

PANEL PACKET

February 2019



Employment Training Panel



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Murrietta Circuits
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Contractor's Association
Nongshim America, Inc.
PCX, Inc.
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QC Manufacturing, Inc. dba QuietCool
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Panel Date: February 22, 2019

Rich Products Corporation

Sea Pointe Construction and Development, Inc. Solarponics, Inc.

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M e m o r a n d u m

To: Panel Members

Date February 22, 2019

From: Stewart Knox
Executive Director

Subject: **Directions to Meeting Site**

The Employment Training Panel will meet on **Friday, February 22, 2019 at 9:30 a.m.**

**California Environmental Protection Agency (Cal/EPA)
Sierra Hearing Room, 2nd Floor
1001 I Street, Sacramento, CA 95814**

Telephone (916) 327-5640 (ETP Central Office)

Directions to the California Environmental Protection Agency - Sierra Hearing Room

From Sacramento International Airport:

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

From San Francisco

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



M e m o r a n d u m

To: Panel Members

Date February 22, 2019

From: Stewart Knox
Executive Director

Subject: **Future Meeting Sites**

<p><i>February 22, 2019</i></p>	<p>California Environmental Protection Agency (Cal/EPA) Time: 09:30 AM Sierra Hearing Room, 2nd Floor 1001 I Street, Sacramento, CA 95814</p>
<p><i>March 29, 2019</i></p>	<p>California Environmental Protection Agency (Cal/EPA) Time: 09:30 AM Sierra Hearing Room, 2nd Floor 1001 I Street, Sacramento, CA 95814</p>
<p><i>April 2019</i></p>	<p>NO PANEL MEETING IN APRIL.</p>
<p>May 23, 2019</p>	<p>California Environmental Protection Agency (Cal/EPA) Time: 09:30 AM Sierra Hearing Room, 2nd Floor 1001 I Street, Sacramento, CA 95814</p>



Employment Training Panel

**STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL**
California Environmental Protection Agency
1001 I Street
Sierra Hearing Room, Second Floor
Sacramento, CA 95814
December 7, 2018
(916) 327-5640

PANEL MEMBERS

Barry Broad
Chair

Janice Roberts
Vice-Chair

Gloria Bell
Member

Cheryl Akin
Ex-Officio Member

Gretchen Newsom
Member

Rick Smiles
Member

Ernesto Morales
Member

Ali Tweini
Member

Executive Staff

Stewart Knox
Executive Director

Michael A. Cable
Legal Counsel

STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL
California Environmental Protection Agency
1001 I Street, Sierra Hearing Room, Second Floor
Sacramento, CA 95814
December 7, 2018

I. PUBLIC PANEL MEETING CALL TO ORDER

Chairperson Barry Broad called the meeting to order at 9:38 a.m.

II. ROLL CALL

Present

Gloria Bell
Barry Broad
Janice Roberts
Ali Tweini
Cheryl Akin
Gretchen Newsom

Absent

Ernesto Morales
Rick Smiles

Executive Staff Present

Stewart Knox, Executive Director

Legal Counsel Absent

Michael A. Cable

III. AGENDA

Mr. Broad announced that the fourth item on the agenda, ETP Program Assessment Conducted by Social Policy Research would be removed from the Agenda. Mr. Broad further noted that they would be presented, possibly at the next Panel Meeting. Mr. Broad moved for the motion and Ms. Roberts seconded it.

ACTION: Mr. Broad moved and Ms. Roberts seconded the motion to approve the Agenda with the removal of the fourth item on the Agenda, ETP Program Assessment by Social Policy Research.

Motion carried, 6 - 0.

IV. MINUTES

It was questioned whether there were any changes and/or additions that need to be made to the Minutes from October 26, 2018. No changes were suggested or made.

ACTION: Ms. Roberts moved and Ms. Bell seconded the motion that the Panel approve the Minutes from the October 26, 2018 meeting.

Motion carried, 6 - 0.

V. REPORT OF THE EXECUTIVE DIRECTOR

Mr. Knox reported that today's Panel Meeting concerns projects totaling just over \$13.7M, with approximately \$655K in Delegation Orders, for a grand total of just over \$13.7M, looking at possibly a larger meeting in January.

It was reported that the following people were in attendance to present Proposals: Anna Nastari, San Francisco Bay Area Regional Office Manager; Diana Torres, San Diego Regional Office Manager; and Jana Lazarewicz, Sacramento Regional Office Manager. Mr. Knox announced that Anna Nastari would be retiring after 19 years with ETP and over 30 years with the State of California. Mr. Knox stated that she would be greatly missed, thanked her for her loyal service to ETP, and wished her well on her retirement and any future endeavors.

It was reported, regarding the Budget for Alternative and Renewable Fuel and Vehicle Technology Program (ARFVTP): that ETP is in partnership with the California Energy Commission in regards to \$2M approved through an Interagency Agreement; and that ETP's four (4) ARFVTP proposals in the last few months totaled over \$1M, leaving approximately \$2M remaining for ARFVTP proposals this year.

It was reported, regarding Core Funds for Fiscal Year (FY) 2018/19: today the Panel will consider another \$13.7M with an additional \$655K approved by delegation order; that upon the Panel approving the just over \$95M in projects for this year, ETP will have approximately \$20+M for the remainder of FY 2018/19.

Mr. Knox reported ETP will closely monitor all projects coming forward, as the current fiscal year comes to a close. Mr. Knox also stated that ETP is working closely with the fiscal team to make adjustments to encumbrance levels for the remaining year in order to fund as much as possible. The downside is this will increase next year's prior year liabilities.

Mr. Knox went into further detail about the Fund Status Report. Mr. Knox said that ETP starts with an allocation and appropriations from the Governor's office, then works with the Department of Finance as for the encumbrances and the prior liabilities. For example, this year ETP had approximately \$95.3M, and a 40% encumbrance rate was placed at the beginning of the year, which was higher than ETP's original encumbrance rate to make sure ETP had enough money throughout the year. Typical years is around a 38% encumbrance rate. Mr. Knox is recommending that the encumbrance rate be dropped to 36%. Mr. Knox went on to say that this will free up approximately \$14M for the remainder of this fiscal year, which puts ETP at approximately \$114M. This essentially adds \$13M-\$14M to that fund balance. Mr. Knox also stated that ETP is asking for an additional \$10M for the coming fiscal year which will be put forward on the contracts liability for the next year. Therefore, rather than putting out \$115M next year, the plan will be to hold that amount to \$103M, so the \$10M will bank into the contract liabilities. Mr. Knox then asked if there were any questions from the Panel Members.

Mr. Broad asked if any Panel Members had question. Panel responded no.

Mr. Broad reiterated they do not want a repeat of 2008 where the action was reacting and not being proactive.

Mr. Knox reiterated that if we do have a recession that he will be coming before the Panel and requesting severe cuts in the budget.

It was reported, regarding Delegation Orders: that all such project proposals are capped at \$75K; that all such project proposals are to be approved by the Executive Director on a continuous flow basis; and that the 13 projects subject to Delegation Orders for today's Panel Meeting total just over \$655K.

It was reported, regarding 2018/19 total program funding to date: that approximately 580 projects have been submitted to the Panel, with a value of just over \$150M; and if all project proposals for today's Panel Meeting are funded today, that the Panel will have approved 305 projects, with a value of just over \$95M.

It was reported, regarding applications for contracts that are remaining in the Regional Offices: Single Employer Contract requests are at \$39M in demand, with \$10M in allocation; Multiple Employer Contract (MEC) requests are at \$7.7M in demand, with \$2.2M in allocation; Small Businesses requests are at \$5.7M in demand, with \$2.7M in allocation; Critical Proposals are at \$0 in demand, with \$764K in allocations; and Apprenticeship programs are at \$3.5M in demand, with \$2.83K in allocation. Overall demand is approximately \$55+M.

It was reported that the number of total projects in FY 2018/19 in the Regional Offices is 136; that the total number of projects currently in the Applications and Assessment Unit is 270; and that the number of total projects is 406.

It was reported that Staff is working hard to get the projects assigned out to the Regional Offices, and that to date about 80% of the projects have been assigned to the Regional Offices.

VI. LEGISLATIVE UPDATE

In reference to a Legislative Update, Mr. Knox reported there was nothing new to report.

VII. MOTION TO ADOPT CONSENT CALENDAR PROJECTS

Mr. Broad asked whether there was any discussion needed in regards to a motion to adopt the consent calendar projects.

Chairperson Broad asked for a motion to adopt Consent Calendar Items #1 through #26.

Airco Mechanical, Inc.....	\$180,128
Anlin Industries.....	\$199,680
Arrow Drillers, Inc., dba Arrow Construction.....	\$179,920
Assessment, Consultation & Treatment, Inc.....	\$102,180
California Imaging Institute, Inc.....	\$198,120
California Tooling & Machining Apprenticeship Association.....	\$121,524
CHA Hollywood Medical Center, L.P. dba Hollywood Presbyterian Medical Center.....	\$199,680
EI & EI Wood Products Corp.....	\$155,480

JLS Environmental Services, Inc.....	\$174,252
JobTrain, Inc.....	\$199,515
JSR Micro, Inc.....	\$124,358
Modesto Area Sheet Metal JATT.....	\$ 98,141
National Veterans Transition Services, Inc.....	\$ 72,384
NuVasive, Inc.....	\$195,000
O'Brien Steel Erectors, Inc.....	\$106,080
POM Wonderful Holdings, LLC dba POM Wonderful LLC.....	\$197,730
Pyramid Berkeley Management, L.P. dba DoubleTree By Hilton Hotel Berkeley Marina.....	\$181,125
Rabobank, National Association.....	\$198,030
Riverside Magnolia Corporation dba West Anaheim Extended Care.....	\$124,436
Royal Ambulance, Inc.....	\$115,908
S. Bravo Systems, Inc.....	\$135,590
School Innovations & Achievement.....	\$104,780
Sempra Energy dba Southern California Gas Company.....	\$191,464
Skywork Solutions, Inc.....	\$ 46,240
Unified Field Services Corporation.....	\$174,720
Yuba Shasta UA Local 228 JATC.....	\$150,055

ACTION: Ms. Newsom moved and Ms. Roberts seconded the motion to approve the consent calendar for Items #1 through # 26.

Motion carried, 6 – 0.

Ms. Roberts asked to make a comment about some of the contracts regarding the developmental fees. Ms. Roberts stated that this topic was discussed back in 2011 regarding the exorbitant developmental fees. It was decided in 2011 that these fees would be capped at 10%. However, in reviewing the contracts, there were four (4) contracts that were above the 10% cap. Ms. Roberts stated that these fees cannot be paid out of the money that ETP funds. Ms. Roberts went on to explain that these fees are separate fees and are between the contractor and subcontractor and are not paid out of the ETP funds.

VIII. REPORT OF GENERAL COUNSEL

Legal Counsel, Michael Cable was not in attendance.

IX. COMMITTEE REPORT TO PANEL

Ms. Newsom provided a brief report of the Committee Meeting held on December 6, 2018. First on the agenda was review of the Retrainee Job Creation program (RJC) to discuss the lower wage incentive included in the program. The Committee decided to bring to the Panel for a future vote keeping the RJC program “as is” except raising the lowest RJC wage to \$15/hour. Contractors would still be able to use \$2.50 for health benefits which would be applicable to reaching that wage. Committee also added that the company must attest to the RJC trainees are net new hires and staff will be looking into how to look into that and report that out.

Committee also discussed the Cannabis Industry. It is quite a lengthy report that was discussed. Committee reviewed the status of the new Cannabis industry in California, including the licensing types and other industry issues. The Committee decided to bring to Panel a future Cannabis pilot program which would consider the following:

- A one year pilot
- A \$1M allocation in total
- \$100K project to CAP
- All Cannabis proposals must come before the Panel
- All Cannabis State Law Licenses will be ETP eligible *except* for the temporary events licenses
- Cannabis projects will be a non-priority
- All Cannabis companies must have all applicable statewide, county wide, and local licenses
- All Cannabis companies must be paying into the ETP fund
- All Cannabis companies must be active and in good standing with the Secretary of State
- All Cannabis companies must have worker's compensation insurance; otherwise, standard program elements will apply.

The pilot will be presented to the Panel for vote after ETP's Legal Counsel confers with the California Attorney General.

Committee also discussed appeals process. We have reviewed ETP's Appeals process especially for second level appeals. ETP is following the appeals process laid out in our regulations.

Committee also discussed ETP response to states of emergency from the recent wildfires for businesses affected by the recent wildfires in areas designated by the Governor and his State of Emergency Proclamation, we would like to use a combined response, including the following:

Critical proposal designation required minimum wage will be the HUA wage for those affected counties. Businesses may utilize alternate retention period of 90 days within the 120 days with three employers. Businesses may request an extended contract term longer than 24 months if necessary. If alternate funding becomes available, the RESPOND which stands for Rapid Employment Strategies Pile on Natural Disasters. It can be reactivated and there is no panel on this yet, but these are the options available, but these are the options available to us when and if the companies with the affected areas come to us for funding.

Committee also took a couple of public comments and there were multiple requests to simplify allocations and rosters, and requests to overhaul the way ETP credits or logs training and trainer-to-trainee ratios. Staff will be researching both of these items.

X. REVIEW AND ACTION ON PROPOSALS

Single Employers

Tab #27 – AHMC Whittier Hospital Medical Center, LP

Ms. Torres presented a proposal on behalf of AHMC Whittier Hospital Medical Center, LP (Whittier Hospital) in the amount of \$420,368. Founded in 1957, Whittier Hospital is a community-based acute care hospital with 178 licensed beds. Its services include emergency, critical care, nursery, laboratory, outpatient services, rehabilitation services

(physical therapy, occupational & speech), and imaging services. As part of its community outreach, the hospital offers programs in wellness, diabetes and stroke awareness. Whittier Hospital is a wholly-owned subsidiary of AHMC Healthcare, Inc., but it operates as a Limited Partnership autonomous from other AHMC hospitals in the state.

Ms. Torres introduced Sarkis Vartanian, Chief Nursing Officer.

Mr. Tweini thanked Mr. Vartanian for his report. Mr. Tweini asked if they had any veteran program and/or training.

Mr. Vartanian responded that their HR director is a veteran. They work closely with local veteran associations. Letters are routinely sent out to these associations that they are looking to hire veterans. Mr. Vartanian thought 7-8% of employees are veterans in the company.

Ms. Roberts commented that they have had good performance in the past. Ms. Roberts also commented about their funding being fairly moderate. Ms. Roberts also commented that this was their fourth contract in five years. Ms. Roberts said that if they decided to come before Panel again in the next two years, ETP will probably be looking to reduce the amount. Ms. Roberts asked about the 19% turnover rate. Ms. Roberts expressed concern over this percentage and requested an explanation about the 19% turnover rate.

Mr. Vartanian responded that it is a combination of CNA's and RNs. They experience a lot of turnover of CNAs, as they were having concerns with recertification of their license or their certification. So a lot of the turnover was the result of not being able to renew their certification in a timely fashion. A couple of months later, however, after they receive their certification, they would be back with us. Mr. Vartanian went on to state that some of it was the CNAs and RNs. Some of it is the definitely the changing job market for the registered nurses. Mr. Vartanian stated that he sees a lot more competition, so these individuals have more options open to them.

Ms. Roberts acknowledged what Mr. Vartanian said, but did reiterate that they should try and get the turnover rate down.

Ms. Torres stated she forgot to mention they received a letter of support from the California Nurses Association for those occupations.

ACTION: Ms. Roberts moved and Ms. Newsom seconded the motion for approval of the proposal for AHMC Whittier Hospital Medical Center, LP in the amount of \$420,368.

Motion carried, 6 - 0.

Tab #28 – AppFolio, Inc.

Ms. Torres presented a proposal on behalf of AppFolio, Inc., (AppFolio) in the amount of \$274,066. Founded in 2006, AppFolio designs and develops cloud-based software solutions for the real estate and legal markets. AppFolio's products and services address the unique requirements of property management companies which manage single – and multi-family residences, commercial properties, community associations, student housing, as well as solo legal practitioners and small law firms. AppFolio's software solutions are built using a modern cloud-based architecture, and are designed for use across multiple devices and

operating systems. The Company focuses on revolutionizing businesses by providing easy-to-use software and services which help customers automate business processes, streamline operations, save time grow their businesses.

Ms. Torres introduced Nick Duggan, Sr., Manager People Development.

Ms. Roberts commented that it is a good proposal.

Ms. Newsom thanked Mr. Duggan for the high wages and not taking the wage reduction under the job creation.

Mr. Tweini commented that he is happy to see they employ veterans.

ACTION: Ms. Bell moved and Mr. Tweini seconded the motion to approve the proposal for AppFolio, Inc., in the amount of \$274,066.

Motion carried, 6 - 0.

Tab #29 – West Coast MediaNews LLC dba California Newspapers Partnership

Ms. Torres presented a proposal on behalf of West Coast MediaNews LLC dba California Newspapers Partnership (CNP), in the amount of \$884,000. Founded in 1999 and headquartered in San Jose, West Coast MediaNews LLC dba California Newspapers Partnership (CNP), is a subsidiary of Media News Group. CNP is the largest publisher of daily and weekly newspapers in California. Through its statewide network of newspapers and websites, CNP provides news and information to readers, as well as marketing and advertising opportunities for businesses. In this proposal, training will be delivery to CNP Job No. Job Description Type of Training Estimated No. of Trainees Range of Hours Average Cost per Trainee PostRetention Wage Class / Lab CBT 1 Retrainee Priority Rate Business Skills, Computer Skills, Cont. Imp., Mfg. Skills 1,000 8-200 0 \$884 \$16.70 Weighted Avg: 34 West Coast MediaNews December 7, 2018 ET19-0343 ETP 130 - Single (08/29/18) 3 of 4 staff, and workers employed at two additional news publishing affiliates: California Newspapers Limited Partnership and the Los Angeles Daily News Publishing Company. CNP and its affiliates publish a variety of daily and weekly publications from approximately 53 locations statewide, all of which will participate in this training.

Ms. Torres introduced Joy Gavazzoni, Recruiting & Training.

Ms. Newsom wanted to know what the baseline wage is for employees.

Ms. Gavazzoni responded that the baseline wage varies based on different markets. Ms. Gavazzoni stated that most of the sales executive positions have a commission and base salary. Ms. Gavazzoni further stated that in most markets, it's usually a 50/50 split between the commission and base salary.

Ms. Newsom asked if the base salary was above minimum wage and if so, how much more.

Ms. Gavazzoni responded that \$40K would be the base salary. Ms. Gavazzoni mentioned that they have a small group that are commission only and that is reflected in the current proposal.

Mr. Knox stated that those employees on a 1099 would not be eligible for the funding from ETP. Mr. Knox asked how many employees are on a commission only program.

Ms. Gavazzoni responded that there was approximately one dozen employees.

Ms. Roberts stated that since it was their 3rd contract, they have done well on their other contracts and with many locations, which is commendable. However, there are no new employees, only retrainees, and requested that the amount be reduced by 15%. Ms. Roberts reiterated this was only due to the fact there are no new hires, only retrainees.

Mr. Broad asked if this was a motion on table. Ms. Roberts responded yes, it is. Ms. Newsom seconded the motion. Motion to reduce 15% was passed.

ACTION: Ms. Roberts moved and Ms. Newsom seconded motion to right size the amount of the funding 15% and approve the proposal for West Coast MediaNews LLC dba California Newspapers Partnership in the amount of \$751,400.

Motion carried, 6 - 0.

Ms. Torres clarified with Mr. Broad that the commissions deal with retail so the commission only employees for this contract would not apply.

Tab #30 – West Hills Hospital dba West Hills Hospital & Medical Center

WITHDRAWN

Tab #31 – Wonderful Pistachios & Almonds LLC

Ms. Torres presented a proposal on behalf of Wonderful Pistachios & Almonds LLC (Wonderful), in the amount of \$406,120. Founded in 1989, Wonderful Pistachios & Almonds LLC (Wonderful) (www.wonderful.com), requests funding for its employees and two closely affiliated entities, Wonderful Growers Cooperative and Cal Pure Produce Inc. All three entities are wholly-owned subsidiaries of the Wonderful Company LLC in Los Angeles. Headquartered in Lost Hills, the Company has six facilities in California: five growing and processing sites in Lost Hills, Firebaugh, and Bakersfield; and an office in Los Angeles. International sites include Belgium, China, Korea, India, Mexico, and Brazil. Customers include retail and wholesale food distributors worldwide such as Costco, Wal-Mart, Tesco, Blue Diamond, Planter's, Kraft, Trader Joe's, and Whole Foods.

Ms. Torres introduced Shahla Ali Director of Training.

Ms. Newsom asked about the wage progression for the employees. Ms. Newsom pointed out that their wages were pretty low. Ms. Newsom is concerned because it appears from the current contract that they are continuing on with the lower wage.

Ms. Ali responded by saying that they implemented a program during the drought which was a plant-wide continuous improvement in manufacturing. Ms. Ali also stated that as they continue with the program they are seeing the results and benefits of each individual employee actually contributing to the efficiencies in the production. This leads to moving up through the ranks fairly quickly.

Ms. Newsom asked Ms. Ali to elaborate further on the 500 estimated trainees in Job No. 1 that would be earning \$11/hour up to \$19.73. Ms. Newsom asked if they are coming in at \$11/hour, and how soon would they be coming up in their pay.

Ms. Ali responded they have around 50 to 60 employees that start up at \$11/hour and within 6 months to a year they are at the \$15/hour mark.

Ms. Roberts asked what the difference is between the Wonderful Company and the POM Wonderful Company.

Ms. Ali responded that they have the "Wonderful Umbrella." Under each umbrella they have multiple entities and each individual entity has their own president, senior management, and federal tax ID. So each unit is individual.

Ms. Roberts was concerned about their performance with the last contract. Ms. Roberts acknowledged that this proposal was right-sized but still concerned with meeting 100% of the contract. With that said, Ms. Roberts asked Ms. Ali what is different with the current proposal as opposed to the last contract.

Ms. Ali responded that with the last contract they were only able to take about half of the employees that were originally intended for training. They tried to train on many different levels so that they would move up in production as well as performance. This contract they are taking a different set of employees (who were not able to go through training last time) and try and provide them with the same level of training that their counterparts received.

Mr. Tweini stated that they would like to see more veterans benefit from their program.

Ms. Ali responded that they actively recruit veterans for their management, supervisory position because of the level of knowledge and experience they bring to the position.

ACTION: Mr. Tweini moved and Ms. Roberts seconded the motion for approval of the proposal for Wonderful Pistachios & Almonds LLC in the amount of \$406,120.

Motion carried, 6 - 0.

Tab #32 – California Creative Solutions, Inc. dba CCS Global Tech

Ms. Torres presented a proposal on behalf of California Creative Solutions, Inc. in the amount of \$280,800. Founded in 1997 and headquartered in San Diego, California Creative Solutions, Inc. dba CCS Global Tech (CCS) (www.ccsglobaltech.com) is a Microsoft certified consulting firm with locations in New York, Philadelphia, Australia, India, Singapore, Malaysia and San Francisco. CCS is primarily engaged in providing computer programming services, computer software design, mobile application development, and cloud-based IT services. The Company specializes in Microsoft Business Intelligence (Microsoft BI) and customized software/application development to retrieve, analyze, transform and report computer data, making data more accessible and relevant to the end-user. Examples of Microsoft BI are word processors, spreadsheets, accounting applications, web browsers, and creative platforms that have evolved into cloud based systems that end-users can now access from their desktop, laptop or mobile devices.

Ms. Torres introduced Hètesh Jain, Chief Financial Officer; and Huong Vo, Corporate In-House Counsel.

Mr. Broad asked if they actually build the Cloud or do they train on how to use the Cloud.

Mr. Jain responded that they build the Cloud, they do not train.

Mr. Tweini asked if they encourage veterans to apply for work .

Mr. Jain responded that they do encourage veterans to come and work for them.

ACTION: Ms. Roberts moved and Mr. Tweini seconded the motion for approval of the proposal for California Creative Solutions, Inc. dba CCS Global Tech in the amount of 280,800.

Motion carried, 6 - 0.

Tab #33 – Premier Medical Transport, Inc.

Ms. Torres presented a proposal on behalf of Premier Medical Transport, Inc. (Premier Medical) in the amount of \$429,000. Founded in 2008 and headquartered in Brea, Premier Medical is a non-emergency inter-facility ambulance service provider in Orange and Los Angeles Counties. This includes transports from hospital to hospital, clinic to clinic, hospital to rehabilitation center or hospital to long term care facility. The company contracts with major health plans, hospitals, and medical groups. The company has three locations, Brea, (Orange County) and Irwindale and Van Nuys (Los Angeles County).

Ms. Torres introduced Paul Scarborough, President; Rikin Patel; Bill Parker, NTS.

Mr. Broad asked what the role is of the respiratory therapists, registered nurses, and paramedics.

Mr. Scarbrough responded that it depends on the dispatch. It is determined at the time of call whether they will need a respiratory therapist, registered nurse, or paramedic. It's based on the type of emergency, and the type of equipment they are on.

Ms. Bell asked about the EMT wage of \$13.40. Her concern is that it's too low.

Mr. Scarbrough responded that the wage is for a brand new EMT coming through the door. Mr. Scarbrough went on to say their EMTs usually work a 10-12 hour shift and their compensation works out at \$14.74 and \$15.63 plus health benefits of \$2.50/hour. Mr. Scarbrough stated that both types of pay exceed ETPs wages.

Ms. Bell asked how long do they move up in pay.

Mr. Scarbrough stated that their employees move up in approximately 4-6 months. They also get annual bonuses, encourage them to apply for current field supervisor/management positions, and employees get annual raises in general.

Ms. Bell asked how they found out about ETPs program.

Mr. Scarbrough stated his involvement with other ambulance companies that have presented and approved through the ETP process.

Ms. Newsom is still concerned about the wages. Ms. Newsom voiced that these employees deserve to have higher wages as they have people's lives in their hands daily and are expected to provide excellent care. Ms. Newsom is frustrated. Mr. Scarbrough agreed.

Ms. Roberts asked if the EMTs would be able to move into a paramedic type role or something equivalent to get to those higher wages.

Mr. Scarbrough responded that one thing they do is provide continuing education as a licensed provider, and their goal is to give them whatever education they need to further themselves in their careers.

Mr. Broad said it is a significant difference in the scope of practice between a paramedic and EMTs.

Mr. Roberts wanted to know how they were going to train the employees. Ms. Roberts is concerned because they are a first time contract and have 3 locations they plan to train. Ms. Roberts asked that he stay close to the situation and if they need help to ask, as ETP wants to see them succeed in their contract.

Mr. Scarbrough responded that they just opened a new center which is strictly for training purposes only. They have two places that they do training – one in Los Angeles and one in Orange County. They have different individuals who come in and train on a variety of areas.

Mr. Tweini also mentioned his concern with the low wages.

ACTION: Mr. Broad moved and Ms. Roberts seconded the motion for approval of the proposal for Premier Medical Transport, Inc., in the amount of \$429,000.

Motion carried, 6 – 0.

