining is ready to begin training in January 2018. The Company has a dedicated training coordinator experienced with ETP project administration and several vendors to deliver training.

E-Learning

While the majority of the training will be delivered by in-house instructor led classroom training, Vendors will deliver some training topics via E-learning. The trainer-to-trainee ratios will not exceed 1:20. E-learning training will offer the Company additional ways to deliver training at the convenience of the training population.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0130	Santa Clara	7/1/16- 6/30/17	\$8,112	\$6,721 (83%)
ET15-0125	Santa Clara	7/1/14 - 6/30/15	\$10,400	\$8,320 (80%)
ET12-0438	Santa Clara	6/26/12- 12/25/13	\$10,920	\$4,611 (*42%)

*ET12-0438 Poor project performance was due to overestimation of training needs. The Company reassessed its training needs and was able to achieve its main goal of AS9100 Certification.

Exhibit B: Menu Curriculum**Class/Lab/ E-learning Hours**

8-60

CONTINUOUS IMPROVEMENT

- + AS 9100 Rev. D.
 - Quality Management
 - Quality Policy
 - Risk Management
 - Managing Resources
 - Quality Objectives
 - Environment and Operations
 - Document Control
 - Systems and Processes
 - Operational Planning and Control
 - Control of External Processes
 - Identification and Traceability
 - Monitoring/ Measurement
 - Management Review
 - Non-conformity and Corrective Actions
 - Internal Audit Preparation
 - External Audit Preparation

MANUFACTURING SKILLS

- + Machine Maintenance
- + Machine Operations Cross-Training
 - Puma
 - Ganesh
- + Non-Certified Safety Training
 - Prevention
 - Response
 - Reporting
- + Lean Manufacturing
- + Material Handling

COMPUTER SKILLS

- + E2 Shoptech
- + Delcam

Safety Training will be limited to 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



**Retrainee - Job Creation
Training Proposal for:
F. Lofrano & Son, Inc.**

Small Business \leq \$50,000

ET18-0160

Approval Date: January 19, 2018

ETP Regional Office: San Francisco Bay Area

Analyst: R. Jackson

CONTRACTOR

- Type of Industry: Services

 - Number of Full-Time Employees
 - California: 80
 - Worldwide: 80
 - Number to be trained: 43

 - Out-of-State Competition: No OSC
 - Special Employment Training (SET): Yes No
 - High Unemployment Area (HUA): Yes No
 - Turnover Rate: 18%
 - Repeat Contractor: Yes No
- Priority Industry: Yes No
- Owner Yes No

FUNDING

- Requested Amount: \$46,420
- 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 SET	Business Skills, Commercial Skills, Computer Skills, Cont. Imp., HazMat, PL-Commercial Skills	39	8-60	0	\$1,100	\$30.36
				Weighted Avg: 50			
2	SB<100 SET Job Creation	Business Skills, Commercial Skills, Computer Skills, Cont. Imp., HazMat, PL-Commercial Skills	4	8-60	0	\$880	\$15.18
				Weighted Avg: 40			

- Reimbursement Rate: Job #'s 1 & 2: \$22 SB Non-Priority
- County(ies): Marin, San Francisco
- Occupations to be Trained: Managers, Estimators, Administrative Staff, Technicians
- Union Representation: Yes
 No
- Health Benefits: Job #1: \$2.50 per hour

SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: ICAR, Los Angeles, Commercial Skills;
CCCOne, Tracy, Commercial Skills, Computer Skills;
PPG, Concord, Commercial Skills;
Advanced Collision Repair, San Rafael, Commercial Skills;
Finishmaster, Concord, Commercial, Hazardous Materials;
Owen & Company, Sacramento, Business Skills, Continuous Improvement, Hazardous Materials;
Robin Bastar CPA PC, San Rafael, Computer Skills, Business Skills, Continuous Improvement;
Synergy Management Consulting, San Francisco, Business Skills, Commercial Skills, Continuous Improvement;

OVERVIEW

Founded in 1974, F. Lofrano & Son, Inc. (Lofrano) (www.lofrano.com) (Lofrano) provides automotive repair services and sales of parts and accessories. The Company currently has five facilities in San Francisco and one in San Rafael (six total locations); two new shops were acquired in 2017, the most recent in September 2017.

The Company is eligible as a Special Employment Training Employer as outlined under title 22, CCR Section 4409.

PROJECT DETAILS

The first ETP agreement ended August 2017 and upgraded skills of the workforce to keep pace with rapidly changing technology in the industry. The training emphasized process improvements aimed to keep Lofrano competitive. As a result of training, the Company reportedly reduced cycle time by 3%.

This proposed agreement is concentrated on meeting the following company objectives:

- Upgrade skills of recent auto-repair graduates to fill gaps in training in academic environments versus the specialty equipment used in shops. New Technician graduates generally lack sufficient experience to work independently. Training addresses gaps in methods, strengthens tool use skills, and addresses an array of tasks to complete service jobs with a high level of precision. These new employees will also be trained by seasoned employees before they retire for succession planning, a growing industry wide phenomenon.
- Train new employees on software equipment recently purchased (including Post-Collision diagnostic equipment). The Company will be investing in new equipment to keep pace with rapid industry changes. Upgrading worker skills will help Lofrano remain competitive and increase the quality and safety of repairs.
- Increase growth. Lofrano is gaining customers by developing relationships with Direct Repair Programs such as insurance providers. However, to do business with these programs, the Company must remain current on industry specific training such as Inter-Industry Conference on Auto Collision Repair (ICAR) and Automotive Service Excellence (ASE).
- Continue to meet Corporate Average Fuel Economy (CAFÉ) standards. Lofrano continues to expand into an area of the automotive repair market which requires new equipment and certifications to service aluminum vehicles and trucks. The automotive collision repair industry has experienced changes to processes and materials as new vehicles must meet Corporate Average Fuel Economy (CAFE) standards. CAFE standards require a much higher level of fuel economy and vehicle weight is a significant factor. To meet these standards, manufacturers are reducing the weight of new vehicles by incorporating materials such as aluminum, ultra-high strength steels, borons, and composites. These new materials and methods of vehicle construction require different methods of repair. Alternative fuel, hybrid technology and electric vehicles also require different repair methods. These changes create the need to re-tool and retrain employees to handle the repairs and to provide accurate estimates.

Training Plan

Topics proposed are a mixture of new topics, topics not delivered in the last agreement and updated training content. Trainees will receive new content; training will not be duplicated. Training will begin upon approval and will be provided by in-house trainers and vendors.

Business Skills - Training will be provided to Administrative Staff, Estimators, and Managers. This training is necessary for employees to understand the sales and claims processes and understand how their job function impacts the total customer experience. Training will help the Company meet sales goals.

Commercial Skills - Training will be provided to Technicians, Estimators, and Managers. Training will include maintenance-service; new vehicle technologies; pre- and post-scan diagnostics; aluminum, electric and hybrid repair; and extended ICAR credentials. Topics will also include certification for BMW, Toyota, Ford, Chrysler, GM, Nissan and other specific original equipment manufacturers.