Tab #34 – Temecula Valley Hospital, Inc., dba Temecula Valley Hospital

Ms. Torres presented a proposal on behalf of Temecula Valley Hospital, Inc., dba Temecula Valley Hospital (TVH) in the amount of \$663,520. Founded in 2013, Temecula Valley Hospital, Inc. dba Temecula Valley Hospital (TVH) (www.temeculavalleyhospital.com) is the first hospital built in the city of Temecula. Residing on 37 acres in southwest Riverside County in Temecula, TVH's 5-story facility has 140 private licensed beds, 20 intensive care beds, 4 high-tech surgical suites, a cardiovascular surgical suite, and a catheterization laboratory. The Hospital recently completed a 28,000 square-foot expansion, which now houses two additional catheterization laboratories; a biplane room to perform minimally invasive procedures for advanced stroke care; a hybrid Operating Room; seven post anesthesia care beds; seven ambulatory care beds; a new Computed Tomography (CT) scanner; a surgical waiting lobby; and a large community room. TVH also boasts an advanced electronic clinical information system and digital imaging capabilities. TVH offers a full range of medical services including emergency; medical and surgical; intensive care; cardiovascular; stroke care; orthopedics; and pulmonary care. The Hospital is a designated STEMI (ST Elevated Myocardial Infarction and Chest Pain) Receiving Center and has Advanced Primary Stroke Center Accreditation and certified for Total Joint Orthopedic

Surgery by The Joint Commission. TVH is owned by Universal Health Services (UHS), a healthcare management company, which operates behavioral health facilities, acute care hospitals, and ambulatory surgery and radiation centers nationwide. UHS owns five hospitals in Southern California located in the cities of Corona, Murrieta, Wildomar, Palmdale, and Temecula. This will be the third ETP project for TVH, the third in the last five years. Training is targeted for TVH only. TVH is eligible for ETP funding under Special Employment Training (SET) for frontline workers and qualifies for ETP's Priority Industry reimbursement as a hospital.

Ms. Torres introduced Marie Perry, Manager of Education; Nancy Shughrou, Clinical Educator.

Ms. Roberts commented that they have good wages and have done well on all their contracts and encourages them to continue to keep doing a great.

Mr. Tweini mentioned that he did not see anything about veterans and asked that for the future they consider having a program for the veterans.

Ms. Perry acknowledged Mr. Tweini's request.

ACTION: Ms. Roberts moved and Ms. Newsom seconded the motion for approval of the proposal for Temecula Valley Hospital, Inc., dba Temecula Valley Hospital in the amount of \$663,520.

Motion carried, 6 – 0.

Tab #35 – Grand Rounds, Inc.

Ms. Nastari presented a proposal on behalf of Grand Rounds, Inc., (Grand Rounds) in the amount of \$281,060. Founded in 2011 and headquartered in San Francisco, Grand Rounds, Inc. (Grand Rounds) (<https://www.grandrounds.com/>) is a healthcare navigation service company that provides its members with physician directory, complex care, clinical navigation, and medical treatment advice through the Company's cloud-based platform. The Company serves over four million members across the United States and around the world. Customers include Fortune 500 companies such as Walmart. Grand Rounds has additional offices in Nevada and Maine. This will be Grand Round's first ETP Contract. Grand Rounds has five Veteran staff and plans to hire additional Veterans during the contract term. Grand Rounds is looking into creating a Veteran's outreach program in the near future to attract more Veterans.

Ms. Nastari introduced Robert Moon, Director Learning & Development; Bill Sacks of National Training Company.

Mr. Broad asked for clarification as to what their company actually does.

Mr. Moon responded that they essentially supplement a company's benefits package. The companies pay for their services so the employee does not have to incur any kind of expenses or costs associated with that. They have a proprietary outgrowth based on their data scientist that they are hiring and that they have in place. With this, they are able to identify the top 10% staff Physicians in the country and top 3% experts in the industry. Basically, if you move to a different area and/or are looking for a physician, they can provide

you with that information. If you are in need of a second opinion, for instance, after the patient signs off that the medical records can be provided to another provider (one of their physicians and/or experts), the physician and/or expert reviews the records and provides their opinion.

Mr. Broad said he was still concerned. Mr. Broad said, they were basically doing quality control over their own insurance carrier and doctors who are not doing it.

Mr. Moon responded by stating that they just found a market need in the healthcare field that was not being provided to the patients or the companies they work for.

Ms. Roberts wanted to know how they make initial contact with these companies.

Mr. Moon responded that they have a sales team that reaches out to mid-market, large market, and jumbo market. Information is provided to the company and the company makes a decision to incorporate them as part of the company's healthcare benefits.

Mr. Broad is very interested in what Grand Rounds does. Mr. Moon invited him to come to their office and see exactly how this works. Mr. Broad indicated that he works on a lot of healthcare policies.

ACTION: Ms. Roberts moved and Ms. Newsom seconded the approval of the proposal for Grand Rounds, Inc., in the amount of \$281,060.

Motion carried, 6 – 0.

Tab #36 – On-Time Air Conditioning and Heating, Inc., dba Service Champions

Ms. Nastari presented a proposal on behalf of On-Time Air Conditioning and Heating, Inc., dba Service Champions (OTA) in the amount of \$312,000. Founded in 2003, and headquartered in Pleasanton, On-Time Air Conditioning and Heating, Inc. dba Service Champions (OTA) (www.servicechampions.net) is a residential contractor that installs, services and maintains a wide variety of air conditioning, heating and indoor air quality products including thermostats, furnaces, heat pumps, duct work and insulation. OTA serves residential customers in 120 cities across Northern California. This is OTA's second ETP project, the second in the last five years. Training will be delivered to staff in five locations (Pleasanton, Concord, Rocklin, San Jose, and Livermore).

Ms. Nastari introduced Ed Kramer, Training Director; Michelle Rychener, Training Funding Partners.

Mr. Tweini said he is familiar with the Hicks Group. Mr. Tweini said he is pleased they have a veterans program.

Mr. Broad related a recent experience he had with replacing the air conditioning unit and how different each company differed in their bidding process.

Ms. Newsom asked if any of the workers who receive this training go and try to receive certain certifications.

Mr. Kramer responded that he trains the employees to receive their Environmental Protection License, water certification and NATE certification.

Ms. Newsom wanted to know if they had considered an Apprenticeship program.

Mr. Kramer said that they have not because they only deal with residential properties. They have no interest in commercial properties.

ACTION: Ms. Roberts moved and Mr. Tweini seconded the motion for approval of the proposal for On-Time Air Conditioning and Heating, Inc., dba Service Champions in the amount of \$312,000.

Motion carried, 6 – 0.

Tab #37 – Blue Diamond Growers

Ms. Lazarewicz presented a proposal on behalf of Blue Diamond Growers (Blue Diamond) in the amount of \$312,780. Founded in 1910 and headquartered in Sacramento, Blue Diamond Growers (Blue Diamond), (www.bluediamond.com) is the world's largest almond processing and marketing company. The Company is a cooperative owned by half of the state's almond growers who produce more than 80% of the world's almond supply. The Company produces snack almonds nut-based crackers, almond milk, and packaged almonds for cooking and baking. Blue Diamond's customers include Nestle, Kellogg, Mars, See's Candies and retail consumers. The Company has facilities located in Sacramento, Salida and Turlock. All facilities will receive training under this proposal. This is Blue Diamond's third ETP Contract, and the third in the last five years. Previous training included software and equipment at all locations with a focus in training employees at the Salida facility on the new pasteurization system. This proposal focuses on the expansion of the Salida and Turlock locations, job creation, and the implementation of new equipment and added production lines. It will also focus on training the entire staff on software version updates for SAP 4 HANA and Workday.

Ms. Lazarewicz introduced Jose Alvarez, Senior Talent & Organization Development Consultant – HR; Jheri Anderson, Senior Manager of Organization Capability; Juanty Rutter, Director of Operations Human Resources.

Ms. Newsom inquired about the productive laboratory, approximately 60 hours for the jobs listed in the contract. Looks like the reimbursement rate is \$26/hour. Ms. Newsom asked after doing the math, it looks they are making money off this training.

Mr. Rutter responded no. They are not making money off the productive laboratory.

Ms. Newsom wanted further clarification. Mr. Rutter replied that the operators make \$20.48/hour. Ms. Newsom stated she was looking at the laborers who make \$16.10/hour. Mr. Rutter stated that most of the people going through the training will be training as an operator.

ACTION: Ms. Roberts moved and Cheryl Akin seconded the motion for approval of the proposal for Blue Diamond Growers in the amount of \$312,780.

Motion carried, 6 – 0.

Tab #38 – DNC Parks & Resorts at Tenaya, Inc., dba Tenaya Lodge a Yosemite

Ms. Lazarewicz presented a proposal on behalf of DNC Parks & Resorts at Tenaya, Inc., dba Tenaya Lodge at Yosemite (Tenaya Lodge) in the amount of \$302,472. Founded in 1990 and headquartered in Fish Camp, DNC Parks & Resorts at Tenaya, Inc. dba Tenaya Lodge at Yosemite (Tenaya Lodge) is a year round destination resort located 2 miles from the Yosemite National Park. Tenaya Lodge is one of the largest employers in Mariposa County. It has restaurants, a fitness center, spa treatment rooms, and over 302 rooms and cottages. The Company provides hospitality services to guests from all over the world that visit the national parks. The Company has three lodges, one each in Yosemite, Sequoia, and Kings Canyon National Parks and a sales office in Fresno County. Only the sales office in Fresno County and lodge in Mariposa County will participate in training. This will be the Company's second ETP Agreement; the second in the past five years.

Ms. Lazarewicz introduced Debra Goehring, Director of HR Recruiting Coordinator; Wendy Burke, Director of Human Resources; and Steven Benson, National Training Company.

Ms. Roberts asked if they owned any of the lodges inside the park.

Ms. Burke replied they do not. Ms. Burke further stated that they can't own inside the park because the lodges are concessions and they are owned by the federal government. They do, however, run the Sequoia and Kings Canyon for the federal government. One is the John Muir Lodge and Wasaki Lodge which is inside the Sequoia. Ms. Burke reiterated that this contract does not include those two lodges.

Mr. Tweini commented on the veterans. Ms. Burke indicated that when they post their jobs this includes the four organizations for the veterans. Ms. Burke said that most of the time, they are finding that the veterans do not want to relocate.

ACTION: Mr. Roberts moved and Ms. Bell seconded the motion for approval of the proposal for DNC Parks & Resorts at Tenaya, Inc., dba Tenaya Lodge at Yosemite in the amount of \$302,472.

Motion carried, 6 – 0.

Tab #39 – The Wine Group, Inc.

Ms. Lazarewicz presented a proposal on behalf of The Wine Group, Inc., (TWG) in the amount of \$805,376. Founded in 1981 and headquartered in Tracy, The Wine Group (TWG) (www.thewinegroup.com) operates 13 wineries throughout the world, producing more than 56 million cases of wine in the U.S. Current brands include Cupcake, Concannon, Benziger, Corbett Canyon, Big House and Franzia. The Company is one of the world's largest wine producers. TWG currently employs 1,080 Californians throughout the state. The Company plans to train 484 workers in Alameda, Fresno, Kern, Madera, Monterey, San Joaquin and Tulare counties. This will be TWG's fourth ETP Agreement; the third in the last five years.

Ms. Lazarewicz introduced Lisa James, Director of Human Resources-Supply Chain Operations.

Ms. Bell asked if there was still a lot of movement within the wine industry, meaning companies being bought out and alike.

Ms. James said that there still is a lot of movement. Ms. James also stated that it is very common within the wine industry to move around. Ms. James also stated that The Wine Group is always looking for a good wine company to merge and/or purchase. It is common in the business.

Mr. Tweini asked if the workers were unionized.

Ms. James responded that yes. They have union and non-union workers.

Mr. Broad stated that he feels they are a candidate for substantial contribution because they have had some high end projects over the past five years. Because of this Mr. Broad asked for a 15% substantial contribution.

Ms. James was in agreement with Mr. Broad's request for a 15% substantial contribution.

Ms. Roberts asked about the facility in Cutler.

Ms. James stated that Cutler is one of their smaller facilities and they specialize in making some of the concentrate that goes into the white wines. They also sell some concentrate to some of the other wineries.

Ms. Roberts asked regarding the other company Ms. James worked for prior The Wine Group, if she was involved with ETP funding. Ms. James responded that she was not personally involved in working with ETP funding.

Ms. Roberts wanted to make sure that the people working on this contract are familiar with the ETP funding.

Ms. James assured Ms. Roberts they were familiar with the ETP funding.

ACTION: Mr. Broad moved and Mr. Tweini seconded the motion for approval of the proposal minus the 15% substantial contribution for The Wine Group, Inc., in the amount of \$684,569.

Motion carried, 6 – 0.

Multiple Employer Contracts

Tab #40 – California Manufacturing Technology Consulting

Ms. Torres presented a proposal on behalf of California Manufacturing Technology Consulting (CMTC) in the amount of \$1,799,699. Established in 1992, California Manufacturing Technology Consulting (CMTC) (www.cmtc.com) is a private non-profit corporation affiliated with the US Department of Commerce, National Institute of Standards and Technology's Hollings Manufacturing Extension Partnership program to assist small and medium-sized manufacturers in California improve their operational efficiencies and global competitiveness. Its mission is to create solutions for manufacturing growth and profitability supporting a thriving California's manufacturing sector. Participating employers are from all manufacturing sectors. Training provided to employers supports increased sales, investment and profits, creates and retains jobs, and improves productivity for business growth. Since

manufacturing plays a key role in providing high-paying jobs and contributing to the economy's productivity and growth, its health and well-being should be of major concern to policy makers. CMTC has strong partnerships with regional and state organizations and work with key industry associations to assure an effective and efficient program.

Ms. Torres introduced Cheryl Slobodian, Director of Strategic Partnerships; Patrick Billiter, Chief Financial Officer; James Watson, President/CEO.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Mr. Tweini seconded the motion for approval of the proposal for California Manufacturing Technology Consulting in the amount of \$1,799,699.

Motion carried, 6 – 0.

Tab #41 – Southern California Elevator Constructors Joint Apprenticeship and Training Committee

Ms. Torres presented a proposal on behalf of Southern California Elevator Constructors Joint Apprenticeship and Training Committee (SoCal Elevator JATC) in the amount of \$832,590. Established in 2001, the Southern California Elevator Constructors Joint Apprenticeship and Training Committee (SoCal Elevator JATC) (www.iueclocal18.org) serves 600 apprentices and 1,300 journey level elevator constructors. SoCal Elevator JATC provides training to apprentice and journeymen Elevator Constructors working in 12 Southern California counties. Elevator Constructors assemble, install, maintain, modernize, and replace elevators, escalators, chairlifts, moving walkways, and similar equipment in buildings. Workers are represented by the International Union of Elevator Constructors Local 18, which was founded 125 years ago. Employers are represented by the National Elevator Bargaining Association and Elevator Contractors of America. This is SoCal Elevator JATC's first ETP contract. Elevator Constructors specialize in installation, maintenance, modernization or repair work. Maintenance and repair workers require greater knowledge of electronics, hydraulics, and electricity because a large part of maintenance and repair work involves troubleshooting. Most elevators today have computerized control systems that are more complex and require a higher level of troubleshooting than in the past.

After an elevator is installed, workers must regularly maintain and service it to keep it working properly. They perform preventive maintenance, such as oiling and greasing moving parts, replacing worn parts, and adjusting equipment for optimal performance. They also troubleshoot and perform emergency repairs. Workers that specialize in elevator maintenance must be able to handle major repairs such as replacing cables, elevator doors, and machine bearings. These tasks require the use of cutting torches or rigging equipment. Repair crews also perform major modernization and alteration work such as replacing electric motors, hydraulic pumps, and control panels.

Ms. Torres introduced Dale Birdwell, Area Coordinator; Oscar Maier, National Elevator Industry Educational Program; Steve Duscha, Consultant.

Mr. Broad congratulated Mr. Birdwell on the veterans program. Mr. Broad asked what the virtual reality is with regard to elevators.

Mr. Birdwell responded they were looking into the Smart Googles, where you put your hand on a piece of machinery and you are able to manipulate and repair it, alter it.

Ms. Newsom asked if they were making any efforts to recruit women into this trade.

Mr. Birdwell responded that they were. They go through Helmets to Hard Hats where they push to bring in a high number of women. They currently have 12 women and are actively looking for more.

Mr. Tweini congratulated him on working with the veterans.

Mr. Broad went on to commend them for making the effort to do quality training and encouraging women to apply to their program.

ACTION: Mr. Broad moved and Ms. Roberts seconded the motion for approval of the proposal for Southern California Elevator Constructors Joint Apprenticeship and Training Committee in the amount of \$832,590.

Motion carried, 6 – 0.

Tab #42 – California Manufacturers and Technology Association

Ms. Lazarewicz presented a proposal on behalf of California Manufacturers and Technology Association (CMTA) in the amount of \$949,780. California Manufacturers and Technology Association (CMTA) (www.cmta.net) is a trade association representing a large number of California's manufacturing, processing, service, and technology-based companies. Headquartered in Sacramento, CMTA has worked closely with its member companies and ETP to implement successful work skills training programs for over 20 years. CMTA's comprehensive advocacy and educational initiatives seek to foster a business environment that will lead to the creation and retention of high-wage, high-skill jobs that will enhance the overall prosperity of California. CMTA promotes training programs and policies that help manufacturers achieve higher performance. This will be CMTA's sixteenth ETP-funded project and fifth in the past five years.

Ms. Lazarewicz introduced Robert Sanger, Director of Training Services; Nathan E. Daily, Database Administrator; Dean Peckham, Executive Director with Sacramento Valley Manufacturer Initiative.

Mr. Broad commended him for training veterans.

Mr. Tweini thanked him for their veterans program.

ACTION: Ms. Roberts moved and Ms. Bell seconded the motion for approval of the proposal for California Manufacturers and Technology Association in the amount of \$949,780.

Motion carried, 6 – 0.

Tab #43 – Contract Services Administration Training Trust Fund

WITHDRAWN

Tab #44 – Northern California Valley Sheet Metal Industry Joint Apprenticeship Training Committee

Ms. Lazarewicz presented a proposal on behalf of Northern California Valley Sheet Metal Industry Joint Apprenticeship Training Committee (NoCal Sheet Metal JATC) in the amount of \$299,828. Founded in 1941 and headquartered in Sacramento, Northern California Valley Sheet Metal Industry Joint Apprenticeship and Training Committee (NorCal Sheet Metal JATC)(www.sheetmetaltraining.com) provides training for Apprentices, Pre-Apprentices and Journeymen in the sheet metal, HVAC, and testing and air balance (TAB) industries. Trainees are represented under collective bargaining between representatives from Local 104. The NorCal Sheet Metal JATC delivers training to 21 counties across Northern California. Training under this proposal will be for Apprentices, Pre-Apprentices and Journeymen.

Apprentices in this trade are trained in fabrication, design, installation of ductwork and equipment, service and repair of all types of heating, air-conditioning, and refrigeration equipment. Trainees are also offered welding certification in all areas. Training will consist of hands-on instruction and lecture.

This is NorCal Sheet Metal JATC third ETP Agreement, and the third in the last five years. Training under the prior Agreement was focused on Apprentice training. Training under the proposed agreement will include Journeymen and Pre-Apprentice training.

Ms. Lazarewicz introduced Scott K. Brehmer, Executive Director; Ako Monteiro, Executive Secretary.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Mr. Tweini seconded the motion for approval of the proposal for Northern California Valley Sheet Metal Industry Joint Apprenticeship Training Committee in the amount of \$299,828.

Motion carried, 6 – 0.

XI. GENERAL PUBLIC COMMENT

Mr. Knox presented the preliminary Annual Report. Mr. Knox indicated that it would be posted today, although there are already some adjustments. Mr. Knox went on to note that this is just a preliminary view for the Panel. It has not been vetted by Labor Agency yet. Mr. Knox praised staff for the wonderful job they did with graphics and photographs. Mr. Knox encouraged feedback and/or new information to add to the report.

Mr. Knox commended the Panel and all the contractors for providing good information regarding where ETP is to date, and the product which is incredible for staff and the Panel because they are two-year contract periods. At any one time, we have over \$250M in play in the economy. Training over almost 300,000 people. That's an amazing number for the State of California, and something the Panel can be proud of.

Mr. Broad asked if any Panel Members had questions. There were none. All said it looks really good. Mr. Broad congratulated the staff who on this. Mr. Broad asked if anyone from the public wanted to come forward and make a statement.

Rob Sanger came forward to speak. Mr. Sanger stated they were still getting a lot pushback on the Multiple Employer Contract with social security numbers. Mr. Sanger said that it is only getting worse. Mr. Sanger asked when they will be able to get that capability. Until then it really slows things down quite a bit.

Mr. Knox said it's a good time to update where we are in contracts. Mr. Knox stated ETP has signed into contract Sales Force as the base to do the MSI side of it. Mr. Knox noted that ETP interviewed two different entities to serve as the "Integrator" which will build the backbone off the Sales Force. We are close. Sales Forces has four LMS systems that are approved, will be approved through ETP that will be able to be purchased outside of our contract it can be used under our contract, but those will be automatic within their database system. I hope that answers your question.

Mr. Broad said he thinks the question was will the players be able to directly input social security numbers into the system.

Mr. Knox said essentially yes, through a LMS system. That will be the point of early building.

Mr. Sanger said another other thing to think about as ETP begins to develop the new database is that the current one, which is the old legacy system we use today, was built on a single employer contract basis. So, if you put MECs in it, it really doesn't understand that so we have to have an external database that can manage it. So if you think about that early on, since the MECs are much different than the singles, but if you're going to build it like a single employer contract, it's still going to be hard for MECs. It's something to keep in mind. I'm sure you already are but I wanted to make sure I'm on the record that I brought it up at a Panel meeting.

Mr. Knox further stated that as soon as ETP gets the contract in place with the new integrator, those folks will actually be housed at our facility. It is a California based company. So we are requiring that they actually be in our building 5 days a week. So this is going to be a build out from our location. We will welcome folks to come in and have conversations about the way we are building that system.

Mr. Sanger said he appreciates that.

Mr. Broad asked if there any further public comments. There were none.

XII. MEETING ADJOURNMENT

Meeting adjourned at 11:54 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 \$900,000.

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 \$950,00/\$1.8M*

*MECs over \$950,000 need to wait 18 months from start of contract term before applying for a new contract.

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 \$75,000 or less, and (2) single proposals for \$75,000 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.



M e m o r a n d u m

Employment Training Panel

To: Panel Members

Date: February 22, 2019

From: Stewart Knox, Executive Director

File:

Subject: Action Item: Retrainee-Job Creation Minimum Wage

Amendments to Retrainee-Job Creation Guidelines

At the December Committee Meeting, Committee voted to move two amendments to the Retrainee-Job Creation Guidelines to full Panel for a vote. The two proposed amendments are as follows:

- 1) Set the Retrainee-Job Creation minimum wage to \$15 per hour. \$2.50 in health benefits are allowed to be used to meet this wage if needed. Also, if in a HUA, the HUA wage applies, as per Legislation.
- 2) Expand the Retrainee-Job Creation program to allow Retrainee-Job Creation trainees in a MEC for CNA training. MECs not providing CNA training may add a Retrainee-Job Creation component to their contracts with the approval of Executive Staff. Retrainee-Job Creation trainees (in MEC or SE contracts) must have their own Job Number, and may be added post-contract execution via Amendment or Modification.

Staff is requesting a motion to approve both proposed amendments to the Retrainee-Job Creation Guidelines.



TRAINING PROPOSAL AMENDMENT
Advanced Composite Products and Technology, Inc.

Approval Type: N/A

Reference Number: 17-0890

Contract Number: 18CS-0254-000

Panel Meeting Date: February 22, 2019
Regional Office: San Diego Regional Office
Analyst Name: Ibarra, Maria
Contract Term Date: 4/24/2018 - 4/23/2020

Revision Number: 2
Requested Date: 11/12/2018
Revision Status: In Field Review
Effective Date: February 23, 2019

Proposal Type: Single Employer Contract (SE)
Critical Proposal: No
Funding Source: OSC

FUNDING AMENDMENT:

Current Funding (\$)		Requested Funding Increase (\$)		Revised Funding (\$)	
49,842.00		49,998.00		99,840.00	
Training Cost	Admin Cost	Support Cost	Substantial Contribution	Total In Kind	
86,492.00	13,348.00	N/A	0.00	68,345.00	

PROJECT PROFILE

Repeat Contractor:	No			
High Unemployment Area:	No	Turn Over Rate(Applicant):	5.00 %	
Industry Sector		Priority Industry		
Manufacturing		Yes		

AMENDMENT REQUEST DETAILS:

Reason for the Amendment Request:

Avg hours per trainee to increase from 39 to 60 for Job No. 1 and 30 to 61 for Job No. 2 to continue to meet companywide demands, both production and growth. As a result of the increase in the average weighted hours, the new total funding for Job No. 1 is \$4,680 and for Job No. 2 is \$95,160 with a total funding amount of \$99,840.

REVISED ITEMS:

Costing Group

Attribute	Job Title	No. Trainees		Min Training Hours		Max Training Hours		Estimated Training Hours	
		From	To	From	To	From	To	From	To
Group No. 1 Location: ADVANCED COMPOSITE PRODUCTS & TECHNOLOGY INC									
S-RET-JOBCREATION	Production - Job Creation	3	3	8.00	8.00	200.00	200.00	39.00	60.00
Group No. 2 Location: ADVANCED COMPOSITE PRODUCTS & TECHNOLOGY INC									
S-RET	Production	47	47	8.00	8.00	200.00	200.00	32.00	61.00
	Administrative	6	6	8.00	8.00	200.00	200.00	23.00	61.00

	Engineering	3	3	8.00	8.00	200.00	200.00	26.00	61.00
	Supervisor/Manager	4	4	8.00	8.00	200.00	200.00	20.00	61.00

Waiver Added

Waiver Source	Waiver Choice
<i>Waiver: Cap/Max Hours of Training</i>	
Costing Group #2	200.00
Costing Group #2	200.00
Costing Group #2	200.00
Costing Group #1	200.00
Costing Group #2	200.00

Amended Funding Detailed

Funding	Group No.	Attributes	Number Of Trainees	Weighted Average Hours	Reimbursement Rate	Cost Per Trainee	Cost Per Group
OSC	1	S-RET-JOBCREATION	3	60	\$26.00	\$1,560.00	\$4,680.00
	2	S-RET	60	61	\$26.00	\$1,586.00	\$95,160.00
	Funding Total:		63				\$99,840.00
		Grand Total:	63				\$99,840.00

Legend of Attributes	
Code	Description
S	Single Employer
RET	Retrainee
JOBCREATION	Job Creation – Retrainee Initiative Program

Introduction

Founded in 1977, ACPT specializes in the development and manufacture of advanced composite materials including filament winding, resin formulation, laminate lay-up, compositing machining, finishing, and clean room preparation of finished goods. The Company designs, analyzes, and fabricates complex products for diverse applications using materials such as graphite, glass, aramid, and other reinforcing fibers to be used in combination with epoxies, polyesters, thermoset, and thermoplastic composites. Customers include General Motors, Boeing, Tyco, BAE Systems, General Dynamics, Lockheed Martin, Aerojet, L3 Communications, Datalog, Martin Marietta, Hamilton Sunstrand, Parker, Raytheon, and Textron.

ACPT's sole location is a 30,000-square-foot facility located in Huntington Beach.