Computer Skills – Training will be provided to Administrative Staff, Estimators, and Managers. Training will help employees accurately assess current conditions, set objectives, notice trends and communicate in a high-flow environment. Training will enable the Company to use IT systems to track costs and plan production and service flow while communicating with customers and employees. Training will reduce waste and maximize efficiency and productivity.

Continuous Improvement - Training will be provided to all occupations to improve quality, cycle time, and cost efficiency by implementing Lean Production and Quality Control Process systems. Training will help identify root causes of service, production and flow issues and provide solutions to improve quality and reduce waste.

Hazardous Materials – Training will be delivered to Technicians, Administrative Staff, Estimators and Managers and will cover hazardous materials handling and disposal. Toxic debris, waste, and other contaminated materials are often processed during automotive repair work. Training will give trainees the skill sets needed to manage materials encountered during collision repair and clean-up.

Productive Laboratory (PL)

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.

The Company has identified 18 Technicians that will receive PL training in Commercial Skills. PL training will supplement Class/Lab training. Class/Lab training will specify the scope of work, explain the process and needed equipment, and reinforce standards and specifications knowledge. In PL, the trainer will observe the employee perform the task, provide feedback, assist with re-work if necessary, and ensure that tasks have been performed correctly. The trainer will evaluate trainees for process proficiency. The trainer-to-trainee ratio will not exceed 1:1, and PL will be capped at 24 hours per trainee.

Retrainee - Job Creation

In 2016-17, Lofrano opened its fifth and six service locations in San Francisco and needs to hire and train four employees. The Company projects a 15% (2019) revenue growth from parts and automotive repair services from entering a niche market offering specialty repairs to service trucks and new aluminum vehicles supported mainly by Direct Repair Programs.

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 the contract.

Commitment to Training

ETP funding will not displace Lofrano’s financial commitment to training. The Company is ready to begin training immediately after approval. The Company has a dedicated training coordinator experienced with ETP project administration and has identified several vendors to deliver training. The Company reports an annual training budget of \$95,000 for all Bay area locations combined for orientations, policy updates, basic skills training, sexual harassment prevention training and any legally required training not included in this training proposal.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0162	San Francisco	9/1/2015- 8/31/2017	\$39,512	\$36,325 (92%)

Exhibit B: Menu Curriculum**Class/Lab Hours**

8 – 60

Trainees may receive any of the following:

BUSINESS SKILLS

- Customer Care Skills
 - Positive Customer Experience
 - Service and Quality Orientation Development
 - Service Matrix for Customer Service
 - Customer Advocacy
 - Customer Retention
- Advanced Sales and Marketing Skills
 - Sales Forecasting
 - Sales Performance Measurement and Reporting
 - Sales: Customer Success
 - Sales Procedures & Strategies
 - Digital Marketing Skills
 - Professional Presence
- Business Networking and Social Media
- Business Analysis Foundation and Competencies
- Business Performance
- Resources Management
- Smarter Business Objectives
- Risk Management
- Facilitation Skills
- Communication Skills
- Future Workforce Hiring and Developing
- Future Leaders
- Strategy/ Business Acumen
- Financial Strategies

COMMERCIAL SKILLS

- I-CAR Collision Repair Certification Skills
- Pre and Post Scan Diagnostics
- Refinishing Skills
 - Trim & Hardware
 - Surface Preparation
 - Vehicle Priming/Sealing
 - Paint Spray Guns Maintenance & Set-up
 - Corrosion Protection Process
 - Sand, Buff & Detail
 - Color Theory & Tints
 - Blending Techniques
 - New Technologies
- Structural Repair
 - Spot Welded Panel Replacement
 - Advanced High-Strength Steel
 - Three-Dimensional Measuring
 - Structural Straightening Steel
 - Stationary Glass
 - Replacement of Steel Unitized Parts

- Heating and Cooling Systems
- Air Conditioning Systems
- Straightening of Steel Unitized Parts
- Repair & Replacement of Outer Body Panels
- High Strength Steels
- Aluminum Repair Processes
- MIG Welding Skills
- Straightening Structural Damage
- Pillars, Rocker Panels, Rails, Front Structures & Floor Pan Replacement
- Steering & Suspension Systems
- Advanced Vehicle Systems
- Composite Materials and Bonding Techniques
- Non-Structural Vehicle Repair Skills
 - Remove & Install Trim & Hardware
 - Adhesive Bonding
 - Automotive Foams
 - Advanced High-Strength Steel
 - Bolted-on Part Replacement
 - Movable Glass
 - Cosmetic Steel Straightening
 - Plastic Repair
 - Lighting System
 - Diagnose Wind Noise & Water Leaks
 - Aluminum Cosmetic Damage
 - Spot Welding
 - Welded and Adhesively Bonded Panel Replacement
 - Aluminum Panel Repair and Replacement
 - Composite Repair
 - Hazardous Materials
- Estimating Skills
 - Damage Report Writing
 - Frontal Impact Non-Structural Damage Analysis
 - Side Impact Non-Structural Damage Analysis
 - Rear Impact Non-Structural Damage Analysis
 - Recycled Parts
 - Restraint Damage Analysis
 - Vandalism Damage Analysis
 - Parts Ordering and Scheduling
 - Damage Analysis of Advanced materials
 - Steering & Suspension System Damage Analysis
 - Damage on Non-Drivable Vehicles
 - Electrical/Mechanical Systems
 - Stationary Glass
 - Advanced Vehicle Systems
 - Frontal Impact Structural Damage Analysis
 - Side Impact Structural Damage Analysis
 - Rear Impact Structural Damage Analysis
 - Flood and Fire Damage Analysis
 - Tear Down and Blueprinting Process
- Vehicle Operation, Maintenance, & Troubleshooting
- Alternative Fuel & Hybrid Vehicle Repair and Diagnostics
- Service Procedures & Scheduling
- Product Knowledge

- OEM (Original Equipment Manufacturer) Knowledge/Skills and New Technologies
 - Toyota, Ford, Chrysler, Nissan, Honda, BMW, M-Benz, Tesla

COMPUTER SKILLS

- *CCCOne Software*
 - Job Costing
 - Production Flow
 - Production Planning - ETA Times & Dates
 - Internal & External Customer Communication
- Mitchell & Mitchell Repair Center Software
- Parts Ordering Software
- Alldata Software
- Computer Networking
- Microsoft Office Suite
- Server Maintenance & Administration
- Office 365
- Information Security Program

CONTINUOUS IMPROVEMENT SKILLS

- Embracing Change
- Time Management
- Culture of Learning
- Effective Learning
- Accountability and Positive Assertiveness
- Leadership Skills
- Teambuilding
- LEAN Concepts
- Process/Quality Improvement
- Problem Solving/Intuitive Decision Making Skills'
- Conceptual Thinking
- Evaluating and Leading Others

HAZARDOUS MATERIALS

- Environmental Management of Hazardous Materials
- Hazardous Materials Handling
- Volatile Organic Compound (VOC) Tracking
- Hazardous Airborne Pollutant Reduction
- Hazardous Material Storage and Disposal
- Emergency Clean-Up
- Registration, Evaluation, Authorization & Restriction of Chemical Substances
- PPE and Its Proper Use and Maintenance

PL Hours

0 – 24

COMMERCIAL SKILLS (limited trainer to trainee ratio 1:1)

- Pre and Post Scan Diagnostics
- Body Filler Methods
- Structural Resistance Spot Welding
- Mig Brazing

- Color Tinting
- Spraying/Blending
- Measuring Vehicle Structures
- Alignment Process for Unitized Vehicles
- Alignment Process for Full-Frame Vehicles
- Aluminum Repair
- Technical Estimating Skills
- Vehicle Operation, Maintenance, & Troubleshooting
- Alternative Fuel & Hybrid Vehicle Repair and Diagnostics
- OEM (Original Equipment Manufacturer) Knowledge/Skills and New Technologies
 - Toyota, Ford, Chrysler, Nissan, Honda, BMW, M-Benz, Tesla

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

Note: Reimbursement for retraining is capped at 60 total training hours per-trainee, regardless of method of delivery. PL is limited to 24 hours per trainee.