Amendment Details

The Contract was approved on April 24, 2018 and training commenced on April 30, 2018. The current funding is to train a total of 63 trainees in Manufacturing, Continuous Improvement, Business, Computer skills as well as hazardous materials training. Specifically, the training plan includes Production, Administration, Engineering, and Managers/ Supervisors.

Following the commencement of training, ACPT has experienced companywide growth that wasn't initially anticipated during development. After reassessing its needs, it was determined that trainees would need up to 106 hours of training to meet current production demands.

Advanced Composite is 33% into the training period and has currently maxed out its funding. Because training has been instrumental in ensuring that Contractor stays competitive within the industry as well as assisting the company in meeting its current production demands, it is seeking an increase in its current funding to ensure the continued companywide growth as well as ensure that its trainees a receiving adequate training to maintain high skills within the industry. Therefore, Contractor is seeking to increase the average weighted hours for both job numbers. For Job Number 1, the weighted average would increase from 39 weighted average hours to 60 weighted average hours (Difference of +21), which would result in a funding total for Job Number 1 in the amount of \$4,680 (Difference of +\$1,638). For Job Number 2, the weighted average would increase from 30 weighted average hours to 61 weighted average hours

(Difference of +31), which would result in a funding total for Job Number 2 in the amount of \$95,160 (Difference of +\$48,360). The new amount of ETP approved funding would be \$99,840 (Difference of +\$49,998). Training will continued to be delivered through the end of the 21 month training period, with 14 months left to train under the current Contract.

By this amendment:

- The weighted average hours will increase by: 60 for Job No. 1 and 61 for Job No. 2.
- The Agreement amount will increase by \$49,998 from \$49,842 to \$99,840.

Recommendations

For the reasons listed above, staff recommends approval of this Amendment request.

ACTIVE CONTRACT PERFORMANCE

This table summarizes active contract(s) performance for ACPT

Contract Number	Approved Amount	Term	Total No. Trainees (Estimated)	Trainees Enrolled	Trainees Completed Training	Total Trainees Retained
18CS-0254-000	\$49,842.00	04/24/2018 - 04/23/2020	63	64	0	0

Based on the ETP System, for the current contract 2175.50 reimbursable hours have been tracked for potential earnings of \$56,563.00 (113.75 % of approved amount).

Curriculum Exhibit B

Classroom /Simulated Laboratory

Training Type (Level)	Course/Class Topic
Business Skills	Communication
Business Skills	Customer Service Excellence
Business Skills	Financial Analysis
Business Skills	Inventory management system
Business Skills	ISO
Business Skills	Leadership
Business Skills	Logistics
Business Skills	Organizational and time management
Business Skills	Product data management
Business Skills	Sales/marketing
Business Skills	Planning
Business Skills	Scheduling
Business Skills	Team Development
Computer Skills (Standard)	AutoCad
Computer Skills (Standard)	Customer Management
Computer Skills (Standard)	Enterprise Resource
Computer Skills (Standard)	Label Matrix barcode
Computer Skills (Standard)	Microsoft Office
Computer Skills (Standard)	Query Report Writer
Computer Skills (Standard)	QuickBooks
Computer Skills (Standard)	UPS/FEDX Supply Chain
Continuous Improvement Skills	Down-time elimination
Continuous Improvement Skills	LEAN enterprise
Continuous Improvement Skills	Process Control
Continuous Improvement Skills	Research/Development
Continuous Improvement Skills	Scrap reduction
Continuous Improvement Skills	Set-up minimization
Hazardous Materials Skills	Hazmat handling
Hazardous Materials Skills	Industrial Hygiene
Manufacturing Skills (ME) (Standard)	Best Production Methods
Manufacturing Skills (ME) (Standard)	Equipment operation, maintenance, troubleshooting
Manufacturing Skills (ME) (Standard)	Inspection procedures
Manufacturing Skills (ME) (Standard)	Lean Practices
Manufacturing Skills (ME) (Standard)	Material supply chain
Manufacturing Skills (ME) (Standard)	Operational planning and processes
Manufacturing Skills (ME) (Standard)	Production Machinery
Manufacturing Skills (ME) (Standard)	Reliability centered maintenance (RCM)
Manufacturing Skills (ME) (Standard)	Supply Chain management
Manufacturing Skills (ME) (Standard)	Warehouse/ Shipping and Receiving
Manufacturing Skills (ME) (Standard)	Workplace organization/5S



Training Proposal for:

AHMC Greater El Monte Community Hospital LP, dba Greater El Monte Community Hospital

Agreement Number: ET19-0427

Panel Meeting of: February 22, 2019

ETP Regional Office: North Hollywood

Analyst: M. Paccarelli

PROJECT PROFILE

Contract Attributes:	SET Retrainee Priority Rate Medical Skills Training	Industry Sector(s):	Services (G) Healthcare (62) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No SEIU Local 121RN, SEIU-United Healthcare Workers West		
Number of Employees in:	CA: 287	U.S.: 287	Worldwide: 287
<u>Turnover Rate:</u>	13%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$286,129

Total ETP Funding
\$193,440

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class /Lab	CBT		
1	Retrainee SET Priority Rate Medical Skills	Cont. Improvement, Computer Skills, MST Didactic, MST Preceptor	240	8 - 200	0	\$806	\$24.13
				Weighted Avg: 31			

Minimum Wage by County: \$24.13 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
Registered Nurse		126
Licensed Vocational Nurse		12
Technician		16
Respiratory Therapist		12
Certified Nurse Assistant		27
Laboratory Staff		12
Pharmacy Staff		3
Administrative Staff		32

INTRODUCTION

Founded in 2014, AHMC Greater El Monte Community Hospital LP, dba Greater El Monte Community Hospital (GEMCH) (www.greaterelmonte.com) is a 117-bed, full care acute hospital accredited by the Joint Commission on Accreditation of Healthcare Organizations. The hospital provides general medical and surgical care for inpatient, outpatient, sub-acute, and emergency care services. GEMCH is eligible for ETP funding under Special Employment Training (SET) for frontline workers and qualifies for ETP’s priority industry reimbursement as a healthcare employer.

PROJECT DETAILS

This will be GEMCH’s fourth ETP Agreement, the third within the last five years. The prior ETP projects focused on new hospital assessments and indicators, new computer charting initiated by the Federal EHR Mandate of 2014, and new equipment and systems such as Spacelabs, Lift

Equipment, Computer Programs and Systems, Inc. (CPSI) Point of Care, Electronic File Management, Omnicell, Defibrillators, and a Telemetry and Monitoring system. The prior project also included training of newly-created positions to support hospital expansion and meet staffing ratios and demands in the hospital's new Behavioral Unit.

In this proposal, GEMCH has developed a training plan that will upgrade the proficiency levels of all staff and comply with new healthcare industry requirements as follows:

- Major upgrades to its Electronic Medical Records (EMR) system to comply with Centers for Medicaid and Medicare Services (CMS) requirements. Advances in technology will provide patients the ability to access healthcare information electronically through its patient portal. As GEMCH strives for patients taking a more active role in their healthcare, the hospital must train staff to assist patients with managing their health and to access their personal health information electronically.
- GEMCH has updated and revised policies and procedures that require staff training such as a screening tool to assess malnutrition, new competencies for administering IV cardiac medications, sepsis screening protocols, and treatment of pressure injuries based on the National Pressure Ulcer Advisory Panel's new guidelines.
- Hospital-wide training relating to patient's home medications reconciliation. GEMCH is focusing on transition of care to reduce 30-day re-admission to ensure patients are going home with the correct medication, dose, frequency, and knowledge of side effects.
- GEMCH is developing a culture of safety for patients and staff. Staff must be trained on the prevention of cross-contamination, workplace injury prevention, and medication safety.

Although some course titles may be similar to those provided in prior projects, the curriculum will cover new or updated policies and procedures.

Training Plan

Medical Skills Training (Didactic and Clinical with Preceptor) - Training will be offered to all nurses and healthcare professionals on medical policies and procedures including equipment skills, infection control, and wound care. Clinical Preceptor training will be provided to nurses with emphasis on patient assessment and care, specific unit's nursing skills, and pre-and post-operative care. Trainees will work with a Preceptor to validate skills, improve familiarity with patient acuity levels, and increase the level of care to meet hospital requirements. Therapists and Technicians may receive Clinical Preceptor training based on their respective job duties.

Continuous Improvement - Training will be offered to all occupations to improve quality of care, services, and patient satisfaction such as CORE measures, communication skills, conflict resolution, documentation skills, and performance and quality improvement.

Computer Skills - Training will be offered to all occupations in advanced EMR Records to meet the new CMS requirements and improve patient care.

Union Letters

GEMCH provided letters of support for this proposal from the SEIU Local 121RN Nurse Alliance representing the Registered Nurses and the SEIU-UHW United Healthcare Workers West

representing the Licensed Vocational Nurses, Certified Nurse Assistants, Technicians, Respiratory Therapists, Laboratory Staff, and Pharmacy Staff.

Special Employment Training

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

➤ Wage Modification

Trainees in Job Number 1 are employed in a Priority Industry and qualify for a wage modification up to 25% below the Statewide Average Hourly Wage. The wage modification from \$32.18 to \$24.13 is requested for trainees in Job Number 1.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. GEMCH's annual training budget is between \$285k to \$300k, which covers New Employee Orientation, Preceptor Program, Annual Skills Day, Annual Re-orientation Update, mandatory management training, Sexual Harassment prevention, and crisis intervention such as AB508 and disaster preparedness training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Chief Nursing Officer (CNO) will be in charge of the implementation of this project. A dedicated Registered Nurse has also been assigned to oversee project administration and training. There will be designated staff assigned to collect rosters and maintain ETP binders for each department. A vendor has also been retained to assist with administration. Training will be delivered by in-house subject matter experts at the hospital's sole El Monte location upon ETP approval.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
ET16-0235*	El Monte	10/26/15 – 10/25/17	\$363,880	\$194,663	(53%)
ET13-0325	El Monte	03/25/13 - 03/24/15	\$324,640	\$226,693	(70%)

*ET16-0235 – During the term of project, the ETP Administrator left the project. Though training was conducted, training rosters were not properly maintained. Project performance suffered due to lack of proper project oversight. For this project, GEMCH has established a team of dedicated staff who will be overseeing the new project. The CNO has taken the leadership role for this new proposal. A second staff

will assist in overseeing administration. All directors have been educated about ETP training and administrative processes. Regular meetings will be held with the vendor to discuss the project and contract performance. Further, this new proposal has been "right-sized" in line with previous earnings.

DEVELOPMENT SERVICES

Training Funding Source (TFS) in Seal Beach assisted with the development of this project for an estimated flat rate of \$7,900.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

MEDICAL SKILLS TRAINING – DIDACTIC

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

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

MEDICAL SKILLS TRAINING – CLINICAL PRECEPTOR

- **Emergency Department**
 - Emergency Room Nursing Skills
 - Emergency Care of the Burn Patient
 - OB Trauma
 - Trauma Nursing Skills
 - Triage Nursing Skills
 - Care of Pediatric patients
- **Intensive Care Unit/Critical Care Unit**
 - Critical Care Nursing Skills
 - Patient Assessment & Care
 - Pre and Post-Operative Care
 - Ventilator & Tracheotomy Care
 - Hemodynamics Training
- **Long Term Care Unit** (Subacute, Skilled Nursing, Transitional Care & Hospice)
 - Patient Assessment & Care
 - Geriatric Nursing Skills
 - Hospice Nursing Skills
- **Medical/Surgical Unit**
 - Patient Assessment & Care
 - Medical/Surgical Nursing Skills
 - Pre and Post-Operative Care
- **Obstetrics Unit**
 - Patient Assessment & Care
 - Antepartum, Labor, Delivery and Postpartum Skills
 - Neonatal Nursing Skills
 - S.T.A.B.L.E.
 - Advanced & Electronic Fetal Monitoring
 - Neonatal Resuscitation Provider (NRP)

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

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

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

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

- **Behavioral Unit**
 - Patient Assessment & Care
 - Behavioral Unit Nursing Skills

CONTINUOUS IMPROVEMENT

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

COMPUTER SKILLS

- Electronic Medical Records Application Skills

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



August 23rd, 2018

ETP
1100 J. Street Suite 400
Sacramento, Ca 95814

GAYLE BATISTE, RN
President

JEANNIE KING, RN
Vice-President

Lorraine Myrick, RN
Secretary-Treasurer

N B. WEINSTEIN, RN
Executive Director

**Re: Union Support for ETP Funding
Facility: El Monte Hospital**

This letter will confirm support by SEIULocal121RN
For El Monte Community Hospital proposed training to be
submitted to the Employment Training Panel.

Sincerely,

A handwritten signature in black ink that reads 'JoAnn Valdez'. The signature is fluid and cursive.

JoAnn Valdez
Union Representative
Seiu local121RN
(909)292-6915
valdezj@seiu121rn.org

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



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December 19, 2018

UNITED HEALTHCARE
WORKERS WEST
SERVICE EMPLOYEES
INTERNATIONAL
UNION, CLC

ETP
1100 J Street Suite 400
Sacramento, CA 95814.

RE: UNION SUPPORT FOR ETP FUNDING

ETP,

This letter will confirm support by SEIU for Greater El Monte Community Hospital proposed training to be submitted to the Employment Training Panel.

Dave Regan - President
Stan Lyles - Vice President

For the Union,

Jennifer Saldaña

Union Representative/Organizer - Hospital Division
SEIU United Healthcare Workers - West
5480 Ferguson Drive
Los Angeles, California 90022
Cell: (213) 248-2296
Email: jsaldana@seiu-uhw.org

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

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



TRAINING PROPOSAL AMENDMENT

Alta Los Angeles Hospitals, Inc

Approval Type: Panel

Reference Number: 17-0833

Contract Number: 18CS-0082-000

Panel Meeting Date: 02/22/2019
Regional Office: North Hollywood Regional Office
Analyst Name: Romero, Jela
Contract Term Date: 10/2/2017 - 10/1/2019

Revision Number: 1
Requested Date: 12/19/2018
Revision Status: In Contract Review Unit
Effective Date: 02/22/2019

Proposal Type: Single Employer Contract (SE)
Critical Proposal: No
Funding Source: SET

FUNDING AMENDMENT:

Current Funding (\$)		Requested Funding Increase (\$)		Revised Funding (\$)	
\$737,237.00		\$139,047.00		\$876,284.00	
Training Cost	Admin Cost	Support Cost	Substantial Contribution	Total In Kind	
\$750,798.00	\$142,398.00	N/A	\$16,912.00	\$875,000.00	

PROJECT PROFILE

Repeat Contractor:	Yes			
High Unemployment Area:	No	Turn Over Rate(Applicant):	0.00 %	
Industry Sector		Priority Industry		
Healthcare		Yes		

AMENDMENT REQUEST DETAILS:

Reason for the Amendment Request:

Alta Hospitals requests to increase funding by \$139,047 to help the Company train Registered Nurses to replace existing Per Diem and Registry/Contract Nurses. The additional funding will provide the Company with numerous operating advantages such as cost savings and a greater ability to control patient outcomes as compared to non-employee.

REVISED ITEMS:

Costing Group

Attribute	Job Title	No. Trainees		Min Training Hours		Max Training Hours		Estimated Training Hours	
		From	To	From	To	From	To	From	To
Group No. 1 Location: Alta Los Angeles Hospitals, Inc dba Los Angeles Community Hospital									
S-RET	Registered Nurse	76	76	8.00	8.00	200.00	200.00	40.00	67.00
Group No. 1 Location: Alta Los Angeles Hospitals, Inc. dba Norwalk Community Hospital									
S-RET	Registered Nurse	74	74	8.00	8.00	200.00	200.00	40.00	67.00
Group No. 1 Location: Southern California Healthcare System at Van Nuys									
S-RET	Registered Nurse	70	70	8.00	8.00	200.00	200.00	40.00	67.00

Group No. 1 Location: Southern California Healthcare System, Inc.									
S-RET	Registered Nurse	76	76	8.00	8.00	200.00	200.00	40.00	67.00

Amended Funding Detailed

Funding	Group No.	Attributes	Number Of Trainees	Weighted Average Hours	Reimbursement Rate	Cost Per Trainee	Cost Per Group
SET	1	S-RET	499	58	\$18.00	\$1,044.00	\$520,956.00
	2	S-RET-JOBCREATION	198	94	\$20.00	\$1,880.00	\$372,240.00
	Funding Total:		697				\$893,196.00
		Grand Total:	697				\$893,196.00

Legend of Attributes	
Code	Description
S	Single Employer
RET	Retrainee
JOBCREATION	Job Creation – Retrainee Initiative Program

Introduction

Alta Hospitals System, LLC (ALTA) owns and operates a network of acute care hospitals in Los Angeles, Hollywood, Van Nuys, Norwalk, Culver City, Tustin and Bellflower. The acute care hospitals provide short-term inpatient and outpatient care for brief illnesses and quasi-residential cares for sub-acute patients on ventilators that are unable to transition to nursing homes or long-term care facilities. They also offer pediatric care, gynecology, general surgery, orthopedic surgery, cardiology, rehabilitation and detoxification services, and acute psychiatric services.

Amendment Details

Alta Hospitals requests funding for an additional 27 hours per trainee in Job 1 which will be an increase in the average hours from 40 to 67 hours for 296 trainees in Job 1. The Company has exhausted its training fund within the first 11 months of the contract term and trainees require more training. The additional funding amounts to \$139,047. Training will help Alta increase employee retention by replacing existing per diem and registry positions with full time employees in all 5 locations. The additional funding will provide the Company with numerous operating advantages such as cost savings and a greater ability to control patient outcomes as compared to contracted staff nurses.

Recommendation

Staff recommends approval of this Amendment.

ACTIVE CONTRACT PERFORMANCE

This table summarizes active contract(s) performance for Alta Los Angeles Hospitals, Inc.

Contract Number	Approved Amount	Term	Total No. Trainees (Estimated)	Trainees Enrolled	Trainees Completed Training	Total Trainees Retained
18CS-0082-000	\$737,237.00	10/02/2017 - 10/01/2019	697	825	662	561

Based on the ETP System, for the current contract 35199.04 reimbursable hours have been tracked for potential earnings of \$701,177.73 (94.92 % of approved amount)

Exhibit B: Curriculum**Classroom /Simulated Laboratory**

Training Type (Level)	Course/Class Topic
Computer Skills (Standard)	Electronic Medical Records Application Skills
Computer Skills (Standard)	Excel (Intermediate & Advanced)
Computer Skills (Standard)	ICD-10
Computer Skills (Standard)	Microsoft Office Skills (Intermediate & Advanced)
Continuous Improvement Skills	AIDET Training
Continuous Improvement Skills	Charge Nursing Training
Continuous Improvement Skills	Communication Skills
Continuous Improvement Skills	CORE Measures
Continuous Improvement Skills	Crisis Prevention Intervention (CPI)
Continuous Improvement Skills	Critical Thinking Skills
Continuous Improvement Skills	Culturally Appropriate Care
Continuous Improvement Skills	Customer Service Skills
Continuous Improvement Skills	Documentation Skills
Continuous Improvement Skills	Frontline Leadership Skills
Continuous Improvement Skills	Improving Observation and Reporting Skills
Continuous Improvement Skills	Management of Assaultive behavior
Continuous Improvement Skills	Performance & Quality Improvement
Continuous Improvement Skills	Preceptor Skills
Continuous Improvement Skills	Preventing Hospital Readmissions
Continuous Improvement Skills	Preventing Workplace Violence
Continuous Improvement Skills	Relationship Building
Literacy Skills	Basic math
Literacy Skills	Vocational English
Medical Skills (didactic)	Activities of Daily Living
Medical Skills (didactic)	Acute Myocardial Infarction
Medical Skills (didactic)	Advanced Cardiac Life Support (ACLS)
Medical Skills (didactic)	Ambulating a Patient with Ambulatory Device
Medical Skills (didactic)	Arterial Blood Gas (ABG) Interpretation
Medical Skills (didactic)	Arterial Lines
Medical Skills (didactic)	Aspects of Aging
Medical Skills (didactic)	Assessment
Medical Skills (didactic)	Basic Life Support (BLS)
Medical Skills (didactic)	Bladder and Bowel Management
Medical Skills (didactic)	Body Mechanics
Medical Skills (didactic)	Care of the Bariatric Patient
Medical Skills (didactic)	Care of the Cardiac Patient
Medical Skills (didactic)	Care of the Geriatric Patient
Medical Skills (didactic)	Care of the Neurosurgical Patient
Medical Skills (didactic)	Care of the Stroke Patient
Medical Skills (didactic)	Care of the Transplant Patient
Medical Skills (didactic)	Care Planning

Medical Skills (didactic)	Central Lines Management
Medical Skills (didactic)	Chest Tube Care & Management
Medical Skills (didactic)	Code Blue Response & Procedures
Medical Skills (didactic)	Critical Care Nursing Skills
Medical Skills (didactic)	Decontamination Procedures
Medical Skills (didactic)	Dementia and Alzheimer's Disease
Medical Skills (didactic)	Diabetes Care & Management
Medical Skills (didactic)	Dysrhythmia Recognition & Interpretation
Medical Skills (didactic)	Educating the Patient & Family
Medical Skills (didactic)	EKG & Cardiac Monitoring
Medical Skills (didactic)	Elder Abuse/Prevention and Reporting
Medical Skills (didactic)	Emergency Room Nursing Skills
Medical Skills (didactic)	End of Life
Medical Skills (didactic)	Equipment Skills (IV, Cardiac Telemetry, etc.)
Medical Skills (didactic)	Gastrointestinal (GI) Assessment & Management
Medical Skills (didactic)	Gender Confirmation
Medical Skills (didactic)	Hemodynamic Monitoring
Medical Skills (didactic)	Hoyer Lift and Sally Slide Use
Medical Skills (didactic)	Infection Control
Medical Skills (didactic)	Informed Consent
Medical Skills (didactic)	Intra-Aortic Balloon Pump (IABP) Therapy
Medical Skills (didactic)	Intra-Cranial Pressure Monitoring
Medical Skills (didactic)	Intravenous (IV) Insertion & Therapy
Medical Skills (didactic)	Intubation
Medical Skills (didactic)	Isolation and precautions
Medical Skills (didactic)	Management of Nephrostomy Tubes
Medical Skills (didactic)	Medical/Surgical Nursing Skills
Medical Skills (didactic)	Medication Administration & Management
Medical Skills (didactic)	Moderate Sedation
Medical Skills (didactic)	Never Events
Medical Skills (didactic)	New Graduate Nursing Skills
Medical Skills (didactic)	Newborn Assessment
Medical Skills (didactic)	Nurse Sensitive Indicators
Medical Skills (didactic)	Nursing Care of the Vegetative Patient
Medical Skills (didactic)	Nutrition
Medical Skills (didactic)	Oral Care
Medical Skills (didactic)	Orthopedic Nursing Skills
Medical Skills (didactic)	Outpatient Cardiac Rehabilitation
Medical Skills (didactic)	Oxygenation
Medical Skills (didactic)	Pacemaker and AICD
Medical Skills (didactic)	Pain Management (Acute & Chronic)
Medical Skills (didactic)	Palliative Care
Medical Skills (didactic)	Paracentesis Patient Care and Drainage
Medical Skills (didactic)	Peritoneal Dialysis
Medical Skills (didactic)	Parenteral feeding
Medical Skills (didactic)	Patient Assessment & Care

Medical Skills (didactic)	Patient Fall Prevention
Medical Skills (didactic)	Pediatric Advanced Life Support (PALS)
Medical Skills (didactic)	Pediatric Patients (Acute Care, Intensive Care)
Medical Skills (didactic)	Pharmacology; Critical Care drips
Medical Skills (didactic)	PICC Line Insertion
Medical Skills (didactic)	Positioning the Patient
Medical Skills (didactic)	Pre and Post -Operative Care
Medical Skills (didactic)	Pressure Ulcers
Medical Skills (didactic)	Rapid Response Skills
Medical Skills (didactic)	Renal Assessment & Management
Medical Skills (didactic)	Respiratory Assessment & Care
Medical Skills (didactic)	Restraints/Restraint Free Environment
Medical Skills (didactic)	Sepsis; Recognition and Treatment
Medical Skills (didactic)	Sheath Pull
Medical Skills (didactic)	Surgical Nursing Skills
Medical Skills (didactic)	Telemetry Nursing Skills
Medical Skills (didactic)	Thoracentesis Patient Care
Medical Skills (didactic)	Transfer Techniques
Medical Skills (didactic)	Transurethral Resection of the Prostate
Medical Skills (didactic)	Trauma Nursing Skills
Medical Skills (didactic)	Triage Nursing Skills
Medical Skills (didactic)	Ventilator & Tracheotomy Care
Medical Skills (didactic)	Wound & Skin Care

Productive Laboratory

Training Type (Level)	Course/Class Topic	Trainer to Trainee Ratio	Max Hours
Medical Skills (preceptor)	Care of Trauma Patient	1:1	0.00
Medical Skills (preceptor)	Cath Lab Nursing Dialysis Intravenous (IV) Therapy	1:1	0.00
Medical Skills (preceptor)	Critical Care Nursing Skills Intravenous (IV) Therapy	1:1	0.00
Medical Skills (preceptor)	EKG & Cardiac Monitoring Dysrhythmia Interpretation	1:1	0.00
Medical Skills (preceptor)	Hemodynamic Monitoring	1:1	0.00
Medical Skills (preceptor)	Intravenous (IV) Therapy	1:1	0.00
Medical Skills (preceptor)	Management of the Renal Transplant Patient	1:1	0.00
Medical Skills (preceptor)	Medical/Surgical Nursing Skills	1:1	0.00
Medical Skills (preceptor)	Orthopedic Nursing Skills	1:1	0.00
Medical Skills (preceptor)	Orthopedic Nursing Skills Ventilator and Tracheotomy Care	1:1	0.00
Medical Skills (preceptor)	Patient Assessment & Care	1:1	0.00
Medical Skills (preceptor)	Pre and Post-Operative Care	1:1	0.00
Medical Skills (preceptor)	Telemetry Nursing Skills Intravenous (IV)	1:1	0.00
Medical Skills (preceptor)	Therapy Oncology Nursing Skills	1:1	0.00
Medical Skills (preceptor)	Total Parenteral Nutrition Care of the Cardiac Patient	1:1	0.00
Medical Skills (preceptor)	Trauma Nursing Skills	1:1	0.00

Advanced Technology (AT) Training Justification

Training Type (Level)	Course/Class Topic	Justification
Medical Skills (preceptor)	Care of Trauma Patient	
Medical Skills (preceptor)	Cath Lab Nursing Dialysis Intravenous (IV) Therapy	
Medical Skills (preceptor)	Critical Care Nursing Skills Intravenous (IV) Therapy	
Medical Skills (preceptor)	EKG & Cardiac Monitoring Dysrhythmia Interpretation	
Medical Skills (preceptor)	Hemodynamic Monitoring	
Medical Skills (preceptor)	Intravenous (IV) Therapy	
Medical Skills (preceptor)	Management of the Renal Transplant Patient	
Medical Skills (preceptor)	Medical/Surgical Nursing Skills	
Medical Skills (preceptor)	Orthopedic Nursing Skills	
Medical Skills (preceptor)	Orthopedic Nursing Skills Ventilator and Tracheotomy Care	
Medical Skills (preceptor)	Patient Assessment & Care	
Medical Skills (preceptor)	Pre and Post-Operative Care	
Medical Skills (preceptor)	Telemetry Nursing Skills Intravenous (IV)	
Medical Skills (preceptor)	Therapy Oncology Nursing Skills	
Medical Skills (preceptor)	Total Parenteral Nutrition Care of the Cardiac Patient	
Medical Skills (preceptor)	Trauma Nursing Skills	



**Training Proposal for:
B&B Manufacturing Co.
Contract Number: ET19-0406**

Panel Meeting of: February 22, 2019

ETP Regional Office: North Hollywood

Analyst: J. Romero

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	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: 281	U.S.: 281	Worldwide: 281
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	11%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$123,318

Total ETP Funding
\$111,800

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Manufacturing Skills, Continuous Improvement	215	8-200	0	\$520	\$18.56
				Weighted Avg: 20			

Minimum Wage by County: \$18.56 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 \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Production Staff/Assemblers		69
CNC and Bench Machinist		50
Inspection/Quality Control Staff		50
Engineer		10
Administrative Staff		12
Manager/Supervisor		24
TOTAL:		215

INTRODUCTION

Founded in 1959, B&B Manufacturing Co., (B&B), www.bbmfq.com is a manufacturer of various precision mechanical components such as timing belts, pulleys and synchronous drive parts which includes, bushings, flanges, sprockets, gears and sheaves.