**TRAINING PROPOSAL FOR
Frontier Water Systems, LLC
18-0637**

Panel Meeting Date: 02/22/2018
Delegation Order Date: 01/24/2018
Regional Office: San Diego Regional Office
Analyst Name: Maria Ibarra
Type of Proposal: Single Employer (SB), Small Business Program
Funding Source: Out of State Competition

FUNDING OVERVIEW

Provided here is a summary of the funding for the proposed Training Project.

TOTAL ETP FUNDING:		\$ 28,080.00	
Program & Admin Cost	Support Cost (\$)	Substantial Contribution (\$)	Total In-Kind
\$ 28,080.00	N/A	\$ 0.00	\$ 65,300.00

APPLICANT PROFILE

Company Summary	Frontier Water Systems, LLC (FWS) (www.frontierwater.com) is a supplier of premium engineered equipment packages for high-rate treatment of selenium, nitrates, and metals from water.
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Industry Sector(s)	Manufacturing
Priority Industry	Yes
No. Employees (Applicant)	State: 20 US: 24 World Wide: 24
Turnover Rate (Applicant)	14.00 %
Repeat Contractor	No
High Unemployment Area	No

Union(s)	N/A
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TRAINING PROFILE

Training Objective(s)	FWS is dedicated to providing training to support overall business growth.
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Training is summarized below, with additional details in *Attachment 1 - Group and Job Title Details* of this Panel Proposal.

#	Group Characteristics	# Of Trainees	Reimbursement Rate	Weighted Avg. Hours	Cost Per Trainee	Min-Max Hours
1	Retrainee	20	\$ 26.00	54	\$ 1404	8 - 140

PROPOSED TRAINING PROJECT DETAILS

1. Company Background

Founded in 2013 and headquartered in San Diego, FWS manufactures bioreactor equipment packages that biologically treats and removes selenium, mercury, arsenic, and nitrates from water and Flue Gas Desulfurization (FGD) wastewater. (FGD is a set of technologies used to remove sulfur dioxide from exhaust flue gasses of fossil-fuel power plants and other facilities.) Customers include power generation, mining, agriculture, and oil and gas industries.

2. Current Training Project Details

Purpose of Training	<p>Training is driven by the Company's unprecedented growth. In 2016, FWS's revenue increased by 175%. By the end of 2017, growth increased 10 times more. In 2015, the number of employees increased from 12 to 24. Consequently, FWS projects to hire another 10 employees in the next two years. The Company will be expanding its current location by 5,000-square-feet to house growing staff and the Company's research and development section.</p> <p>FWS is also exploring new services such as treatment of groundwater (water found underground in the cracks and spaces in soil, sand, and rock) prior to discharge for foundation dewatering (water removal). This market increases the complexity of the current treatment system design; thereby, necessitating training and employee development specific to these services.</p> <p>The Company also invested \$58K for a new Enterprise Resource Planning (ERP) system (to be implemented in February 2018) and other software upgrades. Upgrades will allow the Company to effectively automate back office functions, integrate business and manufacturing processes, and facilitate the flow of information.</p> <p>ETP funding will allow the Company to provide training and development necessary to successfully support increasing demand and properly service new markets. Funding will help the Company be proficient in different and emerging technologies and markets within the industry.</p> <p>Newly-hired workers will be incorporated with the incumbent trainee population. As such, no Job Creation component is included in this project.</p>
Training Infrastructure and Administrative Plan	<p>FWS's Owner, Controller, and Department Heads will schedule and coordinate training. The Owner and Controller will also submit a copy of completed attendance rosters to the third-party administrative subcontractor for uploading in the ETP online system; manage and oversee the ETP contract; and meet with ETP field staff during monitoring visits.</p> <p>Training will be conducted by in-house subject-matter experts and,</p>

PROPOSED TRAINING PROJECT DETAILS

	if necessary, vendors. The Company is ready to start ETP-funded training at contract approval.
Marketing Plan (MEC Only)	N/A
Support Cost Description (MEC Only)	N/A
Substantial Contribution Description	N/A

3. Curriculum Summary

Provided here is a summary of the curriculum that will be delivered. *Attachment 2 - Training Delivery and Curriculum Listing* provides full detail on the training that will be provided.

Delivery Method/Level	Classroom/Simulated Laboratory
Summary	
Training in Business, Computer, Continuous Improvement, Hazardous Materials, and Manufacturing Skills will be provided to approximately 20 workers (Administrative Support Staff, Engineer, Production, Supervisor/Manager, and Owner).	

Delivery Method/Level	E-Learning - Instructor Led/Distance Learning
Summary	
Training in Business, Computer, Continuous Improvement, and Manufacturing Skills will be provided to approximately 20 workers (Administrative Support Staff, Engineer, Production, Supervisor/Manager, and Owner).	

4. Additional Company or Training Project Details

Increase in Maximum Training Hours

FWS is requesting a modification to the Small Business maximum hour cap. The Company conducted an extensive training needs assessment and provided ETP field staff with a robust training plan that reflects critical training of between 140 and 244 hours necessary for its workforce. Thus, the Company requests to increase in the maximum hours from 60 to 140 with an average of 54 hours for all trainees.

Extended Contract Term

FWS also requests an additional 12 months in the term of contract, from 12 to 24 months, to better align the Company's aforementioned plan to support its training initiatives within the organization.

PROPOSED TRAINING PROJECT DETAILS

4.1 Program Waivers

N/A

4.2 Subcontractor Summary

The applicant has retained the services of the following Subcontractor(s).

Subcontractor Type	Subcontractor Name	City	Service Cost or Percentage
Development	Training Funding Source	Seal Beach	\$ 1,900.00
Administrative	Training Funding Source	Seal Beach	Not to exceed 13% of earned funds
Training	None selected to date	N/A	N/A

4.3 Previous ETP Project Summary

N/A

4.4 Supporting Panel Proposal Documentation

Attachments 1 and 2 provide additional application details on the intended training population, the detailed curriculum, and associated program characteristics that are related to this proposed Training Project.