B&B products are mainly used by the robotics, medical, military, aerospace, vending, 3D printing, packaging and floor care industries. They also serve other manufacturers, distributors and Original Equipment Manufacturers (OEM) in the power transmission and precision mechanical component industries, by providing parts at a reasonable price and in a timely manner for standard, custom or prototype synchronous drive applications.

B&B has captured major market segments in the past years and plans to continue to provide high quality products with a low lead time. In response to this growth, the Company spent approximately \$8M in upgrading its CNC machines and support equipment in its Valencia location and plans to expand to a bigger facility within the next three years.

With the help of the previously ETP-funded training, the Company was able to complete the first phase of its goal to shift to new technology and methodology by successfully training and integrating employee skills on the machine tool aspect with the computerized software and process support. In this ETP proposal, B&B plans to provide employees training on the Quality Management System, Process Auditing, and Equipment Training on additional Machine Tools.

Veterans Program

Although there is not a Veteran component to this project, the Company does actively recruit Veterans. Some will be included in this proposal.

PROJECT DETAILS

This is B&B's fourth ETP Agreement, the second within the last 5 years. This training will differ from the Company's previous ETP training project with the inclusion of training on new tools and machinery recently purchased (Automated Manufacturing NC4 Separate System, Mori NMV 3000 and 5000 and Robotics that loads and deburr equipment) and on manufacturing processes focused on the quality management system, process auditing, 6S Lean Principles and Cybersecurity. Training will develop trainee competency and confidence in the proper operation and use of various machines, high-powered tools and equipment.

Commitment to Training

ETP funds will not displace the existing financial commitment to training and will continue to provide mandatory and job-specific training using its own expense during the term of the proposed Contract that will include orientation, anti-harassment and regulatory training which is part of their annual training budget of \$335,000. The company also represents that safety training is, and will continue to be provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

B&B has a detailed training plan in place and is ready to start training upon approval. The Human Resources Generalist (HRG) and the Operations Manager will oversee the project. One staff from Leadership Team and one from Accounting Team will act as Training Coordinators, facilitating the training schedules, collecting attendance rosters and uploading enrollment and training information into the ETP Online/Tracking System. Training will be delivered by B&B's in-house experts and training vendors.

Training Plan

B&B will provide classroom/laboratory training to its employees in the following areas:

Business Skills: This training will be offered to all occupations to improve efficiency and productivity by enabling employees to understand and implement business strategies. The training will refine trainee skills in communication and have an overall knowledge and understanding of human-interaction skills that are critical in a competitive environment.

Computer Skills: This training will be offered to all occupations on how to utilize software systems as they relate to their job functions.

Continuous Improvement: This training will be offered to all occupations and will assist staff with developing decision-making skills and enhance understanding of their strengths and weaknesses while recognizing each individual is an integral part of a team.

Manufacturing Skills: This training will be offered to Production Staff/Assemblers, Machinists, Inspection/Quality Control Staff, Engineer, Manager and Supervisor. Training will include operation, preventive maintenance and repair of specialized machinery used in the manufacturing process. Trainees will acquire better understanding of the entire manufacturing process and will develop skills on quality review of products from a customer's perspective.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes Contractor's performance under an ETP Contract that was completed within the last five years.

Contract No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
ET17-0134	Valencia	07/01/16 – 06/30/18	\$109,980	\$109,980	(100%)

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

- Change Management
- Business Strategy
- Leadership Skills
- Interpersonal Skills
- Goal Setting
- Program Management
- Project Planning/Monitoring
- Supply Chain Optimization
- Team Development

COMPUTER SKILLS

- Change Control System
- Cyber Security
- Customer/Supplier Specific Programs
- Payroll Systems
- Manufacturing Software Applications
- CMMIS (Computerized Maintenance Management Information System)
 - Reducing Down Time
 - Preventive Maintenance
- Intranet Application (Internal – Laserfiche)
- Internet Application (Smartsheet, website, etc.,)
- IT Infrastructure
- Microsoft Office Programs (Intermediate/Advanced)

MANUFACTURING SKILLS

- Blue Print Reading
 - Geometric Dimensioning and Tolerance (GD&T)
- Coolant Management
- Deburr (External)
- Deburr (Internal)
- Soldering
- CNC Machine Operation
- Equipment Operation
 - Maintenance
 - Troubleshooting

CONTINUOUS IMPROVEMENT

- Auditing
- 6S Lean Principles
 - Visual Controls
 - Value Stream
 - Mapping
 - Kaizen

- Production
- Coordinate Measuring Machines (CMM)
- Inspection Equipment (caliper, hand tools, gauges, etc.,)
- Inspection Process
 - Manufacturing Inspection Process
 - Final Inspection Process
 - Assemble Inspection Process
- Process Failure Mode and Effects Analysis (PFMEA)
- Advanced Product Quality Planning (APQP)
- Production Part Approval Process (PPAP)
- QMS (Quality Management System)
 - Procedure
 - WI, Flowcharts
 - Acceptance Quality Limit (AQL)
- Quality Software
 - Standard Process Control (SPC)
 - Quality Data Analysis Software (QDA9)
 - PC- DMIS (Measurement Software)
 - Gagetrak

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



Training Proposal for:
California Harvesters, Inc.
Contract Number: ET19-0417

Panel Meeting of: February 22, 2019

ETP Regional Office: North Hollywood

Analyst: M. Webb

PROJECT PROFILE

Contract Attributes:	Retrainee Seasonal HUA SET	Industry Sector(s):	Services (G) Agriculture (B) Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Kern, Tulare, Fresno	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: 903	U.S.:903	Worldwide: 903
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$199,640

Total ETP Funding
\$199,640

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 Seasonal HUA SET	Business Skills, Continuous Impr, HazMat, Commercial Skills, Literacy Skills, PL-Commercial Skills	421	8-200	0	\$460	*\$13.28
				Weighted Avg.: 20			
2	SET HUA	Business Skills, Continuous Improvement, HazMat, Commercial Skills, PL- Commercial Skills	13	8-200	0	\$460	*\$13.28
				Weighted Avg.: 20			

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

Minimum Wage by County: Job Numbers 1 and 2 (HUA): \$13.28 per hour for Kern 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 \$1.28 per hour may be used to meet the Post-Retention Wage for Job Number 1 only.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Crew Boss		15
Field Worker		392
Forklift Operator		14
Job Number 2		
Administrative Staff (Salary)		6
Administrative Staff (Hourly)		4
Frontline Supervisor		3

INTRODUCTION

Founded in 2017, California Harvesters, Inc. (CA Harvesters) (www.caharvesters.com) is an employee benefit company that supplies agricultural labor to growers in California's Central Valley. The Company operates from a single location located in the city of Bakersfield. CA Harvesters was designed as a labor contracting company to create high-quality farm labor jobs.

Veterans Program

CA Harvesters does not actively recruit Veterans.

PROJECT DETAILS

CA Harvesters currently provides workers solely to table grape growers. In the next year, the Company will expand its portfolio to include citrus growers within the Central Valley. The addition of citrus harvest runs, which runs contra-seasonal to the table grape harvest, will provide employees with continued income and thus provide a pathway to secure jobs. This shift will require significant training for employees.

The training plan developed will increase worker skills in both table grape and citrus harvest environments. Training in both environments will develop workers skills and potentially provide additional harvesting opportunities in the future. Incumbent workers will receive training in citrus pruning and harvesting to increase employee skills.

Staff training will also include effective communication, leadership skills, and conflict resolution. CA Harvesters plans to implement a cultural shift among growers and field workers to improve worker communication and enhance team synergy to increase productivity.

Training Plan

CA Harvesters hired the Fair Foods Standards Council (FFCS), an impartial third-party auditor with years of experience interviewing agricultural workers, to conduct a formal needs assessment. Feedback concluded that workers desire and need additional training in contra-seasonal crop harvesting. Training will be delivered by in-house instructors and training vendors.

Business Skills: Training will be offered to Administrative Staff and Supervisors. Curriculum will include Customer Service, Time Management, and Finance training. Training topics will improve productivity and provide measurable goals to track employee performance and obtain productivity data.

Continuous Improvement: Training will be offered to Administrative Staff, Crew Leads/Bosses, Supervisors, and Field Workers. Topics delivered will improve communication in the workplace, problem-solving, and leadership skills. Training will improve employee retention by creating competency and secureness in executing job duties.

Hazardous Materials: Training will be provided to Field Workers to increase staff knowledge of hazardous materials and proper handling and disposal procedures.

Literacy Skills: Training will be offered to Field Workers to improve trainee's use of the English language. Literacy and English as a Second Language (ESL) training will develop workers' communication skills and provide further opportunity for advancement within the workplace.

Commercial Skills: Training will be offered to Crew Leads/Bosses, Supervisors, and Field Workers to ensure workers are aware of safety procedures and operate machinery effectively. Training provided will result in safety and forklift certifications that will increase employee skills and better prepare them for additional work opportunities.

Productive Laboratory

Trainees may produce goods for profit as part of the Productive Lab (PL) training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training. A total of 424 workers will receive up to five hours of PL training to gain

proficiency and ensure workers are able to safely sustain the physical work required when completing required field work. Specifically, field workers will be trained in the following activities

for table grapes and citrus harvesting: pruning, tying, crown suckering, leafing, tipping, skirting, bunch dropping, cane turning, thinning, equipment operation, girdling, and harvesting. Equipment utilized in PL training will include, but not limited to: grape circumference measuring equipment, scales, wheelbarrows, ladders, forklifts, box packing machines, harvesting clippers, and pruning shears.

Under the supervision of the instructor, trainees will demonstrate competency in the ability to appropriately group vines and bind them together securely without damaging the vine or grape. For Citrus training, workers will learn to prune unhealthy and badly positioned branches from trees. Pruning citrus trees will allow better air circulation and expose leaves to light. Trainees must also demonstrate skills such as identifying twin laterals, the number of leaves to remove (skill and judgement), and the ability to remove one shoot without damaging the other.

CA Harvesters requests a PL trainer-to-trainee ratio of 1:3 because trainees typically work in small groups of three due to the type of work and equipment used. The PL training environment will provide trainees skills to produce quality crops in a sustainable fashion that enhances their value, by offering explanation, comprehension, and trainee inquiries in a small group setting. This ratio is ideal for mastering specific job skills, training costs, and time management. Initially PL training will reduce the production rate, but the Company anticipates a long-term increase in productivity due to workers mastering proper execution of job duties.

Commitment to Training

CA Harvesters spends approximately \$65,000 annually in training at its Bakersfield location. Training provided to staff includes worker protection standard, new employee orientation, and safety training.

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

➤ Training Infrastructure

The Safety Manager, will administer this training project with the assistance of three Supervisors, and all Crew Leads/Bosses. Roles have been assigned to ensure training is scheduled for field and administrative staff, training is tracked, documentation is consistent, and data entry is completed using ETP Online Systems. Training will be provided by both in-house, and training vendors.

Seasonal Workers

The Panel is authorized to fund training for Seasonal Workers pursuant to specific statutory standards for Special Employment Training, at Unemployment Insurance Code Section 10214.5(d). (S.B.1680, Stats. 2006.) The Panel adopted guidelines for a Seasonal Worker pilot program effective January 1, 2007 consistent with this enactment. As stated in the guidelines, the purpose of this program is to increase employment retention and productivity in all cycles of crop production including harvesting, packing, processing, and transportation.

CA Harvest qualifies as a Major Seasonal Industry, and the 421 seasonal time-base trainees in Job Number 1 are eligible, under the statute and guidelines. All of the trainees are hired, in time for the season. Under the Seasonal Worker statute and guidelines, the Panel is authorized to

substitute a special employment retention requirement; and to modify the cap on literacy skills training.

➤ **Modifications**

CA Harvest is also requesting the Seasonal Worker retention modification for Job Number 1. This is 500 hours within the 12-month period following the end of training.

CA Harvest is requesting the Seasonal Worker cap on literacy training, modified upward from 45% to 50% of total training hours per trainee, for Job Number 1.

High Unemployment Area

Trainees in Job Numbers 1 and 2 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in Kern County are in an HUA. 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. CA Harvesters request a wage modification from \$17.70 per hour to \$13.28 per hour for these trainees.

Frontline Supervisors

CA Harvesters is requesting to include 3 Supervisors in this training proposal. These employees supervise and work with Field Workers and Crew Bosses. These Supervisors spend more than 50% of their time performing frontline work tasks in crop harvesting. As such, they meet the Panel's definition of "frontline workers" and qualify for Special Employment Training (SET) funding.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

- Paraprofessional Healthcare Institute in Bronx, NY has been retained to provide training for a fee of \$2,000. Training will include communication and leadership training. CA Harvesters has utilized this company as a training vendor in the past, and they are familiar with the Company's model and work-force demographic.
- AG Safe in Modesto, CA will provide Commercial Skills training for a fee of \$2,000.
- 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

- Financial Literacy and Management
- Customer Service
- Problem Solving
- Time Management

COMMERCIAL SKILLS

- Safety (I-9 Training)*
- Forklift Operation
- Equipment Operation
- Proper Harvest Procedures
- Proper Pruning Procedures

CONTINUOUS IMPROVEMENT

- Communication Skills
- Conflict Resolution
- Leadership Skills

HAZARDOUS MATERIALS

- Pesticides
- Proper Handling

LITERACY SKILLS

- English as a Second Language (ESL)
- Literacy Training

Literacy Training cannot exceed 50% of total training hours per-trainee

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

(This cap does not apply to Hazmat)

Productive Lab Hours (1:3)

0-5

COMMERCIAL SKILLS

- Proper Harvest Procedures
- Proper Pruning Procedures
- Best Practices for Packing Produce
- Equipment Operation

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



TRAINING PROPOSAL AMENDMENT

Clima-Tech LLC

Approval Type: N/A

Reference Number: 18-0657

Contract Number: 18CS-0193-000

Panel Meeting Date: 02/22/2019
Regional Office: North Hollywood Regional Office
Analyst Name: Reeves, Stephen
Contract Term Date: 12/9/2017 - 12/8/2019

Revision Number: 2
Requested Date: 09/05/2018
Revision Status: In Contract Review Unit
Effective Date: 02/23/2019

Proposal Type: Single Employer Contract (SE)
Critical Proposal: No
Funding Source: SET

FUNDING AMENDMENT:

Current Funding (\$)		Requested Funding Increase (\$)		Revised Funding (\$)	
\$49,920.00		\$46,280.00		\$96,200.00	
Training Cost	Admin Cost	Support Cost	Substantial Contribution	Total In Kind	
\$82,712.00	\$13,488.00	N/A	\$0.00	\$75,425.00	

PROJECT PROFILE

Repeat Contractor:	No			
High Unemployment Area:	No	Turn Over Rate(Applicant):	5.00 %	
Industry Sector		Priority Industry		
Construction		Yes		

AMENDMENT REQUEST DETAILS:

Reason for the Amendment Request:

The Company has earned over 90% of the current dollar amount and requires more training.

REVISED ITEMS:

Costing Group

Attribute	Job Title	No. Trainees		Min Training Hours		Max Training Hours		Estimated Training Hours	
		From	To	From	To	From	To	From	To
Group No. 1 Location: Clima-Tech Refrigeration									
S-RET	technician	44	44	8.00	8.00	150.00	150.00	30.00	60.00
	administrative	9	9	8.00	8.00	150.00	150.00	30.00	60.00
Group No. 2 Location: Clima-Tech Refrigeration									
S-RET-JOB CREATION	technicianJC	10	10	8.00	8.00	150.00	150.00	33.00	52.00

Amended Funding Detailed

Funding	Group No.	Attributes	Number Of Trainees	Weighted Average Hours	Reimbursement Rate	Cost Per Trainee	Cost Per Group
SET	1	S-RET-OWNER	53	60	\$26.00	\$1,560.00	\$82,680.00
	2	S-RET-JOBCREATION-OWNER	10	52	\$26.00	\$1,352.00	\$13,520.00
	Funding Total:		63				\$96,200.00
Grand Total:			63				\$96,200.00

Legend of Attributes	
Code	Description
S	Single Employer
RET	Retrainee
JOBCREATION	Job Creation – Retrainee Initiative Program
OWNER	Owner

INTRODUCTION

Founded in 2009 and headquartered in Chino, Clima-Tech services commercial refrigeration and HVAC equipment. These services include roof top unit construction, full maintenance and installation, and refrigerant changeouts and retrofits. Customers include convenience stores, supermarkets, restaurants, commissaries, fast food establishments, big-box retail, apartment buildings and strip malls. This is Clima-Tech’s first ETP Contract.

AMENDMENT DETAILS

The Company has earned over 90% of the current dollar amount, with more training to deliver. The Company requests \$46,280 to continue its training program.

RECOMMENDATIONS

Staff recommends approval.

ACTIVE CONTRACT PERFORMANCE

This table summarizes active contract(s) performance for Clima-Tech LLC

Contract Number	Approved Amount	Term	Total No. Trainees (Estimated)	Trainees Enrolled	Trainees Completed Training	Total Trainees Retained
18CS-0193-000	\$49,920.00	12/09/2017 - 12/08/2019	63	55	0	0

Based on the ETP System, for the current contract 1768 reimbursable hours have been tracked for potential earnings of \$45,968 (92% of approved amount)

Exhibit B: Curriculum

Classroom/Simulated Laboratory

Training Type (Level)	Course/Class Topic
Business Skills	Coaching/Communication
Business Skills	Customer Relations
Business Skills	Leadership
Business Skills	Planning
Business Skills	Product/Service Knowledge
Business Skills	Sales
Commercial Skills (Standard)	Brazing
Commercial Skills (Standard)	Centrifugal Systems
Commercial Skills (Standard)	Chillers
Commercial Skills (Standard)	CO2 Systems
Commercial Skills (Standard)	Compressors, Condensers
Commercial Skills (Standard)	Cooling Towers
Commercial Skills (Standard)	Electronic Devices and Controls
Commercial Skills (Standard)	Energy Efficient Building Management Systems Metering Devices
Commercial Skills (Standard)	Evaporators
Commercial Skills (Standard)	Heating Ventilation Air Conditioning Refrigeration
Commercial Skills (Standard)	Hot-Side
Commercial Skills (Standard)	Ice Machines
Commercial Skills (Standard)	Installation/Repair/Preventative Maintenance Procedures
Commercial Skills (Standard)	OSHA 10
Commercial Skills (Standard)	Pressure Testing
Commercial Skills (Standard)	Propane Systems
Commercial Skills (Standard)	Refrigeration-Troubleshooting, Leaks and Recharging
Commercial Skills (Standard)	Standard Operating Procedures
Commercial Skills (Standard)	Thermostats
Commercial Skills (Standard)	Variable Speed Drives
Commercial Skills (Standard)	Variable Refrigerant Flow Systems
Commercial Skills (Standard)	Water Circuitry and Treatment
Computer Skills (Standard)	Financial/Accounting-MS Dynamics GP
Computer Skills (Standard)	Microsoft Office
Computer Skills (Standard)	Mobile Tablet
Hazardous Materials Skills	Hazardous Materials Handling

Productive Laboratory

Training Type (Level)	Course/Class Topic	Trainer to Trainee Ratio	Max Hours
Commercial Skills	Equipment Operation	1:1	24.00



Training Proposal for:
Cosmetic Group USA, Inc.
Agreement Number: ET19-0418

Panel Meeting of: February 22, 2019

ETP Regional Office: North Hollywood

Analyst: M. Webb

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Manufacturing (E) 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: 135	U.S.:136	Worldwide: 136
<u>Turnover Rate:</u>	13%		
<u>Managers/Supervisors:</u> (% of total trainees)	8%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$126,495

Total ETP Funding
\$106,470

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	Computer Skills, Cont. Imp., HazMat, Manufacturing Skills	91	8-200	0	\$1,170	\$13.92
				Weighted Avg: 45			

Minimum Wage by County: Job Number 1 (HUA): \$13.92 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 \$0.67 cents per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Administration Staff		3
Finance Staff		6
IT Staff		3
Maintenance Staff		7
Operations Staff		4
Production Staff		32
Quality Control Staff		6
Research & Development Staff		13
Sales Staff		10
Logistics Staff		7

INTRODUCTION

Founded in 1986 and headquartered in Sun Valley, Cosmetic Group USA, Inc. (Cosmetic Group) (www.cosmeticgroupusa.com) formulates, compounds, fills, and assembles consumer product goods cosmetics. Cosmetic Group is globally recognized for its innovative approach to cosmetics manufacturing. This will be the Company's first ETP Contract.

Veterans Program

Cosmetic Group actively hires Veterans, and they are part of the training population. However, to simplify administration of the Company's first ETP Agreement, the Company will not be including a Veteran component in this proposal.

PROJECT DETAILS

Cosmetic Group has invested approximately \$2 million dollars in new and upgraded equipment to design, produce and assemble cosmetic products. With new equipment, staff will receive training

on equipment operation and manufacturing processes as each product requires precise formulas and strict directions. Employees must formulate the chemical makeup to produce the best color, consistency, and durability of each new product. Mixing compounds out of order can change the outcome, resulting in inconsistent products. Following training, staff will have the capabilities to use hazardous and complex machinery and master various aspects of the manufacturing process. In addition, workers will learn to properly review incoming raw materials to standards and prevent material cross-contamination.

Additionally, customers are requesting products that can protect skin from the sun. For this, the Company must train employees to obtain certification from the Food and Drug Administration to include sun-protecting ingredients and test for Sun Protection Factor (SPF).

Training Plan

Training will be delivered by in-house instructors.

Computer Skills: Training will be offered to all occupations to improve employee utilization of computer software programs.

Continuous Improvement: Training will be offered to all occupations. Staff will participate in training to improve production processes and increase efficiency to ensure the Company is operating at maximum capability..

Hazardous Materials: Training will be offered to Production, Operations, Maintenance, Quality Control Staff, and Research & Development Staff. Training will ensure staff uses safe precautions when handling hazardous materials.

Manufacturing Skills: Training will be offered to Production, Operations, Maintenance, Quality Control, and Research & Development Staff. Training will include topics such as Packaging and Labeling Control, Documentation, Quality Standards, and Inspection and Testing.

Commitment to Training

Cosmetic Group spends approximately \$25,000 annually on training at the Sun Valley facility. Training provided includes general federally mandated training, safety, and sanitation training.

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

➤ Training Infrastructure

An Executive Assistant will oversee training and administration of this contract. Internal Staff (Directors, Managers, and Supervisors) will provide and schedule training accordingly. In addition, the Company has hired a third party administrator (see below) to assist with administration.

High Unemployment Area

Trainees in Job Number 1 work in Los Angeles County, a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%.

➤ Wage Modification

The Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. The Company requests this wage modification, from \$18.56 per hour to \$13.92 per hour.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Cosmetic Group retained RSM US LLP in San Diego to assist with development of this proposal for a flat fee of \$7,500.

ADMINISTRATIVE SERVICES

Cosmetic Group also retained RSM US LLP to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

N/A

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

8-200

Trainees may receive any of the following:

COMPUTER SKILLS

- Microsoft Office Suite (Intermediate/Advanced)
- Enterprise Resource System Applications
- Accounting Software Applications

CONTINUOUS IMPROVEMENT

- Emergency Procedures
- Good Manufacturing Processes (GMP)

HAZARDOUS MATERIALS

- Hazardous Communication Program
- Hazardous Waste

MANUFACTURING SKILLS

- Distribution Control
- Documentation
- Environmental Control
- Final Product Inspection and Testing
- Packaging and Labeling Control
- Production and Process Control
- Quality Control of Raw Materials and Components
- Quality Standard
- Crisis Prevention *
- Crisis Response*
- Environmental Protection*

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

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



**Training Proposal for:
Cypress Mandela Training Center, Inc.**

Contract Number: ET19-0400

Panel Meeting of: February 22, 2019

ETP Regional Office: San Francisco Bay Area

Analyst: C. Hoover

PROJECT PROFILE

Contract Attributes:	New Hire Multiple Barriers Ex-Offender At-Risk Youth	Industry Sector(s):	MEC (H) Construction (23) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, San Francisco, Contra Costa, Solano	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	N/A		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$182,000		\$17,450 12%		\$199,450

In-Kind Contribution:	50% of Total ETP Funding Required	Inherent
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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 At-Risk Youth Ex-Offender Multiple Barriers	Business Skills, Commercial Skills, HazMat, HAZWOPER, OSHA 10, Job Readiness Skills	50	8-260	0	\$3,989	\$14.48
				Weighted Avg: 140			

Minimum Wage by County: (New Hire) \$16.09 per hour for Alameda, San Francisco and Contra Costa counties and \$14.48 (All Other Counties) per hour for Solano County.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Electrician		2
Environmental Remediator		2
Sheet Metal Worker		1
Laborer		3
Ironworker		2
Cement Mason		12
Plumber		5
Operating Engineers		3
Carpenter		10
Track Worker		3
Utility Worker		7

INTRODUCTION

Founded in 1993 and based in Oakland, Cypress Mandela Training Center, Inc. (CMTC) (www.cypressmandela.org) operates a 16-week construction training program. CMTC was formed to create a pipeline of career opportunities for underserved residents (Multiple Barriers, Ex-Offender and At-Risk Youth) to gain access to construction jobs. CMTC produces qualified and trained individuals for the construction-building trades, environmental and energy sectors. Its

training strategy and methodologies have proven to help reduce crime and poverty throughout Alameda County through effective workforce development and specialized training.

This is CMTC's first ETP project. CMTC proposes to train a total of 50 unemployed, underemployed, underserved, veterans, women, ex-offenders and at-risk youth who are historically left out of the emerging green technology and related construction sectors. Participants embarking on its 16-week program do so with limited or no skills. Upon completion, trainees graduate as viable candidates for the construction-building trades, utility and mass-transit industries. All ETP training will be delivered at CMTC's 80,000 square-foot facility in Oakland.

Veterans Program

Even though a Veteran Job Number is not being included, CMTC is affiliated with the Helmets to Hardhats and the Swords to Plowshares programs, local veteran associations in Oakland. Additionally, CMTC recruits and holds specific positions within its program for veterans.

Employer Demand

This proposal will help address the anticipated workforce needs of employers involved in large-scale construction projects in Alameda County. Currently, there is \$18.5 billion worth of construction work in Oakland. The recently defeated repeal efforts of Proposition 6 keeps ongoing revenues of \$5.1 billion from state fuel and vehicle taxes in place for highway and road maintenance. This will increase construction worker demand for the infrastructure and roadway work needed in the county as well as statewide. CMTC also reports that the following construction projects are driving employer demand and will create employment opportunities for local residents:

- Oakland Army Base (\$52 million redevelopment project)
- Oakland's Brooklyn Basin (\$1.5 billion redevelopment project)
- Oakland Coliseum City (\$900 million redevelopment project)
- Oak Knoll Naval Hospital (\$980 million redevelopment project)

Additionally, Employment Development Department's (EDD) reports show a surge in retiring baby boomers, citing that there will be an increase in the need for skilled workers as a result. Industries reporting increases from last October (2017) include: transportation and utilities (up 2,100 jobs) and construction (up 1,800 jobs). CMTC surveys the needs of local employers, building-trades unions, and contractors to customize its training program.

For example, one of CMTC's core-participating partners is the Pacific Gas & Electric Company (PG&E). CMTC adjusted its training to facilitate the rebuilding of the meters, gas lines and electric lines in response to the wildfires that occurred in the North Bay Area region, requiring an influx of workers. The partnership allowed CMTC to develop an advanced PowerPathway Training program, which trained, graduated and placed trainees into utility workers' occupations with PG&E for emergency response situations.

CMTC has a history of providing training and job placement services to unemployed individuals. In 2017, CMTC enrolled 168 students, resulting in 141 successful completions and graduations. CMTC annually trains and graduates an average of 150 students (20% female). For over six years, CMTC has had a 95% placement rate and an 85-90% retention rate with graduates earning an average starting wage of \$19 per hour. CMTC's partnership with community-based organizations and EDD's One-Stop-Career Centers affords the opportunity of having unemployed individuals directly referred to its training program.

PROJECT DETAILS

Prior to ETP-funded training, trainees will be assessed in basic math and English to determine what grade level to integrate them into or to refer them out for remediation/specialized adult education. Benchmark milestones for each student must be met as testing and assessment is ongoing throughout the training. Additionally, trainees are administered a physical training and a hands-on component that is continuously evaluated.

Training Plan

Business Skills: This training will be offered to all occupations. Training will include Team Building, Problem Solving, Effective Estimating and Budgeting, Resume Development, Project Management, and Product Knowledge courses. This training will also cover basic leadership roles and responsibility, educational and team building efforts, decision-making skills, and how to enhance motivation in a team environment.

Commercial Skills: This training will be offered to all occupations. Courses will include entry-level training in the following: Carpentry (Lumber and Building Materials and Types of Hammers); Iron Work (How to Cut, Set and Tie Rebar and Rebar Type and Size); Masonry Work (Form Work for Concrete and Concrete Pouring and Finishing); Electrical Work (Basic Electric Circuits and Alternating Current Theory); Plumbing (Water Supply and Drainage Systems); Surveying (Tape Measurements and Leveling); Blue Prints and Reading (Symbols and Scales and Sample Floor Plan); and, Construction Math (Perimeter Measurement and Angles, Arcs & Degrees). Tool Safety and Identification is a course that is delivered under each of the entry-level trades as well.

Hazardous Materials: This training will be offered to all occupations. Courses will include Introduction to EPA and Injury and Illness Prevention Awareness Program.

Job Readiness Skills: This training will be offered to all occupations. Courses will include Money Management, Good Decision Making, Defeating Failure, Self-Esteem Building and Team Players.

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. 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. 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.

Commitment to Training

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

➤ Training Infrastructure

CMTC's Executive Director (dedicated administrator) is leading a team that includes the Training Director, Program Manager, Fiscal Agent and Executive Assistant/Administrative Coordinator. This team will have assistance from three Administrative Staff members and three volunteers with the scheduling, marketing and administration of this project. CMTC has four in-house Program Instructors who are journey-level trades' workers with a minimum of ten years of Journeyman experience that hold national and state certifications under the National Center for Construction Education & Research (NCCER) and Multi-Craft Core Curriculum (MC3) training requirements.

Curriculum Development

ETP curriculum for this project is a culmination of curriculums that encompasses the MC3 curriculum, NCCER curriculum and part of the local union's trade curriculum. This coordination of curriculums is integrated into one composite 16-week training module. Both the NCCER and MC3 curriculums are the standardized-construction curriculum for the United States (US) under the US Department of Labor.

CMTC receives updates from the Joint Apprenticeship Training Committees (JATC), the specialized coordinators, union-business agents, NCCER curriculum updates, and contractor superintendents. Additionally, unions send updates on progress of graduates who are now first-period apprentices within the union. The curriculum was designed accordingly and is updated to meet employers' needs.

Special Employment Training (SET)/Multiple Barriers (New Hire)

Under SET, the participating employer is not required to demonstrate out-of-state competition. Trainees must be earning at least the statewide average hourly wage at the end of the retention period. However, these trainees are subject to the ETP New Hire Minimum Wage rather than the Statewide Average Hourly Wage. Trainees may also receive a higher portion of Job Readiness Skills (up to 50%).

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 demonstrate training will help trainees address the identified barriers.

➤ **Wage and Retention Modifications**

Trainees in Job Number 1 have two or more barriers to employment (e.g., mental or physical disability, limited English proficiency, limited math skills). These trainees may receive the ETP New Hire Minimum Wage- \$16.09 (post-retention). CMTC requests this wage modification.

➤ Retention Modification

The Panel may also modify the retention period for these trainees, making it satisfied by employment of at least 90 days out of 120 consecutive days with up to three employers. Incidental placement with public and non-profit entities is permissible, not to exceed 25% of the total number of trainees retained in employment. CMTC requests this modification.

SET/Ex-Offender/At-Risk Youth (New Hire)

Job Number 1 will also be funded as Special Employment Training/Multiple Barriers under the Ex-Offender/At-Risk Youth Guidelines. CMTC will be responsible for documenting the eligibility criteria for this program.

For Ex-Offenders, this must include: case number from the conviction proceeding; parole or probation officer's name and phone number; and records from the institution where incarcerated. For At-Risk Youth, the documentation must show that the trainee is between 18 and 23 years of age. They will be deemed at-risk if they are not in school or employed full-time, and meet other criteria specified in the ETP pilot program guidelines.

➤ Retention Modification

Retention may be satisfied by employment of at least 30 hours a week for at least 90 days, out of 120 consecutive days with up to three employers. For occupations in which workers are hired for short-term jobs, retention may be satisfied by employment of at least 500 hours within 272 days. Incidental placement with public and non-profit entities is permissible, not to exceed 25% of the total number of trainees retained in employment. CMTC requests this retention modification.

➤ Wage Modification

CMTC requests a post-retention wage modification for these trainees at 25% below the ETP Minimum Wage. This modification is permissible under the At-Risk Youth Project Guidelines for good cause. As mentioned above, CMTC's trainees are placed into secure jobs with known wage progression. CMTC requests this wage modification.

Impact/Outcome

Training delivered in this project will lead to trainees earning the following certifications:

- OSHA 10 Certification
- HAZWOPER 40 Certification

Marketing and Support Costs

In addition to newspaper ads, radio announcements, flyers and email, CMTC advertises its program through its website and social-media accounts-Facebook and Twitter. These social-media presences allow CMTC to promote upcoming orientation sessions as well as important community related events and job opportunities. CMTC's partnerships with many community-based organizations, local churches, adult-education institutions, and unified-school districts also afford it the opportunity to market and advertise its program.

CMTC has a long history of effective partnerships that have been established to improve community engagement and effective training for residents. CMTC markets its program with organizations that include: Alameda County Public Industry Council, Oakland Workforce Investment Board, Oakland Private Industry Council, Oakland Unified School District, Building Opportunities Self Sufficiency (BOSS), Five Keys, Youth Employment Partnership, Bay Area Builders Exchange, West Oakland Job Resource Center, Hispanic Chamber of Commerce, and Filipinos for Affirmative Action.

CMTC partners with employers like PG&E and Bay Area Rapid Transit (BART) to connect its students with careers. It also partners with unions like the Carpenters Local Union No. 713, UA Local Union No. 342 Plumbers and Pipe Fitters, Plasterers and Cement Masons Local Union No. 300, Ironworkers Local Union No. 378, International Brotherhood of Electrical Workers Local 595/1245, International Union of Operating Engineers Local 3, Laborers International Union of North America Local 304, Sheet Metal Workers Local Union No. 104 and BART's affiliated unions.

CMTC's outreach is focused on recruitment of hard-to-serve populations (New Hires) into its training program. CMTC will be using multiple outreach efforts that will impact the community in the most effective manner. Staff recommends, 12% support costs to assist with the effective implementation of this project.

Training Agency Certification

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study.

CMTC is eligible as a training agency based on the following:

- Certification by Western Association of Schools and Colleges (WASC) with Laney College
- Approval for WIA funding under Proposition 39 (workforce-development program)

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

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

8-260

Trainees may receive any of the following:

BUSINESS SKILLS

- Project Management
- Team Building
- Problem Solving
- Product Knowledge
- Construction Inventory
- Effective Estimating and Budgeting
- Resume Development
- Creating a Professional Profile
- Career Selection and Search (Pros & Cons, Action & Follow-Up Plan)
- Personal Marketing and Upward Mobility
- Business vs. Personal Communication (Phone, Email & Social Media)

COMMERCIAL SKILLS**Carpentry**

- Tool Safety and Identification (Carpenters Training Committee for Northern California)
- Types of Hammers
- Introduction to Power Tools: Function, Components, Repair & Safety
- Nail and Fasteners Identification
- Lumber and Material Identification
- Measuring and Layout for Building Structures
- How to Install Foundations, Walls, Floor Joist, Subfloor, Wall Sections, Overhead Ceiling Joist, and Roof Rafters
- How to Install Exterior Sheathing for the Sides and Roof of Structures
- How to Install Barrier Paper, Doors, Windows and Trim
- How to Layout and Install Dry Wall to Wood / Metal Studs

Iron Work

- Tool Safety and Identification
- Rod Man Attire
- Tool Identification (Rod Man's Tools)
- Rebar Type and Size
- How to Cut, Set and Tie Rebar (Vertical and Horizontal)

Masonry Work

- Tool Safety and Identification
- Tool identification: Set-Up Tools, Concrete Tools and Finish Tools
- Form Work for Concrete
- Concrete Pouring and Finishing

Electrical Work

- Electrical Safety
- Tool Safety and Identification

- Basic Electricity Introduction
- Understanding the Relationship Between Voltage, Current and Resistance
- Basic Electric Circuits
- Parallel and Series Circuits
- Magnetism & Electromagnetism
- Alternating Current Theory
- Solar-Photovoltaic Technology and Installation

Plumbing

- All About Toilets (Lecture/Hands-On Lab)
- Tool Safety and Identification
- Bathroom Basins
- Kitchen Sinks
- Bathtubs and Showers
- Water Supply
- Drainage Systems

Surveying

- Basics of Surveying
- Tool Safety and Identification
- Tape Measurements
- Leveling
- Transits and Theodolite
- Flag Stake Erection & Hubs
- Benchmarks

Blueprints and Reading

- Introduction to Working Drawings
- Residential Blueprint Reading
- Symbols and Scales
- Specification
- Building Codes, Zoning, Permits & Inspections
- Foundation Plan, Finish Schedule & General Notes
- Sample Floor Plan
- Electrical & Plumbing Plans - Title 24 N
- Estimating
- Metric
- Supplements

Construction Math

- Whole Numbers
- Decimal Numbers
- Fractions
- Conversion
- Perimeter Measurement
- Volume Calculation
- Weight Calculation
- Angles, Arcs & Degrees
- Basic Percent

- Practical Problems in Mathematics

HAZARDOUS MATERIALS

- Introduction to EPA
- Injury and Illness Prevention Awareness Program

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

HAZWOPER (OSHA-Certified Trainer)

- OSHA 40

OSHA 10 (OSHA-Certified Trainer)

- OSHA 10

JOB READINESS SKILLS

- Training-Preparation Skills
- Chemical Dependency
- Money Management
- Show and Tell What a Boss Expects
- Team Players
- Good Decision Making
- Safety Habits Protect Your Life
- Time Management at Home and Work
- Toxic Relationships
- Changing Places (Careers)
- Defeating Failure
- Process for Finding and Getting a Job
- Keeping Your Job
- Physical Fitness in Construction
- Giving Back is Rewarding
- Successful Interviews
- 50 Interview Questions
- Mock Interviews
- Construction and Professional Attire

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



**Training Proposal for:
E. Cubics LLC dba QBICS Career College**

Contract Number: ET19-0433

Panel Meeting of: February 22, 2019

ETP Regional Office: San Diego

Analyst: K. Hernandez

PROJECT PROFILE

Contract Attributes:	At-Risk Youth SET New Hire Medical Skills Training	Industry Sector(s):	Services (G) Healthcare (62) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	N/A		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$187,200		\$11,970 8%		\$199,170

In-Kind Contribution:	50% of Total ETP Funding Required	Inherent
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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 Medical Skills Training At-Risk Youth SET	MS Didactic, MS Clinical with Preceptor	45	8-160	0	\$4,426	*\$15.12
				Weighted Avg: 160			

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

<p>Minimum Wage by County: Orange County – Job Number 1: SET – New Hire (At-Risk Youth) \$15.12 per hour.</p> <p>Health Benefits: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.</p> <p>Used to meet the Post-Retention Wage?: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Maybe</p>

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Certified Nursing Assistants		45

INTRODUCTION

Founded in 2008, E. Cubics LLC dba QBICS Career College (QBICS) (www.qbics.us) is a school that provides training programs in healthcare and other careers. QBICS is approved by the Bureau of Private Postsecondary Education (BPPE). QBICS is a first time ETP contractor seeking funding for its Certified Nursing Assistant (CNA) training program. QBICS prepares students that participate in its CNA program to complete their course work, obtain state certification and be placed in a job related to their field of study. In 2018, QBICS continued to build on its successful CNA program by graduating 99% of students, assisting 95% of graduates obtain California state certification, and placing 71% of certified graduates in full-time jobs in the healthcare industry for an extended period of time. This high rate of placement by CNA workforce benchmarks is accomplished by utilizing its Placement Coordinator to network with several employers: Genesis Healthcare, Attentive Care, Inc., French Park Care Center and New Orange Hills Rehabilitation facility.

QBICS recognizes the potential in students that will qualify for ETP’s At-Risk Youth criteria to become CNA’s because the school understands someone’s past does not determine their future. QBICS strives to help this segment of students overcome their prior challenges by providing quality training programs and empowering students to become successful in high-demand careers. Furthermore, Employers are requesting students from QBICS CNA program because the school provides students with the knowledge and skills to be competent in the field regardless of the path they have taken to earn their California state certification.

PROJECT DETAILS

QBICS is committed to training with innovative teaching techniques, exposing students to a wide array of technology to enhance their intellectual, professional, and personal growth. QBICS will increase the job marketability of its graduates by promoting leadership, self-discipline, and motivation to compete in today's demanding job market. This proposal outlines QBICS's commitment to train and place unemployed individuals into full-time jobs as Certified Nursing Assistants. The school will issue a Nurse Assistant diploma to the students after completing 160 hours of course work. The California Department of Public Health (CDPH) will issue a State Certification to the student after the student successfully passes the State Exam.

Students completing the course work will have essential nursing skills, enabling them to work with QBICS's participating employers. The course work will consist of 60 hours of Medical Skills-Didactic training focused on 16 different modules. The didactic coursework covers Resident Care Skills and Procedures, and Long Term Care. In addition, the coursework will consist of 100 hours of Medical Skills-Preceptor training focused on 12 different modules. The preceptor coursework delivered at Stanley Healthcare Center covers Medical & Surgical Asepsis, Vital Signs and Rehabilitative Restorative skills.

Employer Demand & Curriculum Development

According to the Pew Research Center, approximately 10,000 baby boomers turn 65 every day. This increase in the U.S. elderly population has led to the growth of long-term care facilities, such as independent living, assisted living, and skilled nursing facilities. Owners of these facilities must staff their facilities in part with CNA's to care for elderly patients. Furthermore, California legislation (Senate Bill 97), recognizes the nursing shortage by creating new mandates such as revising the minimum nursing hours per patient per day from 3.2 to 3.5, with a minimum requirement of 2.4 hours per patients for CNA's. In addition, patient preferences of this ageing population and shifts in federal and state funding are increasing the demand for home and community-based long-term care, which is projected to increase opportunities for CNA's working in home health and community rehabilitation services.

QBICS utilizes U.S. Bureau of Labor Statistics data from the May 2017 State Occupational Employment and Wage Estimates for California to determine labor demand. Currently, the California labor market demand forecasts an 11% increase in CNA employment from 2016-2026.

QBICS's CNA curriculum has been approved by the CDPH. The CDPH and BPPE oversee and audit QBICS. Any changes, updates or modifications of the training curriculum are reviewed and approved through these agencies.

At-Risk Youth

QBICS will document eligibility criteria for At-Risk Youth. This will include young adults between 18 and 23 years of age deemed to be at-risk if they are not in school or employed full-time at time of recruitment. Trainees will meet one or more of the following criteria: Previously involved in, or heavily exposed to gang activities, Homeless, History of drug addiction, Have a child on public assistance, Emancipated foster youth (can be younger than 18), Physical or mental disability, Parent is incarcerated, or a High school dropout.

Training Plan

New Hire trainees will attend training daily, 35 hours per week on courses consistent with the jobs in which they will be placed.

Medical Skills: QBICS is required to use a CDPH's approved curriculum, this curriculum has been developed in conjunction with the CDPH and the School Nurse Director to ensure students follow the policies and standards of the CNA program. The training will be delivered over five weeks with 60 hours of Medical Skills-Didactic training. In addition, 100 hours of Medical Skills-Preceptor training will be delivered to train students to bathe bedridden patients, administer an enema and procedures to care for a patient with a urinary catheter.

Special Employment Training

Trainees will be funded as Special Employment Training under the Panel's Ex-Offender/At-Risk Youth Guidelines.

➤ Wage and Retention Modifications

Trainees have one or more barriers to employment that allow them to qualify as At-Risk Youth (e.g., Have a child on public assistance, History of drug addiction, High school dropout). The post-retention wage requirement for these trainees is the ETP Standard New Hire Minimum wage by county (\$15.12/hour in Orange County).

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. 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.

QBICS is not requesting a wage modification given the base placement wage is \$15.50; however, it is requesting a retention modification.

Recruitment and Placement Services

QBICS has worked with CalWORKs and WIOA programs throughout Orange County for over 9 years to recruit new students. In addition, QBICS markets their nursing assistant program using Facebook, Instagram, and the CDPH website. QBICS is also active in the local community and participates in community, church, and healthcare fairs organized by Latino Health Access, Santa Ana Mexican consulate, Garden Grove Calvary Chapel, and Anaya Medical Group.

QBICS placement department created a database of potential employer's that is updated regularly. The QBICS Marketing Coordinator contacts potential employers that offer nurse assistant services in order to provide referrals of new graduates so the nursing facilities can meet government required staffing needs. In addition, potential employers contact QBICS when they have staffing needs and request referrals of recent nursing assistant graduates. Likewise, potential employers request to speak with candidates during school orientation and offer them nursing assistant positions at the completion of training.

Marketing and Support Costs

QBICS is requesting 8% Support Costs to further ensure the success of this proposed project. Support Costs will be used for participating employer and trainee recruitments, assessment of employer-specific job requirements, job development and placement.

Commitment to Training

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

➤ Training Infrastructure

The School Director will oversee overall administration of the project. QBICS has seven staff members with at least 15 years of experience to manage the ETP project. QBICS is committed to the success of this project and has started to make adjustments to its application and admissions forms to screen candidates and identify students that meet ETP's At-Risk Youth criteria. The Placement Department will ensure each participant is placed as a CNA and track their employment to satisfy all ETP retention requirements. The Admissions Director will coordinate training to ensure proper record keeping procedures are in place to meet ETP requirements.

Training Agency Certification

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study. Most schools must also be licensed by the Bureau of Private Postsecondary Education (BPPE).

QBICS is eligible as a training agency based on the following:

- BPPE licensure valid until March, 2022

Trainer Qualifications

All training provided under this Contract will be delivered by QBICS staff. Instructors have a minimum of three years of experience and are considered subject matter experts. Staff members also meet all requirements of the BPPE.

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum**MEDICAL SKILLS TRAINING – DIDACTIC**

8-60

Trainees may receive any of the following:

- Module 1-Introduction to Title 22
- Module 2- Resident Rights
- Module 3- Interpersonal Skills
- Module 4- Prevention & Management of Catastrophe & Unusual Occurrences
- Module 5- Body Mechanics
- Module 6- Medical and Surgical Asepsis
- Module 7- Weights and Measures
- Module 8- Resident Care Skills
- Module 9- Resident Care Procedures
- Module 10- Vital Signs
- Module 11- Nutrition
- Module 12- Emergency Procedures
- Module 13- Long Term Care
- Module 14- Rehabilitative Restorative
- Module 15- Observation and Charting
- Module 16- Death and Dying

MEDICAL SKILLS TRAINING – CLINICAL PRECEPTOR

8-100

Trainees may receive any of the following:

- Module 2- Resident Rights
- Module 4- Prevention & Management of Catastrophe & Unusual Occurrences
- Module 5- Body Mechanics
- Module 6- Medical and Surgical Asepsis
- Module 7- Weights and Measures
- Module 8- Resident Care Skills
- Module 9- Resident Care Procedures
- Module 10- Vital Signs
- Module 11- Nutrition
- Module 12- Emergency Procedures
- Module 14- Rehabilitative Restorative
- Module 15- Observation and Charting

Note: Reimbursement for retraining is capped at 160 total training hours per trainee, regardless of the method of delivery.



**Training Proposal for:
Ghirardelli Chocolate Company**

Agreement Number: ET19-0429

Panel Meeting of: February 22, 2019

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing Food Processing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda County	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Bakers, Confectionery, Tobacco Workers and Grain Millers International Union, Local 125		
Number of Employees in:	CA: 1,153	U.S.: 5,621	Worldwide: 14,000
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	6%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$212,140

Total ETP Funding
\$184,470

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	Cont. Improv., Mfg. Skills, PL- Mfg. Skills	129	8-200	0	\$1,430	\$19.31
				Weighted Avg: 55			

Minimum Wage by County: \$19.31 for Alameda County

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

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

Up to \$2.12 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Electrician		6
Leads		8
Mechanic		15
Office and Admin. Staff		2
Operator		90
Supervisor		8

INTRODUCTION

Founded in 1852 and headquartered in San Leandro, Ghirardelli Chocolate Company (Ghirardelli) (www.ghirardelli.com), is a subsidiary of Lindt & Sprungli. Ghirardelli manufactures a variety of chocolate products that are sold nationwide to stores such as Costco, Safeway, and the Company's own retail store. Ghirardelli products are also sold in bulk for use in commercial baking and restaurants. Training will take place at Ghirardelli's San Leandro headquarters.

This will be Ghirardelli's third ETP Contract, first within the last 5 years. Ghirardelli will be installing a new chocolate chip depositor, AMK 4000. This machine tempers masses of chocolate (both small and large) before it is deposited into molds. Once the chocolate is placed in the molds, it goes through a cooling tunnel that cools the chocolate before packaging. Trainees must learn all of the micro activities required to operate the equipment.

Union Support

A Union letter of support was submitted for Ghirardelli's Operators, Mechanics, Electricians and Leads represented by Bakers, Confectionery, Tobacco Workers and Grain Millers International Union, Local 125.

Veterans Program

Though Ghirardelli will not be including a separate Veteran Job Number in this proposal, the Company works with hiring agencies that recruit veterans.

PROJECT DETAILS

Ghirardelli seeks ETP funding to train employees on internal process improvements. To stay competitive, the Company constantly has invested in new manufacturing equipment and will modify internal manufacturing procedures to deliver chocolate products with higher quality and efficiency.

In addition, Ghirardelli is implementing a new Train-the-Trainer Program to increase training effectiveness, which will enable its experienced employees to train others. The Company will be training its high-performing Operators, Mechanics and Electricians to learn the standard operating procedure materials to deliver training to its current and newly hired employees.

Training Plan

The following types of training and courses will be delivered:

Continuous Improvement: This training will be offered to all occupations in course topics such as 5S, PCS (Process Control System), Train the Trainer, and Data Analysis and Assessment. Training will increase process control and problem solving methodologies to ensure best business practices are met.

Manufacturing Skills: Training will be offered to Operators, Electricians and Mechanics on equipment operation and maintenance troubleshooting. This training will allow for a better understanding when operating the new equipment.

Productive Laboratory (PL) Manufacturing

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

At Ghirardelli, production procedures are constantly changing as new equipment is being installed. Trainees will need hands-on knowledge to operate each machine from start to finish. In this proposal, Ghirardelli will be adopting a hybrid-training model to learn these new procedures. Operators, Mechanics and Electricians will receive Class/Lab training to learn the equipment by watching videos with an instructor. Trainees will then learn to use the machine on the production floor.

Training and Learning Facilitators, and Operators who are certified trainers will deliver PL training. Mechanics, Operators and Electricians will receive up to 40 hours of PL training. Training will be delivered at a 1:2 trainer-to-trainee ratio. Trainees work in pairs to train and operate the equipment.

Temporary to Permanent Hiring

The Company will train 35 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 1). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for "converting" temporary workers into full-time permanent employment is 4 months. It is

expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

Under Panel guidelines for the Temporary to Permanent program, these trainees must be eligible to participate in ETP-funded training pursuant to Unemployment Insurance Code Section 10201(c). Trainees cannot be enrolled until after they have been hired by the Company into full-time, permanent employment. Until they are hired, retention and post-retention wage requirements cannot be met, and the Company will not receive progress payments.

Commitment to Training

Ghirardelli's annual training budget is approximately \$200,000, providing new-hire orientation, Good Manufacturing Practices, and Quality Assurance. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

Training Infrastructure

The Training and Learning Facilitator will oversee all training delivery. A Staffing and Training Specialist will help with the scheduling, enrolling and tracking of training hours. Internal staff will conduct and deliver training.