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

<i>Delivery Method /Level</i>	<i>Classroom/Simulated Laboratory</i>
Training Type (Level)	Planned Course Offerings
Business Skills	Budgeting and Financial Management
	Client Relations
	Coaching/Communication Skill
	Customer Relations
	Goal Setting
	Leadership
	Planning
	Project Management
	Sales/Marketing, Proposal and Business Development
	Technical Editing and Writing
Computer Skills (Standard)	Accounting Software
	Adobe (PDF, InDesign, Photoshop, Illustrator, etc.
	Computer Graphics, Design & Drafting
	Electronic Deliverables
	Element Laboratory Information Management System
	HR/Payroll System
	Microsoft Office
	New ERP Software
Continuous Improvement Skills	Lean Process Improvement
	Problem Solving
	Productivity Improvement
	Quality Assurance/Quality Control
	Teambuilding
Hazardous Materials Skills	Hazardous Communication/Operations
Manufacturing Skills (ME) (Standard)	Chemistry
	Equipment Operations & Maintenance
	Field Analytical Test Methods
	Inorganics, Ion Chromatography (IC) Analysis
	Instrumentation
	Jobsite Work Procedures
	Laboratory Analytical Test Methods
	Metals, Microbiology Analysis
	Product/Service Knowledge
	Sample Processing
	Spectral Techniques
	Work Procedures

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

<i>Delivery Method /Level</i>	<i>E-Learning – Instructor Led/Distance Learning</i>
Training Type (Level)	Planned Course Offerings
Business Skills	Budgeting and Financial Management
	Human Resources
	Project Management
	Sales/Marketing, Proposal and Business Development
Computer Skills (Standard)	Accounting
	HR/Payroll
	Microsoft Office
Continuous Improvement Skills	Lean Process Improvement
Manufacturing Skills (ME) (Standard)	Equipment Operations & Maintenance
	Product Knowledge
	Instrumentation and Process Control
	Techniques Applied Process Control (TAPC)



**TRAINING PROPOSAL FOR
Italian Windows and Doors, LLC
18-0646**

Panel Meeting Date: 01/24/2018

Regional Office: San Diego Regional Office

Analyst Name: Joe Davey

Type of Proposal: Single Employer (SB), Small Business Program

Funding Source: Out-of-State Competition

FUNDING OVERVIEW

Provided here is a summary of the funding for the proposed Training Project.

TOTAL ETP FUNDING:		\$16,640.00	
Program & Admin Cost	Support Cost (\$)	Substantial Contribution (\$)	Total In-Kind
\$16,640.00	N/A	\$0.00	\$29,555.20

APPLICANT PROFILE

Company Summary	Italian Windows and Doors, LLC (IWD) is a custom window and door manufacturer and wholesaler for residential and commercial builders and building owners worldwide.
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Industry Sector(s)	Manufacturing		
Priority Industry	Yes		
No. Employees (Applicant)	State: 14	US: 14	World Wide: 14
Turnover Rate (Applicant)	0.00%		
Repeat Contractor	No		
High Unemployment Area	No		
Union(s)	N/A		

TRAINING PROFILE

Training Objective(s)	Training in Business, Computer and Commercial Skills will give trainees the skills to develop new products and expand its customer base.
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Training is summarized below, with additional details in *Attachment 1 - Group and Job Title Details* of this Panel Proposal.

#	Group Characteristics	# Of Trainees	Reimbursement Rate	Weighted Avg. Hours	Cost Per Trainee	Min-Max Hours
1	Owner, Retrainee	1	\$26.00	40	\$1040	8 - 60
1	Retrainee	13	\$26.00	40	\$1040	8 - 60
2	Job Creation – Retrainee Initiative Program, Retrainee	2	\$26.00	40	\$1040	8 - 60

PROPOSED TRAINING PROJECT DETAILS

1. Company Background

Founded in 2014 and located in Costa Mesa, manufactures custom windows and doors to exact specifications to complement the aesthetic and architectural quality of residential and commercial structures. The Company must satisfy the client's need for high-quality, high-value doors and windows by approaching all projects with flexibility and on-time delivery.

This will be IWD's first ETP Agreement.

2. Current Training Project Details

Purpose of Training	<p>IWD is producing a new line of residential windows, and must train its workers to design and manufacture these new products. In addition, the Company is expanding its customer base into new markets nationwide and overseas. In order to meet these challenges, IWD must train its workers in Business, Computer and Commercial skills.</p> <p>Training will help Drafters and Project Managers gain the skills to customize products to fit each client's needs and meet building codes. Sales staff need training in Business Skills to understand how to adapt and sell the Company's new product lines. Technical staff need training in the latest version of AutoCAD and SolidWorks software to efficiently design the Company's new products. Office and Accounting staff must learn the skills to meet the Company's growing business needs.</p>
Training Infrastructure and Administrative Plan	<p>The Office Manager will oversee project administration. The Training Manager will ensure that training is scheduled, that rosters are completed correctly, and will work with Welsh Advisors who will assist in project management.</p> <p>The Company has a training plan in place and is ready to begin training upon approval. Training will be delivered by in-house experts and vendors as needed.</p>
Marketing Plan (MEC Only)	N/A
Support Cost Description (MEC Only)	N/A
Substantial Contribution Description	N/A

PROPOSED TRAINING PROJECT DETAILS

3. Curriculum Summary

A summary of the curriculum is provided below. See *Attachment 2 - Training Delivery and Curriculum Listing* for more details.

Delivery Method/Level	Classroom/Simulated Laboratory
Summary	
All occupations will receive training in Business, Computer and Commercial Skills listed under Attachment 2.	

4. Additional Company or Training 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.

IWD is expanding its customer base and offering new products. In order to accommodate these changes, the Company will add two new employees over the term of the contract. IWD understands that trainees must be hired into net-new jobs.

4.1 Program Waivers

N/A

4.2 Subcontractor Summary

IWD has retained the services of the following Subcontractor.

Subcontractor Type	Subcontractor Name	City	Service Cost or Percentage
Development	Welsh Advisors, Inc.	Anaheim	\$1,996.80
Administrative	Welsh Advisors, Inc.	Anaheim	13.00% of payment earned
Training	None selected to date	N/A	N/A

4.3 Previous ETP Project Summary

N/A

4.4 Supporting Panel Proposal Documentation

Attachments 1 and 2 provide details on the training, curriculum and program characteristics.

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

<i>Delivery Method /Level</i>	<i>Classroom/Simulated Laboratory</i>
Training Type (Level)	Planned Course Offerings
Business Skills	Communication Skills
	Customer Service
	Leadership Skills
	Marketing Skills
	Project Management
	Teambuilding Skills
Commercial Skills (Standard)	Blueprint Reading
	Building Codes and Updates
	Logistics
	Product, Engineering and Design Practices
	Production Skills
Computer Skills (Standard)	Accounting Software
	Autocad
	Microsoft Office



**TRAINING PROPOSAL FOR
NL&A Collections, Inc.
17-0945**

Panel Meeting Date: 02/22/2018
Regional Office: North Hollywood Regional Office
Analyst Name: Monique Webb
Type of Proposal: Single Employer (SB), Small Business Program
Funding Source: Out-of-State Competition

FUNDING OVERVIEW

Provided here is a summary of the funding for the proposed Training Project.

TOTAL ETP FUNDING: \$14,300.00			
Program & Admin Cost	Support Cost (\$)	Substantial Contribution (\$)	Total In-Kind
\$14,300.00	N/A	\$0.00	\$16,000.00

APPLICANT PROFILE

Company Summary	NL&A Collections, Inc. (Nova) designs, manufactures and distributes products such as lamps, light fixtures, wall décor and accent furniture.
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Industry Sector(s)	Trade (Wholesale)
Priority Industry	Yes
No. Employees (Applicant)	State: 17 US: 18 World Wide: 42
Turnover Rate (Applicant)	18.00 %
Repeat Contractor	Yes
High Unemployment Area	Yes
Union(s)	N/A

TRAINING PROFILE

Training Objective(s)	Training will continue to implement new business functions to fully integrate all manual tasks into the Company's ERP System, and improve customer service and sales techniques.
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Training is summarized below, with additional details in *Attachment 1 - Group and Job Title Details* of this Panel Proposal.

#	Group Characteristics	# Of Trainees	Reimbursement Rate	Weighted Avg. Hours	Cost Per Trainee	Min-Max Hours
1	Owner, Retrainee	2	\$26.00	55	\$1,430	8 - 60
1	Retrainee	8	\$26.00	55	\$1,430	8 - 60

PROPOSED TRAINING PROJECT DETAILS

1. Company Background

Founded in 1923 and headquartered in Huntington Beach, Nova designs and manufactures lamps, wall décor and accent furniture. Products also include a line of three-dimensional metal crafts for wall art, table and floor sculpture and functional art. Customers include furniture stores, lighting stores, Ecommerce, and contracted work with hospitality hotels.

2. Current Training Project Details

Purpose of Training	<p>This will be Nova's sixth ETP Agreement, and the fifth in the last five years. Past training focused on wholesale and distribution of NOVA lamps imported from China and Mexico. The Company now manufactures its products in Mexico, while its U.S. location designs, renders, assembles and distributes NOVA products.</p> <p>The Company hired Sales Staff to market, bring in new clientele and increase sales. Workers will receive training on Nova products and sales techniques to improve its sale tactics and meet customer needs.</p> <p>Computer Skills training will introduce staff to new upgrades and functions implemented September 2017. Training will improve efficiencies and increase productivity. Manufacturing Skills will improve item set up, inventory, and work flow. The proposed curriculum consists of new courses and topics repeated from the previous agreements, which were not fully covered in the previous project. There will be no duplication of training.</p>
Training Infrastructure and Administrative Plan	<p>Accounting Staff will perform all administrative duties including tracking training hours, collecting documentation, enrolling staff, and meeting with ETP Staff.</p> <p>Training will be delivered by in-house instructors.</p>
Marketing Plan (MEC Only)	N/A
Support Cost Description (MEC Only)	N/A
Substantial Contribution Description	N/A

PROPOSED TRAINING PROJECT DETAILS

3. Curriculum Summary

A summary of the curriculum is provided below. See *Attachment 2 - Training Delivery and Curriculum Listing* for more details.

Delivery Method/Level	Classroom/Simulated Laboratory
Summary	
All occupations will receive Business, Computer and Manufacturing Skills training.	

4. Additional Company or Training Project Details

4.1 Program Waivers

N/A

4.2 Subcontractor Summary

N/A

4.3 Previous ETP Project Summary

The table below summarizes Contractor's performance under prior ETP contracts completed within the last five years.

Previous Contract Activity					
Agreement Number	Location(s)	Term	Approved Amount	Project Earnings	Performance Percentage
ET17-0246	Huntington Park	10/04/16-10/03/17	\$22,048	\$16,848	76%
ET16-0248	Huntington Park	10/23/15-10/22/16	\$23,400	\$22,438	96%
ET14-0215	Huntington Park	11/18/13-11/17/14	\$31,460	\$23,088	73%
ET13-0159	Huntington Park	09/19/12-09/18/13	\$45,240	\$28,469	63%
Notes	ET13-0159: Due to production demands, training was not delivered as originally planned. However, in subsequent project, the Company rectified this issue and improved performance.				

4.4 Supporting Panel Proposal Documentation

Attachments 1 and 2 provide details on the training, curriculum and program characteristics.

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

<i>Delivery Method /Level</i>	<i>Classroom/Simulated Laboratory</i>
Training Type (Level)	Planned Course Offerings
Business Skills	Customer Service and Support
	Dispute and Freight Claim Issues
	Product Knowledge and Management
	Quality and Product Compliance
	Sales Techniques
Computer Skills (Standard)	Commission and Royalty Structure
	Ecommerce Inventory Feed and Mapping
	Ecommerce External Portal and ERP system integration
	Ecommerce FTP System Training
	ERP Sales Pipeline and Sales Lead Software
	Financial Budgeting and Actual Reporting Software
	General Ledger
	General NetSuite Training
	Inventory Demand Planning, Auto Order Point
	Monthly Mapping of Inventory in ERP System
	ODBC Module
	Partner Center Access Control
	Photoshop to Create Mix & Match Design Program
	Reporting
Manufacturing Skills (ME) (Standard)	BOM and Work Order Flow
	How to Merge the Item and Set-Up in NetSuite
	Inventory Planning
	Item Set-Up
	Packaging and Prevent Damage and Defects
	Parts Material Training
	Warehouse Management



**TRAINING PROPOSAL FOR
PacMin Incorporated
18-0636**

Panel Meeting Date: 02/22/2018
Regional Office: San Diego Regional Office
Analyst Name: Maria Ibarra
Type of Proposal: Single Employer (SB), Small Business Program
Funding Source: Out-of-State Competition

FUNDING OVERVIEW

Provided here is a summary of the funding for the proposed Training Project.

TOTAL ETP FUNDING: \$49,504.00			
Program & Admin Cost	Support Cost (\$)	Substantial Contribution (\$)	Total In-Kind
\$49,504.00	N/A	\$0.00	\$95,400.00

APPLICANT PROFILE

Company Summary	PacMin Incorporated dba Pacific Miniatures (PacMin) (www.pacmin.com) manufactures custom scale model commercial and military aircraft.
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Industry Sector(s)	Manufacturing
Priority Industry	Yes
No. Employees (Applicant)	State: 81 US: 81 World Wide: 168
Turnover Rate (Applicant)	12.00 %
Repeat Contractor	Yes
High Unemployment Area	No
Union(s)	N/A

TRAINING PROFILE

Training Objective(s)	Training will not only build upon equipment and Lean Manufacturing training delivered in the last two ETP projects, but also provide workers and leadership team with new operating systems and methods to help improve overall business and manufacturing processes.
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Training is summarized below, with additional details in *Attachment 1 - Group and Job Title Details* of this Panel Proposal.

#	Group Characteristics	# Of Trainees	Reimbursement Rate	Weighted Avg. Hours	Cost Per Trainee	Min-Max Hours
1	Owner, Retrainee	2	\$26.00	34	\$884	8 - 60
1	Retrainee	51	\$26.00	34	\$884	8 - 60
2	Job Creation – Retrainee Initiative Program, Retrainee	3	\$26.00	34	\$884	8 - 60

PROPOSED TRAINING PROJECT DETAILS

1. Company Background

Founded in 1946 and located in Fullerton, PacMin manufactures miniature aircraft scale models, mock-ups, cutaways, and prototypes for corporate awards, product launches, special events marketing and education exhibits. The product line has expanded to include other promotional items including larger scale cutaway models, fine art paintings, and globes. PacMin provides visually-dynamic marketing solutions for aircraft, aviation, and aerospace manufacturers. Customers include Boeing, Airbus, American and Delta Airlines, Cessna and Learjet.