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:

CONTINUOUS IMPROVEMENT

- 5S
- PCS (Process Control System)
- Preventative Maintenance
- Autonomous Maintenance
- Data Analysis and Assessment
- Effective Communication
- Train the Trainer
- Bloodborne Pathogen
- Chemical Control Program

MANUFACTURING SKILLS

- Equipment Operation
 - Removing and Replacing Parts
 - Cleaning
 - Changeover Setup
 - Start-Up Procedures
 - Shutdown Procedures
 - Tempering and Cooling Tunnel
 - Product Adjustments
 - Integrated Control Systems (ICS)
- Equipment LOTO (Lock Out Tag Out)
 - Applying LOTO
 - Removing LOTO
 - Shift Change LOTO
 - Group LOTO
- Maintenance Troubleshooting
 - Preventative Maintenance
 - Mechanical Troubleshooting
 - Electrical Troubleshooting
 - Calibrations

PL Hours

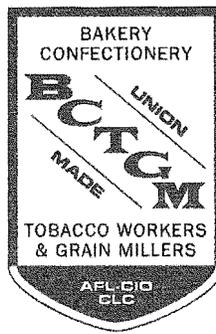
0 – 40

MANUFACTURING SKILLS (Ratio 1:2)

- Equipment Operation

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

BAKERS UNION
BAKERY, CONFECTIONERY, TOBACCO WORKERS



LOCAL No. 125
AND GRAIN MILLERS INTERNATIONAL UNION

14144 DOOLITTLE DRIVE, SAN LEANDRO, CA 94577
Telephone (510) 357-3201 • FAX (510) 357-5134

January 11, 2019

Julie Cunningham / V. P. Human Resources
Ghirardelli Chocolate Co
1111 139th Avenue
San Leandro, CA 94578

Dear Ms. Cunningham

This letter is to inform you that the Bakery, Confectionery, Tobacco Workers and Grain Millers International Union Local 125 located at 14144 Doolittle Drive, San Leandro, California 94577 approves and supports the Employment Training Panel (ETP) funding application for Ghirardelli Chocolate Company RE # 15-0079

Respectfully,

Corinne Bruce
Secretary / Treasurer-BA
Cori@blocal125.com

CC: Verna Niemeir
Senior Support Supervisor

RChw
Opeiu29/afdl-cio



Training Proposal for:
Heritage Interests, LLC
Contract Number: ET19-0404

Panel Meeting of: February 22, 2019

ETP Regional Office: Sacramento

Analyst: D. Jordan

PROJECT PROFILE

Contract Attributes:	Retrainee	Industry Sector(s):	Manufacturing (E)	
	Veterans		Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
	Priority Rate			
	HUA			
Counties Served:	Butte, Sacramento	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: 357	U.S.: 357	Worldwide: 357	
<u>Turnover Rate:</u>	10%			
<u>Managers/Supervisors:</u> (% of total trainees)	11%			

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$312,200

Total ETP Funding
\$198,276

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, Manufacturing Skills, OSHA 10/30	146	8-200	0	\$1,326	\$17.70
				Weighted Avg: 51			
2	Retrainee Priority Rate Veterans	Business Skills, Computer Skills, Manufacturing Skills, OSHA 10/30	5	8-200	0	\$936	\$17.70
				Weighted Avg: 36			

Minimum Wage by County: Job Number 1: \$17.70 for Butte County and Sacramento County.
Job Number 2 (Veterans): \$17.70 for Butte County and Sacramento County.

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

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

Up to \$1.70 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 & 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Customer Service		10
Delivery Staff		35
Estimators		3
Installers		57
Installation Manager		13
Shop Staff		28
Job Number 2 (Veterans)		
Delivery Staff		3
Shop Staff		2

INTRODUCTION

Founded in 2012 and headquartered in Sacramento, Heritage Interests, LLC (Heritage) (www.heritageonEDOOR.com) specializes in the manufacture and installation of pre-hung doors, windows, millwork and hardware. The Company provides an all-inclusive delivery system from sales to manufacturing and installation. Heritage's customers include residential, mixed-use, and commercial markets in California. Training will take place at Heritage's locations in Butte and Sacramento County.

Veterans Program

Heritage actively recruits Veterans. Veterans are included in this proposal (Job Number 2).

PROJECT DETAILS

This is Heritage's third ETP Agreement, the third in the last five years. In the previous Agreement, the Company concentrated on upgraded production software systems. Bistrack, the Company's internal software program, was upgraded to improve management of estimates, purchases, inventory, scheduling, invoicing, and collections. The Company also focused on updating its payroll system. Training was necessary to give employees the tools necessary to navigate these systems and improve processes.

Under this new proposal, training will build on Lean manufacturing skills. Heritage invested approximately \$300,000 on new software and equipment. Training is necessary to ensure employees obtain necessary skills to be more efficient and productive.

Heritage recently purchased a new interior door manufacturing machine, Norfield, which allows Heritage to produce doors at a higher pace per day. The Company is also implementing new Warehouse Management System software to help eliminate product packaging errors and improve inventory tracking. This system will work with Bistrack by enabling staff to track all the products built within the Bistrack system. Training is necessary to ensure staff understands the bar-coding system, how to identify errors, troubleshoot and solve problems.

Heritage also added a second training center in its warehouse to increase training capacity. Some training topics in this proposal may be repeated from the previous Curriculum. However, the content is updated and more advanced.

Training Plan

Training will be delivered via classroom/laboratory methods. In-house subject matter experts and external training vendors may be utilized to deliver training in the following:

Business Skills: Training will be offered to Customer Service, Estimators, Installers and Installation Managers. Course topics include Inventory Control, Customer Service, Communication Skills, and Project Management. Training will provide workers necessary skills to improve customer service, increase effective communication, and manage workload.

Computer Skills: Training will be offered to Customer Service, Estimators, Delivery Staff, Installers and Installation Managers in new software and upgraded systems. Training will improve overall processes and productivity. Training topics include the Warehouse Management System and Bistrack Software.

Manufacturing Skills: Training will be offered to Estimators, Installers, Installation Managers, Delivery Staff and Shop Staff. Training will provide staff the skills to improve production, processes, and procedures. Training topics include Assembly Procedures, LEAN Manufacturing, Door Installation, and Equipment Operation.

OSHA 10/30: Training will be delivered to all Installers, Shop Staff, and Installation Managers. 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.

High Unemployment Area

The Company's facility in Butte County qualifies as a High Unemployment Area with unemployment exceeding the state average by at least 25%. Heritage is not requesting a wage modification.

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. Heritage budgets approximately \$250,000 annually for each facility. Training includes new hire orientation, staff development, job specific training and safety training.

➤ Training Infrastructure

Heritage has a detailed training plan in place and is ready to begin training upon approval. The Owner and HR Manager will oversee this training project. The HR Assistant and Department Managers will assist with training events and completing rosters. In addition, the Company has retained the services of Propel Consulting Group in El Dorado Hills to assist with administration. Training will be delivered by in-house experts and vendors.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

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

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET17-0452	\$186,780	04/01/17 – 03/31/19	248	252	345

Based on ETP Systems, 10,695 reimbursable hours have been tracked for potential earnings of \$200,550 (100% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0384	Chico, Sacramento	05/05/2014– 05/04/2016	\$204,142	\$148,709 (73%)

DEVELOPMENT SERVICES

Heritage retained Propel Consulting Group in El Dorado Hills to assist with development of this project for a flat fee of \$9,913.80.

ADMINISTRATIVE SERVICES

Propel Consulting Group will also provide administrative services for a fee not to exceed 10% of payment earned.

TRAINING VENDORS

Holden Law Group of Auburn has been retained to provide Business Skills training. Other trainers will be identified as they are retained.

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Coaching & Mentoring
- Communications Skills (Internal & External)
- Customer Service
- Data Collection & Analysis
- Financial Accounting/Reporting
- Inventory Control
- Leadership
- Problem Solving & Decision Making
- Product Knowledge
- Project Administration
- Project Management
- Teambuilding

COMPUTER SKILLS

- Bistrack Software
- Comsense Software
- JobTrack Software
- Microsoft Office – Intermediate/Advanced
- Mobile Devices (e.g. iPads, handhelds)
- Paylocity
- Plan Grid
- Supply Pro
- Warehouse Management Systems

MANUFACTURING SKILLS

- Assembly Procedures
- Door Installation
- Equipment Operation
- Forklift/Bobcat Operation
- Hardware Installation
- Installation/Carpentry Task Matrix
- Inventory Management
- Jobsite Problem Solving
- LEAN Manufacturing
- Millwork Installation
- New Process Training
- Norfield Operation
- Plan Take-offs
- Product Training
- Tool Operation
- Warehouse Management

OSHA 10/30 (WITH OSHA CERTIFIED INSTRUCTOR)

- OSHA 10
- OSHA 30

Safety Training is capped at 10% of a trainee's total training hours

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



RETRAINEE - JOB CREATION
Training Proposal for:
Love 2 Learn Consulting LLC
Contract Number: ET19-0428

Panel Meeting of: February 22, 2019

ETP Regional Office: San Diego

Analyst: H. Bernard

PROJECT PROFILE

Contract Attributes:	SET Retrainee Job Creation Initiative Priority Rate SB <100 Medical Skills Training	Industry Sector(s):	Services (G) Healthcare (62) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	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: 92	U.S.:92	Worldwide: 92
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$288,950

Total ETP Funding
\$118,560

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100 SET Medical Skills	MS Didactic, MS Preceptor	48	8-200	0	\$1,170	\$24.13
				Weighted Avg: 45			
2	Retrainee Job Creation Initiative SB <100 SET Medical Skills	MS Didactic, MS Preceptor	30	8-200	0	\$2,080	\$15.12
				Weighted Avg: 80			

Minimum Wage by County: Job Number 1 – SET Statewide Average Wage - \$24.13/hr.;; Job Number 2 (Job Creation) - \$15.12/hr. in Orange County
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
 Up to \$1.13 per hour may be used to meet the Post-Retention Wage for Job Number 1 only.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Therapist		17
Parent Consultants		4
Clinical Supervisors		17
Managers		10
Job Number 2 – Job Creation		
Therapist		15
Parent Consultants		15

INTRODUCTION

Founded in 2008 and solely located in Huntington Beach, Love 2 Learn Consulting LLC (L2L) (www.l2lconsulting.com) is a treatment center for children with autism. The Company works with patients to develop the necessary skills to fully participate in family and community life. L2L provides behavioral, speech and/or occupational therapy and social skills groups in a clinic, home, school or community setting. The Company employs a multidisciplinary team of behavioral health treatment specialists including Clinical Psychologists, Marriage and Family Therapists, Licensed Clinical Social Workers and Board Certified Behavior Analysts. L2L’s treatment methods are consistent with the evidence based practices outlined by leading national experts such as the National Professional Development Center on Autism, Autism Evidence-Based Practice Review Group, and Autism Standards Project.

Veterans Program

L2L does not actively recruit Veterans.

PROJECT DETAILS

According to the National Research Council, there is a shortage of experienced professionals in the field of autistic spectrum disorders with increasing demand. Autism rates have increased 119% over the last 15 years, from 1 in 150 to 1 in 68 and federal legislation requires healthcare plans to include autism treatment. These issues have created a situation in which families with children diagnosed with autism can wait up to 6 months before they can access treatment services. Research has shown that successful treatment depends heavily on early intervention and patients whose symptoms are left untreated may worsen, creating a long-term challenge for families and healthcare providers.

To address these issues, L2L is implementing a training program for newly hired and existing staff. This program will utilize a train-the-trainer model for Clinical Supervisors based on current implementation science research and recommended industry practices. This training will allow staff to address complex communication, social and behavioral challenges with patients; empower parents and caregivers to help autism patients outside of treatment; and practically apply knowledge, tools and skills to increase staff capacity to support patient engagement.

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.

Due to a shortage of qualified service providers and to keep up with customer demands, the L2L will be expanding business capacity by hiring 30 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract.

Training Plan

Training will be provided in Medical Skills using both didactic and preceptor methodologies. The following are some of the curriculum topics included in the Menu Curriculum, Exhibit B of the proposed agreement.

Medical Skills Didactic: Applied Behaviors Analysis, Clinical Assessment, Consequent Interventions, Functions of Behavior, Instructional Control, Supporting Quality of Life for Persons with Developmental Disabilities.

Medical Skills Preceptor: Clinical Evaluation, Functional Behavior Assessment, Teaching Daily Living Skills, Developmental Assessment for Young Children, Assessment of Functional Living Skills.

Commitment to Training

ETP funds will not displace the Company’s existing financial commitment to training. The Company’s annual training budget is \$50,000, which covers employee training including sexual harassment prevention, new hire orientation, diversity training, conflict resolution, and general safety training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

L2L's Director of Clinical Training will oversee the ETP project, assisted by the Human Resources Department and Administrative Staff. An HR Specialist and Onboarding Specialist will schedule training and track rosters and training hours. All training under the Contract will be provided by internal trainers who are Board Certified Behavior Analysts. The Company also retained an administrative subcontractor, Training Refund Group, to assist with project administration.

L2L is ready to start training immediately upon approval and has a training schedule in place. All newly hired staff will undergo 80 hours of training during the first two weeks of employment followed by monthly and quarterly trainings to ensure they are adequately prepared to perform on the job. L2L expects that newly hired trainees will receive over 200 hours of training during the contract period. The Company's incumbent staff also receive 6-8 hours of training monthly, with most expecting to receive over 140 hours of training during the ETP contract period. These numbers are consistent with training provided to staff in the last 4 years.

Special Employment Training

Under SET, the Company is not required to demonstrate out-of-state competition. Trainees must be earning at least the statewide average hourly wage at the end of the retention period. For trainees employed in a priority industry, the Panel may modify the SET wage up to 25% below the statewide average hourly wage to \$24.13.

Managers

SET funding is reserved for frontline workers only, however, small business projects under SET funding may include managers.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

L2L retained Training Refund Group in Anaheim to assist with development of this proposal for a flat fee of \$12,000.

ADMINISTRATIVE SERVICES

L2L retained Training Refund Group in Anaheim to 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 DIDACTIC

- Professionalism Overview and Cultural and Family Structure Sensitivity Training
- Introduction to Verbal Behavior Key Operants and The Verbal Behavior Milestones Assessment and Placement Program
- Applied Behavior Analysis Skill Building Training and Session Structuring
- Introduction to Behavior Reduction
- Learning Tree Overview and Electronic Data Collection
- Teaching New Behavior
- Client/Patient Rights
- Clinical Assessment
- Clinical Program Design
- Clinical Interventions
- Antecedent Interventions
- Consequent Interventions
- Discrete Trial Training
- Ethics in Translating
- Functions of Behavior (FBA)
- Instructional Control
- Naturalistic Teaching Strategies
- Preparing for Crisis Situation
- Supporting Quality of Life for Persons with Developmental Disabilities
- Time Management and Contract Utilization
- Liability Management
- Understanding Funding Sources
- Teaching Interactions in Clients with Autism Spectrum Disorders
- Understanding Typical Development
- Interdisciplinary Understanding of Autism Spectrum Disorder
- Understanding Evidence Based Autism Treatment
- Coping Skill Techniques
- Client Outcome Measurement
- BACB Ethical Guideline Adherence
- Behavioral Case Conceptualization, Problem Solving, and Decision Making
- Providing Feedback
- Assessing Behavior Interventionist Performance
- Current Journal/Research Group Literature Review Facilitation
- Global Developmental Model Training (Speech and OT)
- Defending Clinical Recommendations
- Parent Satisfaction
- Staff Support

MEDICAL SKILLS PRECEPTOR

- Clinical Evaluation
 - Client Outcome Measurement
- Mentorship
- Functional Behavior Assessment (FBA)
- Teaching Daily Living Skills
- Teaching Social Skills
- Teaching Functional Communication Training
- Developmental Assessment for Young Children (DAYC-2) Administration and Scoring
- Vineland III Assessment Administration and Scoring
- Verbal Behavior Milestones Assessment and Placement Program (VBMAPP) Baseline and Progress Management
- Assessment of Basic Language and Learning (ABLL) Skills Baseline and Progress Management
- Assessment of Functional Living Skills (AFLS) Baseline and Progress Management
- Peak Relational Training Baseline and Progress Management
- Accept Identify Move (AIM) Baseline and Progress Management
- Acceptance and Commitment Therapy in Context Training

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



Training Proposal for:
Micron Technology, Inc.
Contract Number: ET19-0395

Panel Meeting of: February 22, 2019

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

PROJECT PROFILE

Contract Attributes:	Priority Rate	Industry Sector(s):	Manufacturing (E) Professional, Scientific Technology (54) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Clara, Sacramento, San Diego	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: 868	U.S.: 11,684	Worldwide: 35,030
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	11%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$353,925

Total ETP Funding
\$195,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Improvement	375	8-200	0-200	\$520	\$19.31
				Weighted Avg: 20			

Minimum Wage by County: Santa Clara: \$19.31 per hour; Sacramento & San Diego: \$17.70 per hour.

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

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

Although 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
Information Technology/ Engineering Staff		318
Operations Staff		15
Manager		42

INTRODUCTION

Founded in 1978, and headquartered in Idaho, Micron Technology, Inc. (Micron) (www.micron.com) has three engineering and design facilities in California (Folsom, San Diego, and Milpitas). The Company designs and builds advanced memory and semiconductor technologies. Micron’s portfolio of memory technologies includes; dynamic random-access memory (DRAM), negative-AND (NAND) Flash and NOR Flash. These products are the basis for solid-state drives, modules, multi-chip packages and other system solutions. Through its global brands, Micron, Crucial and Ballistix, the Company offers major memory and storage technologies: DRAM, NAND, NOR, and 3D XPoint™ memory. Microns products are used across computing, mobile devices, and automotive sectors in industrial and consumer markets.

This is Micron’s first ETP project. Training will be delivered to staff in Folsom, Milpitas and San Diego.

Veterans Program

Micron recruits and hires Veterans and reports at least 10 Veteran employees work in its California locations.

PROJECT DETAILS

The semiconductor industry increased globally by 15% in 2018, with estimated growth projected for 2019. To remain competitive, Micron must train staff on new equipment and new products supporting the Company's expansion into Memory and Semiconductor markets. Products such as 3D X Point (second generation) and 5G are new emerging technologies that require new processes and upgraded skills training. Micron recently invested in equipment and software integral to new development and manufacturing processes for its new product lines such as Quad Level Cell (QLC) and Internet of Thing (IOT) devices.

Micron conducted a training needs assessment to identify training needs. Training will focus on Continuous Improvement and Business Skills to increase efficiency, improve quality and strengthen customer service to meet the Company's strategic goals.

As an ISO certified company, Micron has periodic audits and must ensure training results in a competent workforce that meets certification requirements. Micron is including Quality Assurance training to meet efficiency and performance goals.

Learning Management System

Micron will utilize a Learning Management System (Successfactors). The system has been reviewed and approved by ETP.

Impact/Outcome

With ETP support for the supplemental training proposed, Micron will:

- Improve efficiency and competitiveness with better management and new processes that includes upgrades in technical skills across departments.
- Upgrade skills in new software and tools related to 5G implementation.
- Improve quality controls, design process, and business procedures which will contribute to saving time, error reductions, improved processes, and waste reduction. Consequently, the Company anticipates being able to optimize management of raw materials and boost revenues.

Nanotechnology

Micron uses nanotechnology to develop solutions for various industries including mobile device and consumer electronics. Enhancements to more traditional semi-conductor manufacturing are being driven by consumer demands, innovation, and a broad marketplace shift to reduce the costs, size, and weight of products, and to maximize the ability to offer new products or services in order to adapt to market pressures. Micron reports nanotechnology is being used in the development of new products.

Training Plan

Micron will deliver internally developed and some vendor based Class/Lab, E-learning and Computer Based Training.

Business Skills: This training will be offered to all occupations. Upgraded skills are needed to better manage the implementation of new processes related to new products. This training is anticipated to result in a reduction in project implementation time and lead to fewer errors. Supplemental topics such as Business Process Skills, Marketing, and Supplier Management will be offered to support Micron's high performance workplace goals.

Continuous Improvement Skills: This training will be offered to all occupations. The transition of the semiconductor industry to ever-smaller technology nodes has increased the quality requirements for the materials sourced by Micron. Better management of the raw material supply chain will result in improvement in raw materials supplies acquired by Micron and a reduction in waste. Training will result in increased efficiency in material handling, storage, and cleaning processes. Topics such as Communications, 5S/ Lean, Quality Assurance will be offered to improve communications with internal and external customers.

Computer Skills: This training will be offered to all occupations. Micron aims to manage its strategic growth into new markets in part by ensuring that it has the technological infrastructure in place to support and sustain growth. Many new software platforms are being introduced at Micron. Topics such as Computer Language, Hardware, and Device Engineering will be offered.

Computer Based Training

Internally developed and/or third-party purchased Computer Based Training (CBT) will be provided that can be taken by employees at their own pace without instructors. Training will include Business Skills, Computer Skills, and Continuous Improvement Skills topics such as Micron's Lab Management and Ariba Navigation System.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. The Company's 2019 training budget for all California sites is approximately \$611,000. The Company provides new hire orientation, Cal OSHA required training, basic job skills, diversity, workplace ethics, Executive Leadership, anti-harassment training at its own expense.

Mandatory training is delivered company-wide (e.g. – new hire orientations and anti-harassment), but some training may be department or job-specific training. Micron delivers training through various methods: classroom settings, lab settings, and by using E-Learning and computer based training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Director of Global Learning & Development will be in charge of the training project. Training Funding Partners will assist with administration. Learning Administrators and internal trainers have been identified at each site to coordinate training and manage records. Micron estimates a total of 16 employees support the design, delivery, and administration of training for its California workforce.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Micron retained Training Funding Partners (TFP) in Fountain Valley to assist with development of this proposal for a flat fee of \$11,700.

ADMINISTRATIVE SERVICES

TFP will also perform administrative services in connection with this proposal for 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab/E-Learning Hours

8-200 hours

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Acumen
- Business Process Skills
- Communication Skills
- Customer Service/Support Skills
- Finance/Accounting Skills
- Negotiation Skills
- Marketing Sales/Skills
- Reporting/Documentation Skills
- Risk Assessment/Risk Management
- Supplier Management/Procurement Skills
- Train-the-Trainer

COMPUTER SKILLS

- Cybersecurity Skills
- Intermediate/Advanced Microsoft Office
- Device Engineering
- Failure Mode and Effects Analysis
- Software/Hardware Skills
- Computer Language Skills

CONTINUOUS IMPROVEMENT SKILLS

- 5S/Lean Six Sigma/Design for Six Sigma
- Change Management
- Decision Making
- Delegation Skills
- Design of Experiments
- Engineering/Product Design Skills
- Leadership Skills
- Problem Solving Skills
- Process Improvement/Management Skills
- Project/Program Management
- Quality Assurance/Quality Control
- Statistical Process Control
- Team Development
- Troubleshooting/Root Cause Analysis
- Materials Awareness Handling/Removal (Safety)

CBT Hours
0-200 hours

BUSINESS SKILLS

- Anatomy of a Sales Agreement (1 hour)
- Ariba: Queue Management for Business Enablement Team Members - (0.5 hours)
- Avoiding Bribery and Corruption: A Global Overview - (1 hour)
- Business Needs Analysis - eLearning (1.5 hours)
- COGNOS (not an acronym) and Important Cubes - (1.5 hours)
- Competitive Bidding - eLearning (1.5 hours)
- Confidential Information - eLearning (0.5 hours)
- Credit and Accounts Receivable: Sales Certification - (1 hour)
- Customer Quality Indices (CQI) (0.5 hours)
- Deconstructing Price 1: Ask, Price Harmonization, Volume Aggregation and Historical Analysis - (1.5 hours)
- Deconstructing Price 2: Comparative and Price List Analysis - eLearning (1.5 hours)
- Deconstructing Price 3: Creating Competition - (1.5 hours)
- Financial Analysis 1: Planning and Gathering - (1.5 hours)
- First Pass Qual (1 hour)
- Insider Trading: Avoiding Risky Behavior - (0.5 hours)
- Micron Finance Competency Model 2.0 Training - (1 hour)
- Micron's Lab Management Standard (3 hours)
- Modules Intro Core (2 hours)
- NVDIMM (non-volatile dual in-line memory module) Getting Customers Started L1 (1 hour)
- Opportunity Analysis - (1.5 hours)
- PACE and Price Analysis - (1.5 hours)
- P-card Sales Tax Requirements - (0.5 hours)
- Portable HSM (Hardware Security Module_ Usage (1 hour)
- Portfolio Analysis - eLearning (1.5 hours)
- PPAP (Production Part Approval Process) Advanced (Standard/Content) (4 hours)
- PPAP Software (Submission Process) (2 hours)
- Principled Communications: Social Networking (0.5 hours)
- Records Coordinator Training - Records Management - (1 hour)
- Records Management - (1 hour)
- Reliability and Degradation Physics - (4 hours)
- Revenue and Margin in Systems - (2 hours)
- Sales and Operations Planning (S&OP) Overview - (0.5 hours)
- Sales Negotiation Abridged (4 hours)
- Sales Training (1 hour)
- Set Top Box L1 (0.5 hours)
- SFDC (SalesForce dot com) Customer Requests for FAEs (Field Application Engineer) (1.5 hours)
- SFDC Training for Sales and FAEs (3 hours)
- Supplier Interaction Training - (0.5 hours)
- Supplier Negotiations - (1.3 hours)

- Supply Market Analysis - (1.5 hours)
- The Finance Department at Micron: An Overview - (1.5 hours)
- Trade Compliance in the International Marketplace (1 hour)

COMPUTER SKILLS

- 1100 SATA Client SSD L2 (1 hour)
- 1100 SSD Software L1 (1 hour)
- 3D NAND Core (1 hour)
- 3D NAND Technology L1 (1 hour)
- 3D XPoint Core (1 hour)
- 7100 L1 (1 hour)
- 7100 Zepher L2 (1 hour)
- 8D Fundamentals - (1 hour)
- 9100 L2 (1.3 hours)
- Ariba for Requisitioners - (0.5 hours)
- Ariba System Navigation Training (0.5 hours)
- Ariba Training for Approvers - (0.5 hours)
- Automata - Core (1 hour)
- Automotive eMMC 4.41 Phison (9 hours)
- Automotive eMMC 4.51 Phison (9 hours)
- Automotive eMMC 5.0 Kamaleon (9 hours)
- Automotive eMMC 5.0 Phison (9 hours)
- DDR 3DS Software Training L1 (1 hour)
- DDR4 Design Guidelines L2 (1.5 hours)
- DDR4 L1 (1 hour)
- DDR4 L3 Ramprobe (RP64G) (2 hours)
- DDR4 Transition from DDR3 Level 2 (3.5 hours)
- DRAM and LPDRAM for Embedded and Automotive Applications L1 (0.5 hours)
- DRAM FAE 101 1 L2 (1.5 hours)
- DRAM FAE 101 2 L2 (1.5 hours)
- DRAM Intro Core (2 hours)
- DRAM Key Features Core (2 hours)
- DRAM Requirements for DTV Applications L2 (0.2 hours)
- e.MMC 4.51 Power Loss Features L1 (0.2 hours)
- e.MMC Logical Structure L1 (0.3 hours)
- e.MMC for Industrial Automation Applications L1 (1 hour)
- Embedded MLC+ for Consumer Applications L1 (1 hour)
- Emergenetics 1:1 Debriefing Session (0.5 hours)
- GL Using the ShipDoc Program (0.5 hours)
- Global - DRAM Operation 80 Series - (2 hours)
- Global - NAND FG Traveler 110 Series (L06B vs. L17A) (12 hours)
- HMC Architecture Thermal Reliability L1 (1 hour)
- HMC HSSIO and Debug L2 (1 hour)
- HMC Core (1 hour)
- HMC Performance and Trade Offs L1 (1 hour)
- HMC Specification and Protocol L2 (2 hours)
- How to Sell SSDs (1 hour)
- iGrafx Web Central - Process Diagram Viewer - eLearning (0.5

hours)