2. Current Training Project Details

Purpose of Training	<p>This will be PacMin's third ETP Agreement, and the third in the last five years. Previous training focused on enhancing business and manufacturing processes and improving product quality to support business growth. PacMin provided significant training and cross-training in new silkscreen press machines and other equipment. PacMin also implemented a Lean Manufacturing training initiative which focused on eliminating rework and reducing scrap.</p> <p>Coupled with its continuous commitment to improve business and manufacturing processes, PacMin is further investing in its team members and leadership. PacMin is committed to a workforce with a uniform vision; focus, discipline and accountability; and to helping workers become more cohesive, functional and professionally healthy.</p> <p>To realize this goal, the Company is implementing the following new business operating systems and methods:</p> <ul style="list-style-type: none">• Entrepreneurial Operating System (EOS) model will assist the Company systematically improve its operating, leadership team. The EOS model is a complete set of simple concepts and practical tools, similar to Lean Methodology, to be utilized by the Company's leadership team to focus on each department's growth and improvement goals;• Accountable, Responsible, Consulted, and Informed (ARCI) methodology will provide multiple departments and key employees better project management to stay ahead of deadlines as well as ensure products are delivered on time and at quality standards. The ARCI method is a system for identifying exactly who is responsible for each step of the manufacturing process required to complete a project; and• Performance Management System that will allow workers in management, departmental, and employee level to be accountable for providing timely feedback to better understand and assess performance measures up to company standards.
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PROPOSED TRAINING PROJECT DETAILS

	ETP funding will once again allow the Company to maintain a highly-skilled and efficient small business workforce to successfully support the aforementioned business goals and stay viable in the marketplace.
Training Infrastructure and Administrative Plan	<p>PacMin has retained an administrative subcontractor to assist with ETP project administration. The Human Resources staff will schedule training, ensure attendance rosters are completed accurately, and administer and manage the ETP project. HR staff will also submit a copy to the administrative subcontractor for uploading into the ETP Online System and meet with ETP field staff during monitoring meetings.</p> <p>Training will be conducted by in-house experts and vendors if needed. The Company is ready to start ETP-funded training at contract approval.</p>
Marketing Plan (MEC Only)	N/A
Support Cost Description (MEC Only)	N/A
Substantial Contribution Description	N/A

3. Curriculum Summary

A summary of the curriculum is provided below. See *Attachment 2 - Training Delivery and Curriculum Listing* for more details.

Delivery Method/Level	Classroom/Simulated Laboratory
Summary	
All occupations will receive training in Business and Manufacturing Skills.	

Delivery Method/Level	E-Learning - Computer Based Training (CBT)
Summary	
All occupations will receive training in Business Skills.	

4. Additional Company or Training 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.

PacMin is expanding its product offerings, specifically, in projection models (models that have 3D projection cast for displays/presentations), dioramas of cities/places, and 1:1 scale models. To

PROPOSED TRAINING PROJECT DETAILS

support expansion of existing business capacity in its existing service offerings, PacMin has committed to hire approximately three new Production Staff (as shown in Group 2). The date-of-hire for 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.

4.1 Program Waivers

N/A

4.2 Subcontractor Summary

PacMin has retained the services of the following Subcontractor.

Subcontractor Type	Subcontractor Name	City	Service Cost or Percentage
Development	Training Funding Source	Seal Beach	\$2,900.00
Administrative	Training Funding Source	Seal Beach	13.00% of payment earned
Training	None selected to date	N/A	N/A

4.3 Previous ETP Project Summary

The table below summarizes Contractor's performance under prior ETP contract) completed within the last five years.

Previous Contract Activity					
Agreement Number	Location(s)	Term	Approved Amount	Project Earnings	Performance Percentage
ET16-0270	Fullerton	11/4/15 – 11/3/17	\$49,400	\$49,400	100%
ET13-0404	Fullerton	6/24/13 – 6/23/15	\$49,348	\$48,521	98%

4.4 Supporting Panel Proposal Documentation

Attachments 1 and 2 provided details on the training, curriculum and program characteristics.

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

<i>Delivery Method /Level</i>	<i>Classroom/Simulated Laboratory</i>	
Training Type (Level)	Planned Course Offerings	
Business Skills	Accounting	
	Business Writing	
	Communication Skills	
	Email Etiquette	
	Entrepreneurial Operating System Systems	
	Goal Setting	
	Leadership	
	Meeting Etiquette	
	Performance Management	
	Succession Planning	
	Team Building	
	Work Processes/Procedures	
Manufacturing Skills (ME) (Standard)	5S	
	Continuous Flow	
	Equipment Operations and Maintenance	
	Inventory Control	
	Kaizen	
	Kanban and Pull Systems	
	Labor Reporting	
	Learning Aircraft Scale	
	Manufacturing Techniques (ARCI)	
	Materials Management	
	Shop Tool/Machine Use	
	Single Piece Flow	
	Six Sigma	
	Supply Chain Management	
Value Stream Mapping		

<i>Delivery Method /Level</i>	<i>E-Learning – Computer Based Training (CBT)</i>	
Training Type (Level)	Planned Course Offerings	Standard Hours
Business Skills	Analyze Problems and Make Decisions	3.00
	Inventory	3.00
	Negotiation	3.00
	Next Gen Business Leaders	8.00
	Purchasing	3.00
	Time Management	1.00
	Warehouse Management	3.00



**TRAINING PROPOSAL FOR
PlanetTogether, Inc.
18-0572**

Panel Meeting Date: 02/22/2018
Delegation Order Date: 01/23/2018
Regional Office: San Diego Regional Office
Analyst Name: Cassandra Clady
Type of Proposal: Single Employer (SB), Small Business Program
Funding Source: Out of State Competition

FUNDING OVERVIEW

Provided here is a summary of the funding for the proposed Training Project.

TOTAL ETP FUNDING:		\$ 15,600.00	
Program & Admin Cost	Support Cost (\$)	Substantial Contribution (\$)	Total In-Kind
\$ 15,600.00	N/A	\$ 0.00	\$ 25,500.00

APPLICANT PROFILE

Company Summary	PlanetTogether, Inc. (PlanetTogether) is a technology and research company that designs scheduling and product planning software.
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Industry Sector(s)	Information
Priority Industry	Yes
No. Employees (Applicant)	State: 10 US: 14 World Wide: 14
Turnover Rate (Applicant)	0.00 %
Repeat Contractor	No
High Unemployment Area	No
Union(s)	N/A

TRAINING PROFILE

Training Objective(s)	Training will provide employees with hard and soft skills necessary to keep the Company competitive in the industry.
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Training is summarized below, with additional details in *Attachment 1 - Group and Job Title Details* of this Panel Proposal.

#	Group Characteristics	# Of Trainees	Reimbursement Rate	Weighted Avg. Hours	Cost Per Trainee	Min-Max Hours
1	Retrainee	10	\$ 26.00	60	\$ 1560	8 - 60

PROPOSED TRAINING PROJECT DETAILS

1. Company Background

Founded in 2004 and headquartered in Encinitas, PlanetTogether manufactures and distributes scheduling, optimization, analytics, and production planning software. The Company's products allow manufacturing plants to gather data to improve production. In addition, the Company software can automate production scheduling for greater resource utilization and shorten lead-times for fast, on-time delivery.

PlanetTogether's customer base includes distributors and manufacturers in the aerospace, spices and seasoning, consumer packaging, and beer brewing industries. Major clients include New Belgium and Johnson & Johnson.

2. Current Training Project Details

Purpose of Training	PlanetTogether strives to provide the best possible product solutions for customers. To achieve this, the Company constantly adds new software features and custom add-ons. Hard skills training will be offered to allow the Company to expand and update new software. Additionally, employees will receive soft skills training focused on conflict resolution, customer service, sales/marketing, six sigma, and time management so employees can work with customers to find solutions.
Training Infrastructure and Administrative Plan	<p>PlanetTogether has designated the Administrative Manager as the administrator of the ETP proposal to collect and verify forms. The Administrative Manager and Owner will schedule training after coordinating with department heads. In addition, the Company has subcontracted with Training Funding Source to assist with administration of this proposal. TFS will enroll trainees and provide reports to the Company's administrator.</p> <p>The Company already trains employees regularly and will continue the culture of robust training of two bi-weekly, two-hour training sessions during the term of contract. Trainees will be in-house subject matter experts.</p>
Marketing Plan (MEC Only)	N/A
Support Cost Description (MEC Only)	N/A
Substantial Contribution Description	N/A

PROPOSED TRAINING PROJECT DETAILS

3. Curriculum Summary

Provided here is a summary of the curriculum that will be delivered. *Attachment 2 - Training Delivery and Curriculum Listing* provides full detail on the training that will be provided.

Delivery Method/Level	Classroom/Simulated Laboratory
Summary	
All occupations will receive training in Business, Computer and Continuous Improvement Skills topics listed under Attachment 2. Training will be delivered by in-house experts.	

4. Additional Company or Training Project Details

Small business proposals are usually limited to a one-year term. However, PlanetTogether is requesting a 2-year agreement to allow sufficient time for training. As a small business, resources (including employees) are limited. With the amount of training proposed and limited resources, the Company will need the two years to account for workload increases. During busy times, training will be stopped to allow employees to finish their work.

4.1 Program Waivers

N/A

4.2 Subcontractor Summary

The applicant has retained the services of the following Subcontractor(s).

Subcontractor Type	Subcontractor Name	City	Service Cost or Percentage
Development	Training Funding Source	Seal Beach	\$ 900.00
Administrative	Training Funding Source	Seal Beach	Not to exceed 13% of earned funds
Training	None selected to date	N/A	N/A

4.3 Previous ETP Project Summary

N/A

4.4 Supporting Panel Proposal Documentation

Attachments 1 and 2 provide additional application details on the intended training population, the detailed curriculum, and associated program characteristics that are related to this proposed Training Project.

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

<i>Delivery Method /Level</i>	<i>Classroom/Simulated Laboratory</i>
Training Type (Level)	Planned Course Offerings
Business Skills	Conflict Resolution
	Customer Relations
	Leadership
	Lean Enterprise
	Pricing
	Sales/Marketing
	Six Sigma
	Time Management
Computer Skills (Standard)	Cloud Computing
	Microsoft Azure, Office
	Oracle Structured Query Language (SQL)
	PlanetTogether
	Power Business Intelligence (BI)
	Programming Languages (C#,HyperText Markup Language)
	Ross/SAP Enterprise Resource Planning (ERP)
	Structured Query Language (SQL) Server
Continuous Improvement Skills	Manufacturing Resource Planning (MRP)
	Metrics
	Planning
	Production Scheduling, Purchasing, Optimization
	Supply Chain/Distribution



TRAINING PROPOSAL FOR
Plastic Package, LLC
18-0537

Panel Meeting Date: February 22, 2018
Regional Office: Sacramento Regional Office
Analyst Name: Jesse Dongallo
Type of Proposal: Single Employer (SB), Small Business Program
Funding Source: Out of State Competition

FUNDING OVERVIEW

Provided here is a summary of the funding for the proposed Training Project.

TOTAL ETP FUNDING:		\$ 8,320.00	
Program & Admin Cost	Support Cost (\$)	Substantial Contribution (\$)	Total In-Kind
\$ 8,320.00	N/A	\$ 0.00	\$ 25,000.00

APPLICANT PROFILE

Company Summary	Plastic Package, LLC (Plastic Package) specializes in the design and manufacture of plastic trays and containers for perishable and non-perishable commercial products.
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Industry Sector(s)	Manufacturing
Priority Industry	Yes
No. Employees (Applicant)	State: 70 US: 160 World Wide: 160
Turnover Rate (Applicant)	4.00 %
Repeat Contractor	No
High Unemployment Area	No
Union(s)	N/A

TRAINING PROFILE

Training Objective(s)	Plastic Package's training will focus on improving operational procedures necessary to remain competitive in their industry.
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Training is summarized below, with additional details in *Attachment 1 - Group and Job Title Details* of this Panel Proposal.

#	Group Characteristics	# Of Trainees	Reimbursement Rate	Weighted Avg. Hours	Cost Per Trainee	Min-Max Hours
1	Retrainee	20	\$ 26.00	16	\$ 416	8 - 60

PROPOSED TRAINING PROJECT DETAILS

Provided here are the details for the proposed Training Project.

1. Company Background

Established in 2017 and headquartered in Sacramento, Plastic Package designs and manufactures thermoformed plastic containers used for numerous products in the food, medical, electrical, and retail industries. Examples of plastic containers include bakery trays, such as cookie, cupcake and muffin containers, as well as other food containers such as clam shells, fruit trays, gelato cups, and cracker trays. Plastic containers are created by using raw plastic material, along with recycled Polyethylene Terephthalate (PET), which are molded to customer specifications.

Training will take place at Plastic Package's Sacramento location.

2. Current Training Project Details

Provided here are details on the purpose of the training, a summary of the marketing plan and support costs.