- Information Security - (1 hour)
- MS Project Professional and Project Web App - (0.5 hours)
- IP Management for Infoblox (0.5 hours)
- IT Major Incident (0.5 hours)
- IT SSD for Industrial Applications L1 (1 hour)
- K2View - The Data Viewing Tool - ELRN (3 hours)
- LPDDR4 Core (1 hour)
- LPDDR4 Technical Training Level 1 (1 hour)
- LPDDR4X Training L1 (1 hour)
- LPDRAM Technical Benefits Compared to DRAM L1 (0.5 hours)
- M7xA SPI-NAND L1 (1 hour)
- MCP Packages Intro L1 (0.6 hours)
- MEM DRAM Operation for PEs (2 hours)
- MEM DRAM Process Overview (2 hours)
- MEM DRAM Technical Overview (1 hour)
- MEM NAND Flash Process Overview (2 hours)
- MEM NAND MLC Operation (2.5 hours)
- MEM NAND Operation Overview for PEs (4 hours)
- MEM NAND PE Backend Data Analysis (1 hour)
- MEM NAND PE Backend Test Flow (1 hour)
- MEM NAND PE Introduction (1.5 hours)
- MEM NAND PE LDPC (Low Density Parity Check) (2 hours)
- MEM NAND PE Reliability (2 hours)
- MEM NAND PE Trims (1.5 hours)
- MEM NAND Probe Flow Overview (2 hours)
- MEM NAND Read Window Budget (2 hours)
- MEM SSD Security Features (7 hours)
- Memory for DTV L1 (1 hour)
- Micron 5100 Series SSD Overview - L1 (1 hour)
- Micron Memory for Wearables Tech Applications L1 (1 hour)
- MTI Site Overview for Transfer TM (0.5 hours)
- MTSPeeD L1 (0.5 hours)
- Nand Array Management Core (0.6 hours)
- NAND eMMC L1 (1 hour)
- Network Management for Infoblox (1 hour)
- NOR Intro Core (0.6 hours)
- NOR J3 Family L1 (0.5 hours)
- NOR P3x Family L1 (0.6 hours)
- NOR Serial Registers L1 (0.5 hours)
- NOR Serial Signals L1 (0.5 hours)
- NOR Serial vs Parallel L1 (0.5 hours)
- NOR SPI for Connected Home L1 (0.5 hours)
- NVM Security Features L1 (1 hour)
- Optimizing eMMC System Behavior With Software Improvements (1 hour)
- Overview of Micron Host Responsibilities (English) (1 hour)
- Persistent Memory (NVDIMM) L1 (1 hour)
- Remedy IT Support Team Members Training for Incidents and Service Requests (1.3 hours)

- RLDRAM 3 Technical L2 (0.5 hours)
- RLDRAM L1 (1 hour)
- SSD Component Failure Isolation L2 (1 hour)
- SSD Dual Plane Operations L2 (1 hour)
- SSD Enterprise Battle Card (1 hour)
- SSD Enterprise L1 (1 hour)
- SSD FAE 101 L1 (0.5 hours)
- SSD Core (1 hour)
- SSD Flash Translation Layer L1 (0.5 hours)
- SSD Health via SMART L1 (0.5 hours)
- SSD Latency L1 (1 hour)
- SSD Wear Leveling L1 (1 hour)
- SSD Key Features Core (2 hours)
- SSD M600 Design Review L1 (0.5 hours)
- SSD Navigating Datasheets L1 (1 hour)
- SSD Over Provisioning and TRIM L1 (1 hour)
- SSD Part Numbering (1 hour)
- SSD PCIe Software Tools L2 (1 hour)
- SSD Performance Measurement Techniques L2 (1 hour)
- SSD Personal vs Enterprise Storage L1 (1 hour)
- SSD Write Buffering Caching L1 (1 hour)
- UFS Core (1 hour)
- UFS Training L1 (1 hour)
- XTRMFlash in Automotive (1 hour)
- XTRMFlash™ Memory- Core (1 hour)
- XTRMFlash™ Specifications at a Glance L1 (1 hour)

CONTINUOUS IMPROVEMENT SKILLS

- Backend Global Deviation Management (BE GDM) (1.5 hours)
- Business Process Improvement Basics (3.5 hours)
- Design of Experiments (DOE) I Using JMP (not an acronym) (20 hours)
- Failure Mode and Effect Analysis (FMEA) Core (English) (2.5 hours)
- From Design to Reticle - (10 hours)
- Frontend Global Deviation Management (FE GDM) (1.5 hours)
- Global - Energy (3 hours)
- Global - Statistics - eLearning (6 hours)
- Global - MatReq 100 - (0.5 hours)
- Global Backend - Control of Nonconforming Procedure (2 hours)
- Global Data Protection and Privacy (1 hour)
- Human Factors Awareness Workshop (4 hours)
- Intermediate Problem Solving with 8D - (4 hours)
- Leading People at Micron (LPAM) Quick Start Video - eLearning (0.5 hours)
- Micron Project Management Overview - (2 hours)
- Monthly Quality Review (MQR) training for Owners hosting MQRs. (0.5 hours)
- Problem Management Process (1 hour)
- ProChain Concepts for Core-teams (4 hours)

- Protecting Proprietary Information - eLearning (1 hour)
- Quality Alert - Create, Route for Review, and Publish (0.5 hours)
- Training for Decision Making (3 hours)
- Remedy Operational Change Management (2 hours)
- Returned Material Authorization (RMA) Failure Analysis (FA) (1 hour)
- Risk Management - (1.5 hours)
- SPC Essentials - eLearning (4 hours)
- SPC Fundamentals (1 hour)
- Stakeholder Management and Engagement - (1.5 hours)
- Total Quality Excellence - (0.5 hours)
- Chemical Management (CEDAR) for Requesters (1 hour) (Safety)
- Electrical Safety Program (1 hour) (Safety)
- Energy Isolation Program, Authorized Employees, Non-MESH (1 hour) (Safety)
- Training for New Team Members (1 hour) (Safety)
- Global Health and Safety for Leaders (1 hour) (Safety)
- Hazard Communication Program (1 hour) (Safety)

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

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



TRAINING PROPOSAL AMENDMENT

Modern Times Drink, Inc.

Approval Type: N/A

Reference Number: 17-0587

Contract Number: 17CS-0019-000

Panel Meeting Date: February 22, 2019
Regional Office: San Diego Regional Office
Analyst Name: Hernandez, Kellen
Contract Term Date: 6/14/2017 - 6/13/2019

Revision Number: 3
Requested Date: 11/06/2018
Revision Status: In Field Review
Effective Date: February 23, 2019

Proposal Type: Single Employer Contract (SE)
Critical Proposal: No
Funding Source: OSC

FUNDING AMENDMENT:

Current Funding (\$)		Requested Funding Increase (\$)		Revised Funding (\$)	
\$74,100.00		\$34,580.00		\$108,680.00	
Training Cost	Admin Cost	Support Cost	Substantial Contribution	Total In Kind	
\$93,781.00	\$14,899.00	N/A	\$0.00	\$65,000.00	

PROJECT PROFILE

Repeat Contractor:	No			
High Unemployment Area:	No	Turn Over Rate(Applicant):	1.00 %	
Industry Sector		Priority Industry		
Manufacturing		Yes		

AMENDMENT REQUEST DETAILS:

Reason for the Amendment Request:

Amend Request 1: Increases the Weighted Average Training Hours in Job Number 1, from 35 to 54.

Amend Request 2: Adds Retail Staff as an occupation in Job Number 2.

Amend Request 3: The proposed increase will allow trainees in the following occupational titles to receive adequate training under the ETP program to maintain high skills in the workforce: production, packaging, art and operations trainees. In addition, 20% of the estimated trainees (28 out of 139) have reached the maximum range of training hours currently available under the Contract. Modern Times anticipates that up to 50% will reach the maximum number of hours allowed within the coming months. Therefore Modern Times seeks approval of its request to increase range of hours from 8-60 to 8-200 (difference of +120).

REVISED ITEMS:

Costing Group

Attribute	Job Title	No. Trainees		Min Training Hours		Max Training Hours		Estimated Training Hours	
		From	To	From	To	From	To	From	To
Group No. 1 Location: MODERN TIMES LLC									
S-RET	Sales/Marketing	10	10	8.00	8.00	60.00	200.00	10.00	15.00
	Manager	11	11	8.00	8.00	60.00	200.00	41.00	41.00

	Retail	1	1	8.00	8.00	60.00	200.00	10.00	10.00
	Operations I	10	10	8.00	8.00	60.00	200.00	40.00	35.00
	Operations II	1	1	8.00	8.00	60.00	200.00	10.00	10.00
	Lab/Quality Control	2	2	8.00	8.00	60.00	200.00	25.00	15.00
	Coffee Production	2	2	8.00	8.00	60.00	200.00	40.00	25.00
	Packaging	8	8	8.00	8.00	60.00	200.00	45.00	100.00
	Logistics	5	5	8.00	8.00	60.00	200.00	22.00	40.00
	Brewer	6	6	8.00	8.00	60.00	200.00	54.00	100.00
	Cellar	10	10	8.00	8.00	60.00	200.00	38.00	100.00
	Special Projects	4	4	8.00	8.00	60.00	200.00	40.00	20.00
Group No. 2 Location: Brewery/Tasting Room - Anaheim									
S-RET-JOBCREATION	Manager	3	3	8.00	8.00	60.00	200.00	40.00	40.00
	Brewer	4	4	8.00	8.00	60.00	200.00	40.00	40.00
Group No. 2 Location: Brewpub - LA									
S-RET-JOBCREATION	Manager	2	2	8.00	8.00	60.00	200.00	40.00	40.00
	Retail	0	25	0.00	8.00	0.00	200.00	0.00	15.00
	Brewer	1	1	8.00	8.00	60.00	200.00	40.00	40.00

New Job Titles Added

Job Title	Location	Funding	Trainee Category	No. of Trainees	Work Hours	Wage Range	Health Benefits Used	Required Min Wages
Retail	Brewpub - LA	Out of State Competition	Retrainee	25	40	\$13.25 - \$13.25	\$1.37	\$14.62

Waiver Added

Waiver Source	Waiver Choice
Waiver: Cap/Max Hours of Training	
Costing Group #2	60.00
Costing Group #2	60.00
Costing Group #2	60.00
Costing Group #2	60.00
Costing Group #2	0
Costing Group #1	60.00
Costing Group #1	60.00
Costing Group #1	60.00
Costing Group #1	60.00
Costing Group #1	60.00

Costing Group #1	60.00
Costing Group #1	60.00
Costing Group #1	60.00
Costing Group #1	60.00
Costing Group #1	60.00
Costing Group #1	60.00
Costing Group #1	60.00

Amended Funding Detailed

Funding	Group No.	Attributes	Number Of Trainees	Weighted Average Hours	Reimbursement Rate	Cost Per Trainee	Cost Per Group
OSC	1	S-RET	70	54	\$26.00	\$1,404.00	\$98,280.00
	2	S-RET-JOBCREATION	35	40	\$26.00	\$1,040.00	\$36,400.00
	Funding Total:		105				\$134,680.00
		Grand Total:	105				\$134,680.00

Legend of Attributes	
Code	Description
S	Single Employer
RET	Retrainee
JOBCREATION	Job Creation – Retrainee Initiative Program

Introduction

Modern Times Drink, Inc. (Modern Times) manufactures and distributes craft beer beverages and coffee blend products.

Amendment Details

Due to company growth, Modern Times has delivered more training than originally anticipated during development. Currently, 20% of the trainee population has maxed out of training hours under the current Contract. It is anticipated that 50% of the trainee population will reach the maximum range of hours within the coming months. Further, Modern Times has invested heavily in its retail department and as such as increased wages for its Retail Staff. Therefore, Modern Time is seeking the following: an increase in funding (Phase 1) Amendment to increase in the average weighted hours, to add an occupational title to Job Number 2 (Retail Staff) because they account for more than \$10,000 of the current approved ETP Funding, and increase the Range of Hours from 8-60 to 8-200.

Recommendations

Staff recommends approval of this Amendment request.

ACTIVE CONTRACT PERFORMANCE

This table summarizes active contract performance for Modern Times Drink, Inc.

Contract Number	Approved Amount	Term	Total No. Trainees (Estimated)	Trainees Enrolled	Trainees Completed Training	Total Trainees Retained
17CS-0019-000	\$74,100.00	06/14/2017 - 06/13/2019	80	173	3	0

Based on the ETP System, for the current contract 2,943.88 reimbursable hours have been tracked for potential earnings of \$76,540.88 (103.20 % of approved amount).

Curriculum Exhibit B

Classroom /Simulated Laboratory

Training Type (Level)	Course/Class Topic
Business Skills	Business Writing: E-mail/Social Media Responses
Business Skills	Conflict Management
Business Skills	Customer Relations
Business Skills	Customer Service
Business Skills	Finance and Accounting
Business Skills	How to Effectively Communication
Business Skills	Inventory Management
Business Skills	Marketing Strategies
Business Skills	Product Knowledge
Business Skills	Product Strategies
Business Skills	Risk Management
Business Skills	Sales and Marketing
Continuous Improvement Skills	Decision Making
Continuous Improvement Skills	Leadership
Continuous Improvement Skills	Overcoming Objections
Continuous Improvement Skills	Problem Solving
Continuous Improvement Skills	Process Improvement
Continuous Improvement Skills	Quality Concepts
Continuous Improvement Skills	Sustainability Processes
Continuous Improvement Skills	Teambuilding
Continuous Improvement Skills	Time Management
Computer Skills (Standard)	Accounting Software
Computer Skills (Standard)	Enterprise Resource Planning (ERP) System
Computer Skills (Standard)	Google Apps Training
Computer Skills (Standard)	Human Resource Information Systems (HRIS)
Computer Skills (Standard)	MS Office Suite
Computer Skills (Standard)	Point of Sale (POS) System
Manufacturing Skills (ME) (Standard)	Brewing Operations
Manufacturing Skills (ME) (Standard)	Cellar Operations
Manufacturing Skills (ME) (Standard)	Equipment Operations & Maintenance
Manufacturing Skills (ME) (Standard)	Inventory Controls
Manufacturing Skills (ME) (Standard)	Material Requirements & Management
Manufacturing Skills (ME) (Standard)	Packaging Operations
Manufacturing Skills (ME) (Standard)	Sanitation

Productive Laboratory

Training Type (Level)	Course/Class Topic	Trainer to Trainee	Max Hours
Manufacturing Skills (ME) (Standard)	Alfa Laval Yeast	1:3	24.00
Manufacturing Skills (ME) (Standard)	Bottling Line	1:3	24.00
Manufacturing Skills (ME) (Standard)	Brewhouse Training	1:3	24.00
Manufacturing Skills (ME) (Standard)	Canning Line	1:3	24.00
Manufacturing Skills (ME) (Standard)	Depalletizer	1:3	24.00
Manufacturing Skills (ME) (Standard)	Quality Assurance / Quality Control	1:3	24.00
Manufacturing Skills (ME) (Standard)	Sensory Analysis	1:3	24.00



TRAINING PROPOSAL AMENDMENT

Niagara Bottling, LLC

Approval Type: N/A

Reference Number: 17-0758

Contract Number: 18CS-0031-000

Panel Meeting Date: 2/22/2019
Regional Office: North Hollywood Regional Office
Analyst Name: Paccereilli, Margarita
Contract Term Date: 8/3/2017 - 8/2/2019

Revision Number: 3
Requested Date: 12/04/2018
Revision Status: In Field Review
Effective Date: 02/23/2019

Proposal Type: Single Employer Contract (SE)
Critical Proposal: No
Funding Source: OSC

FUNDING AMENDMENT:

Current Funding (\$)		Requested Funding Increase (\$)		Revised Funding (\$)	
\$97,440.00		\$42,912.00		\$140,352.00	
Training Cost	Admin Cost	Support Cost	Substantial Contribution	Total In Kind	
\$120,877.00	\$19,475.00	N/A	\$0.00	\$194,890.00	

PROJECT PROFILE

Repeat Contractor:	Yes			
High Unemployment Area:	Yes	Turn Over Rate(Applicant):	0.00 %	
Industry Sector		Priority Industry		
Manufacturing		Yes		

AMENDMENT REQUEST DETAILS:

Reason for the Amendment Request:

Niagara Bottling, LLC requests additional funds to accommodate increased demand for training.

REVISED ITEMS:

Costing Group

Attribute	Job Title	No. Trainees		Min Training Hours		Max Training Hours		Estimated Training Hours	
		From	To	From	To	From	To	From	To
Group No. 1 Location: NIAGARA BOTTLING LLC									
S-RET	Engineering/IT Staff	6	23	8.00	8.00	200.00	200.00	16.00	23.00
	Sr. Engineering/IT Staff	6	6	8.00	8.00	200.00	200.00	16.00	23.00
	Manager	6	6	8.00	8.00	200.00	200.00	16.00	23.00
	Customer Service Staff	6	6	8.00	8.00	200.00	200.00	16.00	24.00

	Distribution/Logistics Staff	6	6	8.00	8.00	200.00	200.00	16.00	23.00
	Manufacturing/Mechanic Staff	6	6	8.00	8.00	200.00	200.00	16.00	23.00
	Corporate Support/Support Staff	6	52	8.00	8.00	200.00	200.00	16.00	23.00
	Customer Service Staff - JC	6	5	8.00	8.00	200.00	200.00	16.00	23.00
	Distribution/Logistics Staff - JC	6	5	8.00	8.00	200.00	200.00	16.00	23.00
	Engineering/IT Staff - JC	6	5	8.00	8.00	200.00	200.00	16.00	23.00
	Manager - JC	6	5	8.00	8.00	200.00	200.00	16.00	23.00
	Corporate Support/Support Staff- JC	6	5	8.00	8.00	200.00	200.00	16.00	23.00
	Manufacturing/Mechanic Staff - JC	6	5	8.00	8.00	200.00	200.00	16.00	23.00
Group No. 1 Location: Ontario MFG									
S-RET	Engineering/IT Staff	6	3	8.00	8.00	200.00	200.00	16.00	23.00
	Sr. Engineering/IT Staff	6	1	8.00	8.00	200.00	200.00	16.00	23.00
	Engineering/IT Staff - JC	6	5	0.00	8.00	0.00	200.00	16.00	23.00
	Manager	6	4	8.00	8.00	200.00	200.00	16.00	23.00
	Manager - JC	6	5	0.00	8.00	0.00	200.00	16.00	23.00
	Customer Service Staff	6	2	8.00	8.00	200.00	200.00	16.00	23.00
	Corporate Support/Support Staff	6	7	8.00	8.00	200.00	200.00	16.00	23.00
	Customer Service Staff - JC	6	5	0.00	8.00	0.00	200.00	16.00	23.00
	Distribution/Logistics Staff - JC	6	5	0.00	8.00	0.00	200.00	16.00	23.00
	Manufacturing/Mechanic Staff- JC	5	5	0.00	8.00	0.00	200.00	16.00	23.00
	Corporate Support/Support Staff- JC	5	5	0.00	8.00	0.00	200.00	16.00	23.00
	Distribution/Logistics Staff	6	3	8.00	8.00	200.00	200.00	16.00	23.00
	Manufacturing/Mechanic Staff	6	6	8.00	8.00	200.00	200.00	16.00	23.00
Group No. 1 Location: Rialto									
S-RET	Customer Service Staff	6	2	8.00	8.00	200.00	200.00	16.00	23.00
	Distribution/Logistics Staff	6	3	8.00	8.00	200.00	200.00	16.00	23.00
	Engineering/IT Staff	6	3	8.00	8.00	200.00	200.00	16.00	23.00

	Sr. Engineering/IT Staff	6	1	8.00	8.00	200.00	200.00	16.00	23.00
	Manager	6	4	8.00	8.00	200.00	200.00	16.00	23.00
	Manufacturing/Mechanic Staff	6	7	8.00	8.00	200.00	200.00	16.00	23.00
	Corporate Support/Support Staff	6	6	8.00	8.00	200.00	200.00	16.00	23.00
	Corporate Support/Support Staff- JC	5	5	0.00	8.00	0.00	200.00	16.00	23.00
	Manufacturing/Mechanic Staff- JC	5	5	0.00	8.00	0.00	200.00	16.00	23.00
Group No. 1 Location: Stockton Runway									
S-RET	Customer Service Staff	6	1	8.00	8.00	200.00	200.00	16.00	23.00
	Distribution/Logistics Staff	6	3	8.00	8.00	200.00	200.00	16.00	23.00
	Engineering/IT Staff	6	3	8.00	8.00	200.00	200.00	16.00	23.00
	Sr. Engineering/IT Staff	6	1	8.00	8.00	200.00	200.00	16.00	23.00
	Manager	6	3	8.00	8.00	200.00	200.00	16.00	23.00
	Manufacturing/Mechanic Staff	6	6	8.00	8.00	200.00	200.00	16.00	23.00
	Corporate Support/Support Staff	6	5	8.00	8.00	200.00	200.00	16.00	23.00
	Manufacturing/Mechanic Staff- JC	5	5	0.00	8.00	0.00	200.00	16.00	23.00
	Corporate Support/Support Staff- JC	5	5	0.00	8.00	0.00	200.00	16.00	23.00
Group No. 1 Location: Stockton Zephyr									
S-RET	Distribution/Logistics Staff	6	3	8.00	8.00	200.00	200.00	16.00	23.00
	Engineering/IT Staff	6	3	8.00	8.00	200.00	200.00	16.00	23.00
	Customer Service Staff	6	1	8.00	8.00	200.00	200.00	16.00	23.00
	Sr. Engineering/IT Staff	6	1	8.00	8.00	200.00	200.00	16.00	23.00
	Manager	6	3	8.00	8.00	200.00	200.00	16.00	23.00
	Manufacturing/Mechanic Staff	6	6	8.00	8.00	200.00	200.00	16.00	23.00
	Corporate Support/Support Staff	6	5	8.00	8.00	200.00	200.00	16.00	23.00
	Manufacturing/Mechanic Staff- JC	5	5	0.00	8.00	0.00	200.00	16.00	23.00
Group No. 2 Location: NIAGARA BOTTLING LLC									
S-RET-JOB CREATION	Corporate Support/Support Staff- JC	1	1	8.00	8.00	200.00	200.00	24.00	28.00

	Manufacturing/Mechanic Staff - JC	1	1	8.00	8.00	200.00	200.00	24.00	28.00
	Manager - JC	1	1	8.00	8.00	200.00	200.00	24.00	28.00
	Engineering/IT Staff - JC	1	1	8.00	8.00	200.00	200.00	24.00	28.00
	Distribution/Logistics Staff - JC	1	1	8.00	8.00	200.00	200.00	24.00	28.00
	Customer Service Staff - JC	1	1	8.00	8.00	200.00	200.00	24.00	28.00
Group No. 2 Location: Ontario MFG									
S-RET-JOBCREATION	Manufacturing/Mechanic Staff- JC	1	1	8.00	8.00	200.00	200.00	24.00	28.00
	Corporate Support/Support Staff- JC	1	1	8.00	8.00	200.00	200.00	24.00	28.00
	Distribution/Logistics Staff - JC	1	1	8.00	8.00	200.00	200.00	24.00	28.00
	Customer Service Staff - JC	1	1	8.00	8.00	200.00	200.00	24.00	28.00
	Manager - JC	1	1	8.00	8.00	200.00	200.00	24.00	28.00
	Engineering/IT Staff - JC	1	1	8.00	8.00	200.00	200.00	24.00	28.00
Group No. 2 Location: Rialto									
S-RET-JOBCREATION	Customer Service Staff- JC	0	1	0.00	8.00	0.00	200.00	24.00	28.00
	Distribution/Logistics Staff - JC	0	1	0.00	8.00	0.00	200.00	24.00	28.00
	Engineering/IT Staff - JC	0	1	0.00	8.00	0.00	200.00	24.00	28.00
	Manager - JC	0	1	0.00	8.00	0.00	200.00	24.00	28.00
	Corporate Support/Support Staff- JC	1	1	8.00	8.00	200.00	200.00	24.00	28.00
	Manufacturing/Mechanic Staff- JC	1	1	8.00	8.00	200.00	200.00	24.00	28.00
Group No. 2 Location: Stockton Runway									
S-RET-JOBCREATION	Customer Service Staff- JC	0	1	0.00	8.00	0.00	200.00	24.00	28.00
	Distribution/Logistics Staff - JC	0	1	0.00	8.00	0.00	200.00	24.00	28.00
	Engineering/IT Staff - JC	0	1	0.00	8.00	0.00	200.00	24.00	28.00
	Manager - JC	0	1	0.00	8.00	0.00	200.00	24.00	28.00
	Corporate Support/Support Staff- JC	1	1	8.00	8.00	200.00	200.00	24.00	28.00
	Manufacturing/Mechanic	1	1	8.00	8.00	200.00	200.00	24.00	28.00

	Staff- JC								
Group No. 2 Location: Stockton Zephyr									
S-RET- JOB CREATION	Manager - JC	1	1	0.00	8.00	0.00	200.00	24.00	28.00
	Customer Service Staff- JC	1	1	0.00	8.00	0.00	200.00	24.00	28.00
	Engineering/IT Staff - JC	1	1	0.00	8.00	0.00	200.00	24.00	28.00
	Corporate Support/Support Staff- JC	0	1	0.00	8.00	0.00	200.00	24.00	28.00
	Distribution/Logistics Staff - JC	0	1	0.00	8.00	0.00	200.00	24.00	28.00
	Manufacturing/Mechanic Staff- JC	1	1	8.00	8.00	200.00	200.00	24.00	20.00

Changes By Job Titles

Revision	From	To
Job Title: Corporate Support/Support Staff- JC Location: NIAGARA BOTTLING LLC Funding: Out of State Competition		
Edit Job Title Number Of Trainees	1.00	6.00
Job Title: Corporate Support/Support Staff- JC Location: Ontario MFG Funding: Out of State Competition		
Edit Job Title Number Of Trainees	1.00	6.00
Job Title: Corporate Support/Support Staff- JC Location: Rialto Funding: Out of State Competition		
Edit Job Title Number Of Trainees	1.00	6.00
Job Title: Corporate Support/Support Staff- JC Location: Stockton Runway Funding: Out of State Competition		
Edit Job Title Number Of Trainees	1.00	6.00
Job Title: Customer Service Staff Location: NIAGARA BOTTLING LLC Funding: Out of State Competition		
Edit Job Title Number Of Trainees	14.00	6.00
Job Title: Customer Service Staff - JC Location: NIAGARA BOTTLING LLC Funding: Out of State Competition		
Edit Job Title Number Of Trainees	1.00	6.00
Job Title: Customer Service Staff - JC Location: Ontario MFG Funding: Out of State Competition		
Edit Job Title Number Of Trainees	1.00	6.00
Job Title: Distribution/Logistics Staff Location: NIAGARA BOTTLING LLC Funding: Out of State Competition		
Edit Job Title Number Of Trainees	23.00	6.00
Job Title: Distribution/Logistics Staff - JC Location: NIAGARA BOTTLING LLC Funding: Out of State Competition		
Edit Job Title Number Of Trainees	1.00	6.00
Job Title: Distribution/Logistics Staff - JC Location: Ontario MFG Funding: Out of State Competition		

Edit Job Title Number Of Trainees	1.00	6.00
Job Title: Engineering/IT Staff - JC Location: NIAGARA BOTTLING LLC Funding: Out of State Competition		
Edit Job Title Number Of Trainees	2.00	6.00
Job Title: Engineering/IT Staff - JC Location: Ontario MFG Funding: Out of State Competition		
Edit Job Title Number Of Trainees	2.00	6.00
Job Title: Manager Location: NIAGARA BOTTLING LLC Funding: Out of State Competition		
Edit Job Title Number Of Trainees	31.00	6.00
Job Title: Manager - JC Location: NIAGARA BOTTLING LLC Funding: Out of State Competition		
Edit Job Title Number Of Trainees	1.00	6.00
Job Title: Manager - JC Location: Ontario MFG Funding: Out of State Competition		
Edit Job Title Number Of Trainees	1.00	6.00
Job Title: Manufacturing/Mechanic Staff Location: NIAGARA BOTTLING LLC Funding: Out of State Competition		
Edit Job Title Number Of Trainees	58.00	6.00
Job Title: Manufacturing/Mechanic Staff Location: Ontario MFG Funding: Out of State Competition		
Edit Job Title Number Of Trainees	8.00	6.00
Job Title: Manufacturing/Mechanic Staff - JC Location: NIAGARA BOTTLING LLC Funding: Out of State Competition		
Edit Job Title Number Of Trainees	1.00	6.00
Job Title: Manufacturing/Mechanic Staff- JC Location: Ontario MFG Funding: Out of State Competition		
Edit Job Title Number Of Trainees	1.00	6.00
Job Title: Manufacturing/Mechanic Staff- JC Location: Rialto Funding: Out of State Competition		
Edit Job Title Number Of Trainees	1.00	6.00
Job Title: Manufacturing/Mechanic Staff- JC Location: Stockton Runway Funding: Out of State Competition		
Edit Job Title Number Of Trainees	2.00	6.00
Job Title: Manufacturing/Mechanic Staff- JC Location: Stockton Zephyr Funding: Out of State Competition		
Edit Job Title Number Of Trainees	1.00	6.00

Amended Funding Detailed

Funding	Group No.	Attributes	Number Of Trainees	Weighted Average Hours	Reimbursement Rate	Cost Per Trainee	Cost Per Group
OSC	1	S-RET	286	24	\$18.00	\$432.00	\$123,552.00

	2	S-RET-JOBCREATION	30	28	\$20.00	\$560.00	\$16,800.00
		Funding Total:	316				\$140,352.00
		Grand Total:	316				\$140,352.00

Legend of Attributes	
Code	Description
S	Single Employer
RET	Retrainee
JOBCREATION	Job Creation – Retrainee Initiative Program

Introduction

Founded in 1963, Niagara Bottling, LLC (Niagara) produces and supplies bottled water to grocery, convenience, and club stores and wholesale customers.