Purpose of Training	<p>This will be Plastic Package's first ETP Agreement.</p> <p>Plastic Package will primarily focus training on improving standard operating procedures and promoting lean manufacturing principles throughout the business. The Company has created a training program that incorporates lean manufacturing principles which is aimed at reducing waste and streamlining processes. Plastic Package will also train on process improvements to enable staff to reduce downtimes, defects, and improve product quality.</p> <p>In addition, the Company is seeking to improve staff's soft skills and software proficiencies. Trainees will receive training in customer service related topics to build relationships and to ensure repeat customers. Software training will focus on Computer-Assisted Design and Computer-Aided Manufacturing (CAD/CAM) to improve efficiency and streamline operations by creating products that meet the precise specifications of their customers.</p> <p>Lastly, Plastic Package is seeking to cross-train staff to develop a more knowledgeable and well-rounded workforce. Cross-training staff will allow the Company to further develop individuals who have been identified for leadership roles.</p>
Training Infrastructure and Administrative Plan	<p>Plastic Packaging has dedicated their Human Resource Manager, Office Manager and Chief Financial Officer to oversee all training efforts. The Human Resources Manager and support staff will handle the day-to-day administration and data entry of the ETP program.</p> <p>In addition, the Company's internal training matrix consists of several managers and supervisors who will provide role specific</p>

PROPOSED TRAINING PROJECT DETAILS

	training to ensure all employees have the necessary skills to perform their job and ensure 100% contract performance.
Marketing Plan (MEC Only)	N/A
Support Cost Description (MEC Only)	N/A
Substantial Contribution Description	N/A

3. Curriculum Summary

Provided here is a summary of the curriculum that will be delivered. *Attachment 2 - Training Delivery and Curriculum Listing* provides full detail on the training that will be provided.

Delivery Method/Level	Classroom/Simulated Laboratory
Summary	
All occupations identified in Attachment 1 will receive training applicable to their jobs in Business, Computer, Continuous Improvement, Management and Manufacturing Skills topics listed under Attachment 2.	

4.2 Subcontractor Summary

The applicant has retained the services of the following Subcontractor(s).

Subcontractor Type	Subcontractor Name	City	Service Cost or Percentage
Development	None selected to date	N/A	N/A
Administrative	None selected to date	N/A	N/A
Training	To be Determined	N/A	N/A

4.3 Previous ETP Project Summary

N/A

4.4 Supporting Panel Proposal Documentation

Provided in Attachments 1 and 2 are additional application details on the intended training population, the detailed curriculum, and associated program characteristics that are related to this proposed Training Project.

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

<i>Delivery Method /Level</i>	<i>Classroom/Simulated Laboratory</i>
Training Type (Level)	Planned Course Offerings
Business Skills	Business Administration
	Customer Needs
	Customer Needs and Complaints
	Customer Relations
	Customer Service
	Interpersonal Skills
	Inventory Control
	Marketing
	Negotiating
	Product Knowledge
	Sales
	Strategic Planning
Computer Skills (Standard)	CAD/CAM
	Graphic Representation
	Isometric Dimensional Drawing
	Plotter and Printer Use
Continuous Improvement Skills	Decision Making
	Leadership Skills
	Problem Solving
	Process Improvement
	Production Operations/Workflow
	Safety
Management Skills	Motivation
	Team Building
Manufacturing Skills (ME) (Standard)	Assembly Procedures
	Cross Training
	Equipment Operation
	Inventory Control
	Lean Manufacturing Practices
	Production Operations
	Warehousing



**TRAINING PROPOSAL FOR
Unique Vintage, Inc.
18-0653**

Panel Meeting Date: 02/22/2018
Delegation Order Date: 01/19/2018
Regional Office: North Hollywood Regional Office
Analyst Name: Stephen Reeves
Type of Proposal: Single Employer (SB), Small Business Program
Funding Source: Out of State Competition

FUNDING OVERVIEW

Provided here is a summary of the funding for the proposed Training Project.

TOTAL ETP FUNDING:		\$ 26,752.00	
Program & Admin Cost	Support Cost (\$)	Substantial Contribution (\$)	Total In-Kind
\$ 26,752.00	N/A	\$ 0.00	\$ 60,000.00

APPLICANT PROFILE

Company Summary	Unique Vintage, Inc. (UV) is a vintage clothing retailer headquartered in Burbank.
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Industry Sector(s)	Retail
Priority Industry	No
No. Employees (Applicant)	State: 55 US: 55 World Wide: 55
Turnover Rate (Applicant)	5.00 %
Repeat Contractor	No
High Unemployment Area	No
Union(s)	N/A

TRAINING PROFILE

Training Objective(s)	The proposed training is intended to teach employees the functionality and business operation capabilities of UV's new Enterprise Resource Planning (ERP) system.
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Training is summarized below, with additional details in *Attachment 1 - Group and Job Title Details* of this Panel Proposal.

#	Group Characteristics	# Of Trainees	Reimbursement Rate	Weighted Avg. Hours	Cost Per Trainee	Min-Max Hours
1	Retrainee	32	\$ 22.00	38	\$ 836	8 - 60

PROPOSED TRAINING PROJECT DETAILS

1. Company Background

Founded in 2008, UV maintains two locations in Burbank. One facility serves as the Company's headquarters, while the second location functions as a retail store. UV also actively sells its products on the internet. UV's designer and private label products include retro-inspired dresses, tops/bottoms, swimsuits, evening gowns, shoes, and accessories.

2. Current Training Project Details

Purpose of Training	<p>UV has developed a comprehensive Computer Skills training plan designed to successfully acclimate employees to a new ERP system. This new system is currently scheduled to "go live" in January 2018 and a significant portion of training is expected to take place during the first two months of implementation. The proposed training will impact all facets of the organization including customer service, marketing, inventory control, purchasing, shipping/receiving, billing, sales, reports, and e-commerce merchandising.</p> <p>Both locations in Burbank will participate in training. Instruction will be provided by a combination of in-house super-user trainers and an outside training vendor with ERP system conversion expertise.</p>
Training Infrastructure and Administrative Plan	UV has an annual training budget of approximately \$20,000. The Company's Controller will oversee project administration with the assistance of lead personnel and support staff.
Marketing Plan (MEC Only)	N/A
Support Cost Description (MEC Only)	N/A
Substantial Contribution Description	N/A

3. Curriculum Summary

Provided here is a summary of the curriculum that will be delivered. *Attachment 2 - Training Delivery and Curriculum Listing* provides full detail on the training that will be provided.

Delivery Method/Level	Classroom/Simulated Laboratory
Summary	
All occupations will receive Computer Skills training from courses listed in Attachment 2.	

4. Additional Company or Training Project Details

N/A

PROPOSED TRAINING PROJECT DETAILS

4.1 Program Waivers

N/A

4.2 Subcontractor Summary

N/A

4.3 Previous ETP Project Summary

N/A

4.4 Supporting Panel Proposal Documentation

Attachments 1 and 2 provide additional application details on the intended training population, the detailed curriculum, and associated program characteristics that are related to this proposed Training Project.

Attachment 2 - Training Delivery and Curriculum Listing

Provided below are details on the types of training planned for this proposed Training Project.

Delivery Method /Level	Classroom/Simulated Laboratory
Training Type (Level)	Planned Course Offerings
Computer Skills (Standard)	Banking
	Boomi
	Bronto
	Channel Advisor/Amazon
	Credit Card Expenses
	Customer Relationship Management
	Customers/Orders
	Data Entry
	Google Analytics
	Illustrator
	Inventory
	Magento
	Month End Close
	Nextopia
	NuOrder
	Optitex
	Prepays
	Product Entry & Updates
	Product Feeds/Freedomnomics
	Purchasing
	Receiving
	Reports
	Retail Ops
	Returnly
	Sales Reconciliations
	Shop Socially
	Shopify
	SuiteRetail
	Technical Design Training
	Vendors/Payment
Web Merchandising	
WMS	