Amendment Details

Niagara is requesting additional funds to accommodate the current demand for training by increasing the weighted average from 16 to 23 in Job Number 1 and 24 to 28 in Job Number 2. Niagara took a conservative approach during the initial funding request, but the Company now needs funding for additional technical training to its specialized "hot fill" line at one of its facilities in Ontario and in preparation for a new manufacturing line at the Niagara's facility in Rialto.

Recommendations

Staff recommends approval of the Amendment request.

ACTIVE CONTRACT PERFORMANCE

This table summarizes active contract(s) performance for Niagara

Contract Number	Approved Amount	Term	Total No. Trainees (Estimated)	Trainees Enrolled	Trainees Completed Training	Total Trainees Retained
18CS-0031-000	\$97,440.00	08/03/2017 - 08/02/2019	325	510	2	0

Based on the ETP System, for the current contract 4,921 reimbursable hours have been tracked for potential earnings of \$91,053 (93% of approved amount).

Curriculum**Exhibit B****Classroom /Simulated Laboratory**

Training Type (Level)	Course/Class Topic
Business Skills	Communication/Conflict Resolution Skills
Business Skills	Cross-Training Skills
Business Skills	Customer Service/Support Skills
Business Skills	Marketing/Sales Skills
Business Skills	New/Updated Product Skills
Business Skills	Train-the-Trainer
Computer Skills (Standard)	Adobe Acrobat/Reader
Computer Skills (Standard)	AutoCAD
Computer Skills (Standard)	Computer Language Skills
Computer Skills (Standard)	Intermediate/Advanced Microsoft Office
Computer Skills (Standard)	SharePoint
Continuous Improvement Skills	Developing Teams/Goals/Objectives
Continuous Improvement Skills	Effective Leadership
Continuous Improvement Skills	Problem Solving/Troubleshooting
Continuous Improvement Skills	Process/Performance Improvement
Continuous Improvement Skills	Product Development/Innovation Skills
Continuous Improvement Skills	Project Management
Manufacturing Skills (ME) (Standard)	Blowmolding/Injection Molding Skills
Manufacturing Skills (ME) (Standard)	Bottle/Capping Processing
Manufacturing Skills (ME) (Standard)	Electrical Safety
Manufacturing Skills (ME) (Standard)	Logistics/Distribution Skills
Manufacturing Skills (ME) (Standard)	Manufacturing Equipment/Maintenance Skills
Manufacturing Skills (ME) (Standard)	Palletizing
Manufacturing Skills (ME) (Standard)	Product Wrapping/Packaging Skills
Manufacturing Skills (ME) (Standard)	Quality Control Skills
Manufacturing Skills (ME) (Standard)	Reverse Osmosis/Water treatment

E-Learning ±Instructor Led/Distance Learning

Training Type (Level)	Course/Class Topic
Business Skills	Communication/Conflict Resolution Skills
Business Skills	Cross-Training Skills
Business Skills	Customer Service/Support Skills

Business Skills	Marketing/Sales Skills
Business Skills	New/Updated Product Skills
Business Skills	Train-the-Trainer
Computer Skills (Standard)	Adobe Acrobat/Reader
Computer Skills (Standard)	AutoCAD
Computer Skills (Standard)	Computer Language Skills
Computer Skills (Standard)	Intermediate/Advanced Microsoft Office
Computer Skills (Standard)	SharePoint
Continuous Improvement Skills	Developing Teams/Goals/Objectives
Continuous Improvement Skills	Effective Leadership
Continuous Improvement Skills	Problem Solving/Troubleshooting
Continuous Improvement Skills	Process/Performance Improvement
Continuous Improvement Skills	Product Development/Innovation Skills
Continuous Improvement Skills	Project Management
Manufacturing Skills (ME) (Standard)	Blowmolding/Injection Molding Skills
Manufacturing Skills (ME) (Standard)	Bottle/Capping Processing
Manufacturing Skills (ME) (Standard)	Electrical Safety
Manufacturing Skills (ME) (Standard)	Logistics/Distribution Skills
Manufacturing Skills (ME) (Standard)	Manufacturing Equipment/Maintenance Skills
Manufacturing Skills (ME) (Standard)	Palletizing
Manufacturing Skills (ME) (Standard)	Product Wrapping/Packaging Skills
Manufacturing Skills (ME) (Standard)	Quality Control Skills
Manufacturing Skills (ME) (Standard)	Reverse Osmosis/Water treatment

E-Learning ±Computer Based Training (CBT)

Training Type (Level)	Course/Class Topic	Standard CBT Hours
Business Skills	Building Trust	1.00
Business Skills	Business Writing: How to Write Clearly and Concise	1.00
Business Skills	Communication Skills	3.50
Business Skills	Customer Advocacy: Communicating to Build Trusting	1.00
Business Skills	Customer Interactions	3.50
Business Skills	Customer Service Confrontation and Conflict	1.00
Business Skills	Giving Feedback	1.00

Business Skills	Interpersonal Communication: Communicating with Co	1.00
Business Skills	Interpersonal Communication: Targeting Your Messag	1.00
Business Skills	Support Center Services and Work Environment	3.00
Business Skills	The Customer Service Representative	3.50
Business Skills	Time Management: Analyzing Your Use of Time	1.00
Business Skills	Time Management: Planning and Prioritizing Your Ti	1.00
Business Skills	Workplace Conflict: Recognizing and Responding to	1.00
Computer Skills	Adobe Acrobat 9: Fundamentals	2.00
Computer Skills	Adobe Reader X	1.00
Computer Skills	Getting Started with SharePoint 2010	1.00
Computer Skills	Moving Data and Modifying Worksheets in Excel 2010	1.00
Computer Skills	Understanding the Risks of Using Internet Media	1.00
Computer Skills	Using Lookup, Reference, Math, and Text Functions	1.00
Continuous Improvement Skills	Being an Effective Team Member	1.00
Continuous Improvement Skills	Effective Team Communication	1.00
Continuous Improvement Skills	Elements of a Cohesive Team	1.00
Continuous Improvement Skills	Getting Results without Direct Authority: Building	1.00
Continuous Improvement Skills	Giving Constructive Criticism	1.00
Continuous Improvement Skills	Leadership Essentials: Leading Innovation	1.00
Continuous Improvement Skills	Leading Teams: Building Trust and Commitment	1.00
Continuous Improvement Skills	Problem Solving: Determining and Building Your Str	1.00
Continuous Improvement Skills	Problem Solving: Digging Deeper	1.00
Continuous Improvement Skills	Problem Solving: The Fundamentals	1.00
Continuous Improvement Skills	Team and Customer Relationships	3.00
Continuous Improvement Skills	Using Feedback to Improve Team Performance	1.00
Manufacturing Skills (ME) (Standard)	Compressed Gas Safety	0.50

Manufacturing Skills (ME) (Standard)	Confined Spaces	1.00
Manufacturing Skills (ME) (Standard)	Electrical Safety	0.50
Manufacturing Skills (ME) (Standard)	Fire Safety and Prevention	0.50
Manufacturing Skills (ME) (Standard)	Hand and Power Tool Safety	0.50
Manufacturing Skills (ME) (Standard)	Hazardous Material Handling and Storage	1.00
Manufacturing Skills (ME) (Standard)	Heat Stress Recognition and Prevention	0.50
Manufacturing Skills (ME) (Standard)	Lockout/Tagout	0.50
Manufacturing Skills (ME) (Standard)	Lockout/Tagout for Authorized Persons	1.50
Manufacturing Skills (ME) (Standard)	Machine Guarding	0.50
Manufacturing Skills (ME) (Standard)	PPE: Eye and Face Protection	1.00
Manufacturing Skills (ME) (Standard)	PPE: Hand Protection	0.50
Manufacturing Skills (ME) (Standard)	PPE: Personal Protective Equipment	1.00
Manufacturing Skills (ME) (Standard)	Workplace Inspections	1.00



Panel Amendment #3 Proposal for:
Omni Hotels Management Corporation dba Omni La Costa
Resort and Spa
Contract Number: ET18-0141

Amendment Effective Date: December 17, 2018

Panel Meeting of: February 22, 2019

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

CURRENT PROJECT PROFILE

Contract Type:	Retrainee Job Creation	Industry Sector(s):	Services
Counties Served:	San Diego, San Francisco, Riverside, and Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Priority Industry:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Current Contract Term: to November 9, 2019	November 6, 2017	Substantial Contribution:	<input checked="" type="checkbox"/> Yes 50% <input type="checkbox"/> No

CURRENT FUNDING

Current Funding
\$99,950

AMENDMENT FUNDING

Requested Funding	Total Funding
\$71,800	\$171,750

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, Computer Skills, Continuous Improvement	400	8-200	0	\$345	\$16.16
				Weighted Avg: 23			
2	Retrainee	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement	346	8-200	0	\$75	\$16.96
				Weighted Avg: 10			
3	Job Creation	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement	10	8-200	0	\$780	\$13.94
				Weighted Avg: 39			

Minimum Wage by County: Job Number 1: \$16.16 per hour for Riverside County, \$16.72 per hour for San Diego County, and \$17.63 per hour for San Francisco County; Job Number 2: \$16.96 per hour for Los Angeles County; and Job Number 3 (Job Creation): \$13.94 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

Health Benefits up to \$4.35 per hour may be used to meet the Post-Retention Wage in Job Number 1; up to \$1.30 per hour in Job Number 2; and up to \$3.42 per hour in Job Number 3 may be used to meet the Post-Retention Wage.

Service Charge: Mandatory Service Charge (banquet tips) of up to \$1.30 per hour in Job Number 2 (Los Angeles) may be used for Food and Beverage/Banquet Staff who do not elect health benefits to meet the Post-Retention Wage.

Wage Range by Occupation	
Occupation Title	Wage Range
Job Number 1: San Diego County (Retrainee)	
Administrative Staff	\$14.23 - \$16.62
Culinary Staff	\$15.16 - \$19.97
Guest Services	\$12.37 - \$19.73
General Support Staff	\$12.82 - \$20.42
Manager/ Supervisor	\$21.71 - \$37.65

Job Number 1: San Francisco County (Retrainee)	
Administrative Staff	\$15.02 - \$18.81
Culinary Staff	\$16.99 - \$21.88
Guest Services	\$14.08 - \$20.75
General Support Staff	\$15.43 - \$21.44
Manager/ Supervisor	\$23.71 - \$39.11
Job Number 1: Riverside County (Retrainee)	
Administrative Staff	\$14.51 - \$17.61
Culinary Staff	\$15.63 - \$21.18
Guest Services	\$11.81 - \$19.95
General Support Staff	\$12.56 - \$20.73
Manager/ Supervisor	\$22.97 - \$37.82
Job Number 3: San Diego County (Retrainee Job Creation)	
Administrative Staff	\$13.07 - \$16.03
Guest Services	\$10.52 - \$12.95
General Support Staff	\$10.57 - \$15.14
Manager/ Supervisor	\$21.65 - \$30.42

INTRODUCTION

Originally built in 1964, Omni Hotels Management Corporation dba Omni La Costa Resort and Spa (Omni La Costa) (www.lacosta.com), is a historic golf resort and spa located in Carlsbad, CA. This facility provides luxury accommodations, resort golf courses, and convention/conference resources to corporate businesses and intercontinental leisure travelers. Omni La Costa's parent company, TRT Holdings, Inc., also owns four Omni facilities located in the cities of San Diego, San Francisco, Rancho Mirage, and Los Angeles. These facilities operate under the same California Employer Account Number (CEAN), each specializing in luxury lodgings targeted to business travelers and tourists. In addition to lodging, the properties offer business and fitness centers; gourmet restaurants and accommodations for weddings, special occasions, and meetings.

All five Omni facilities will continue to participate in the proposed training plan, with Omni La Costa as the lead contract holder.

AMENDMENT DETAILS

During development of this Agreement, Omni Management Corporation dba Omni La Costa (Henceforth Omni La Costa), requested funding in the amount of \$171,800. However, during the October 27, 2017 panel meeting, Panel members reduced the approved funding amount to \$99,950 with the understanding that "if [Omni La Costa performed] 70% of training within one year" Omni La Costa could return to panel and seek additional Funding of up to \$251,800 inclusive of the substantial contribution applied to Job Number 2.

Currently, Omni La Costa has reported a total of 8,159 training hours, potentially earning \$110,468 in reimbursable funds, if all ETP performance benchmarks are met. This is more than 100% of its current funding amount. As such, Omni La Costa requests an additional \$71,800 to support the following additional training needs through the end of the training period (8/05/19):

1. The Agreement amount will increase by \$71,800, from \$99,950 to \$171,750;
2. The weighted average hours will increase by 11, from 12 to 23; and average cost per trainee will increase by \$165 from \$180 to \$345 for Job Number 1;
3. The weighted average hours will increase by 29 from 10 to 39; and the average cost per trainee will increase by \$580, from \$200 to \$780 for Job Number 3.

The previously approved Exhibit B, Menu Curriculum will be utilized to train the trainees and will not change.

Omni La Costa requests that the effective date be December 17, 2018, the date the request for additional funds under this Amendment was submitted to ETP for review and approval.

RECOMMENDATION

Staff recommends approval of this Amendment.

SUMMARY OF PRIOR MODS/AMDS

- Modification 1 - Withdrawn
- Modification 2 - Added occupational titles to Job Numbers 1 & 3 as well as add union representation letters for the requested additional occupational titles. Executed: November 17, 2018.

CURRENT CONTRACT PERFORMANCE

The following table summarizes performance by Omni La Costa under the current ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees Enrolled	No. Completed Training	No. Retained
ET18-0141	\$99,950	11/06/17- 11/05/19	488	0	0

Based on ETP's Online System, Omni La Costa has logged a total of 8,159 eligible training hours for potential earnings of \$110,468 (More than 100% of the current approved ETP funding amount).

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

8 – 200 Trainees may receive any of the following:

BUSINESS SKILLS

- Communication & Interpersonal Skills
- Customer-Focused Selling
- Dealing with Difficult People
- Client Data Procedures
- Guest Service Skills
- Hospitality Skills
- Identifying/Meeting Guest Needs
- Negotiating Skills
- New Service Concepts
- Omni Business Processes
- Putting the Guest First
- Service Values
- The Power of One

COMMERCIAL SKILLS

- Facilities Maintenance Procedures
- Maintenance and Repairs
- Golf Course Repair Procedures
- Irrigation Skills

COMPUTER SKILLS

- Omni Computer Application Skills
- Omni Mobile Application Skills
- Customer Information Systems
- Internal Customer Applications
- MS Office (Intermediate and Advanced)
- Point of Sale Applications
- Reservation Systems
- Scheduling Software
- Internet Marketing Systems
- Smartphone Technology and Application Skills
- Tablet Technology and Application Skills

CONTINUOUS IMPROVEMENT

- Motivation and Engagement Skills
- Problem Solving and Resolution
- Kaizen Events
- Measuring for Success
- Managing Change
- Team Building Skills
- Standard Work Procedures

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



RETRAINEE - JOB CREATION

Training Proposal for:

Oregon Pacific Building Products (Calif.), Inc.

Contract Number: ET19-0424

Panel Meeting of: February 22, 2019

ETP Regional Office: Sacramento

Analyst: K. Mam

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Veterans Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Manufacturing (33) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Sacramento and San Bernardino	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: 205	U.S.:896	Worldwide: 896
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	7%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$177,360

Total ETP Funding
\$152,776

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, HazMat, Mfg. Skills, PL-Mfg. Skills	200	8-200	0	\$676	\$17.70
				Weighted Avg: 26			
2	Retrainee Job Creation Initiative Priority Rate	Business Skills, Computer Skills, HazMat, Mfg. Skills, PL-Mfg. Skills	21	8-200	0	\$676	\$14.48
				Weighted Avg: 26			
3	Retrainee Priority Rate Veterans	Business Skills, Computer Skills, HazMat, Mfg. Skills, PL-Mfg. Skills	5	8-200	0	\$676	\$17.70
				Weighted Avg: 26			

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

Minimum Wage by County: Job Number 1 & 3: \$17.70 per hour for Sacramento and San Bernardino counties. **Job Number 2 (Job Creation):** \$14.56 per hour for Sacramento County and \$14.48 per hour for San Bernardino County.

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

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 & 3.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1 (Retrainees)		
Administrative Staff		5
Door Shop/Production Staff		87
Sales Staff		34
Paint Booth Staff		14
Service Staff		20
Driver		27
Manager		13
Job Number 2 (Job Creation)		
Administrative Staff		1
Door Shop/Production Staff		8

Sales Staff		4
Paint Booth Staff		1
Service Staff		2
Driver		3
Manager		2
Job Number 3 (Veterans)		
Door Shop/Production Staff		2
Sales Staff		1
Paint Booth Staff		1
Driver		1

INTRODUCTION

Founded in 1976 and headquartered in Wilsonville, OR, Oregon Pacific Building Products (Calif.), Inc. (OrePac) (www.orepac.com) is a family-owned and operated business that manufactures and distributes building products such as doors, decking, boards, millwork, and weatherization systems to building product retailers, construction industry builders, and building subcontractors in the western United States. Training under this proposal will be conducted for trainees at its Sacramento and Ontario locations. This will be Orepac's first ETP-funded project.

Veterans Program

The Company does not have a Veteran recruiting program; however, they actively support resumes with a military background.

PROJECT DETAILS

Due to an increase in sales from the housing construction resurgence, OrePac has implemented a training plan focused on increasing product quality to remain competitive. Staff will train on proper programming configuration and usage of manufacturing equipment and software systems. Training under this proposal will allow the Company to meet current quality and volume demands.

OrePac has invested over \$600K on new manufacturing equipment and inventory/tracking software upgrades. The new equipment will allow the Company to maximize product output and quality while minimizing waste. The Company's inventory/tracking systems are continually upgraded and modified to adjust to new product and processes. Staff will be cross-trained on equipment operation and software configurations to ensure proficiency and increase overall efficiency.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to adding new equipment and hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

OrePac has invested in reorganizing its processes within the warehouse to allow additional product space. The increased footprint and products, will enable the Company to hire 21 new employees (Job Number 2) including Administrative Staff, Door Shop/Production Staff, Sales Staff, Paint Booth Staff, Service Staff, Drivers, and Managers. 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 and Productive Lab (PL) in the following:

Business Skills: Training will be offered to all occupations to increase customer satisfaction. Training topics include Customer Service, Problem Solving & Decision Making, and Communication Skills.

Computer Skills: Training will be offered to Administrative Staff, Sales Staff, Service Staff, Drivers, and Managers. Training will ensure staff are competent on the Company’s internal software systems. Training topics include BisTrack, DuPont DODGE, and Payroll Systems – ADP.

Manufacturing Skills: Training will be offered to Door Shop/Production Staff, Paint Booth, and Managers. Training ensure staff are properly trained on equipment operation. Training topics include Door Jamb Machinery, Door Templates, and Sweeper Operations, among other topics.

Productive Laboratory (PL)

Trainees may produce goods for profit as part of the PL-Manufacturing Skills training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training. The instructor must be dedicated 100% of the time to training delivery during all hours of PL training.

OrePac will train Door Shop/Production Staff and Paint Booth Staff on manufacturing equipment operations such as strapping tools, strike punch, door machines, and loaders. Since factory equipment training cannot be reproduced in a classroom setting, PL training is necessary to ensure safety and production standards are being met. Training will be provided at a much slower pace than regular production with significantly higher defects as trainees gain proficiency. A subject matter expert will conduct training. The trainer will demonstrate how to use the equipment, then supervise trainees’ use of the equipment. A department supervisor will certify trainee competency once training is completed.

Training will be under constant supervision with up to a 1:3 trainer-to-trainee ratio. OrePac has requested a 1:3 ratio because trainees typically work in groups of three due to the size and weight of doors and machinery. PL training is approximately 60 hours per trainee.

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. In this proposal, all occupations will receive up to 24 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework administrative is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS.

Commitment to Training

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

➤ Training Infrastructure

OrePac has a detailed training plan in place to implement upon project approval. The Company's HR Director will be responsible for overseeing all aspects of the training project. Additionally, the Company has engaged the services of an administrative subcontractor to assist human resources staff with successfully completing this project.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Propel Consulting Group of El Dorado Hills assisted in the development of this proposal for a flat fee of \$10,694.

ADMINISTRATIVE SERVICES

Propel Consulting Group will also perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

Therma-Tru in Maumee, OH has been retained to provide product training for a fee of \$2,000 per session. Other trainers will be identified as they are retained.

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

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- + Business Performance
- + Communication Skills
- + Customer Service
- + Financial Reporting
- + Problem Solving & Decision Making
- + Product Knowledge
- + Sales Skills

COMPUTER SKILLS

- + BisTrack
- + DuPont DODGE
- + Intermediate/Advanced MS Office
- + Marketplace E-Commerce
- + Payroll Systems – ADP
- + SharePoint
- + Warehouse Management Systems

HAZARDOUS MATERIALS

- + Hazardous Materials Cleaning
- + Hazardous Materials Disposal
- + Hazardous Materials Handling
- + Lockout/Tagout

MANUFACTURING SKILLS

- + Door Jamb Machinery
- + Door Production Machinery
- + Door Templates
- + Electric Cart Operation
- + Finishing Techniques
- + Forklift Training
- + Hand Tool Operations
- + Industrial Saws
- + Inventory Control
- + Packaging Operations
- + Sweeper Operations
- + Trash Compactor Operations
- + Warehousing Strategies

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

Productive Lab Hours

0-60

MANUFACTURING SKILLS (1:3)

- ✚ Door Jamb Machinery
- ✚ Door Production Machinery
- ✚ Hand Tool Operations
- ✚ Industrial Saws
- ✚ Finishing Techniques

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



RETRAINEE - JOB CREATION

Training Proposal for:

Prelude Systems, Inc.

Contract Number: ET19-0437

Panel Meeting of: February 22, 2019

ETP Regional Office: San Diego

Analyst: C. Clady

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative	Industry Sector(s):	Services (G) Professional, Scientific Technology (54) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	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: 80	U.S.: 80	Worldwide: 80
<u>Turnover Rate:</u>	16%		
<u>Managers/Supervisors:</u> (% of total trainees)	8%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$113,450

Total ETP Funding
\$93,360

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 Initiative	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement	80	8- 200	0-100	\$1,092	\$18.14
				Weighted Avg: 42			
2	Retrainee Job Creation Initiative Priority Initiative	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement	5	8-200	0-100	\$1,200	*\$15.12
				Weighted Avg: 60			

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

<p>Minimum Wage by County: Job Number 1: \$18.14 per hour in Orange County</p> <p>Job Number 2: \$15.12 per hour in Orange county</p> <p>Health Benefits: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.</p> <p>Used to meet the Post-Retention Wage?: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Maybe</p>

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Engineer/Developer		65
Computer Administrative/Sales & Marketing		6
Supervisor/Manager		8
Owner		1
Job Number 2		
Engineer/Developer		5

INTRODUCTION

Founded in 1999 and headquartered in Irvine, Prelude Systems, Inc. (www.preludesys.com) (Prelude) is a global Information Technology (IT) services that provides custom computer programming services to customers primarily through California based staff with some support from India. Prelude also offers software development services, such as application development, application maintenance and support, legacy modernization, E-Commerce, mobile application development, Web design, IT consulting, and database development services. The company also

provides enterprise application services, including new ERP implementation, upgrade to current version, business process management, enterprise application integration and enterprise architecture.

Prelude clients are comprised of Retail, Banking, Healthcare, Manufacturing, e-commerce, biotechnology companies, and state and local governments. Training will take place at Prelude's sole location in Irvine.

PROJECT DETAILS

The IT service industry is highly competitive, with clients seeking a faster way to streamline their data management. To remain competitive, Prelude is expanding its delivery services through Cloud, Mobility, and Intelligence spaces, Training is needed for sales and marketing staff to improve communication and customer satisfaction. In addition, Developers/Engineers require training in various technical and leadership skills to improve their project management skills.

Sales and Marketing Staff will be trained in communication process, to identify and eliminate communication barriers. All participants will learn to read verbal and nonverbal cues, fundamental techniques for building positive relationships, improve questioning, and listening actively and empathically.

Prelude's computer staff will need to know how to communicate with clients about installed software platforms.

Developers/Engineers also need project management and continuous improvement skills to successfully plan and deliver customer projects and follow industry best practices in every step of the process. They will learn how to properly prepare and initiate a project and identify the key processes and requirements of project management, (planning, time management, and risk assessment).

The Company is also launching Enterprise Resource Planning and Customer Service Relationship Management programs, which will require extensive training for all staff. Administrative staff will also receive necessary business skills

ETP-funded training will allow Prelude to remain competitive and increase trainees skills to meet customer demand.

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.

Prelude plans to hire 5 Developers/Engineers (Job Number 2). The newly hired workers will need skills to sell and support its various services. 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. The expansion of business capacity necessitates the hiring of additional staff. This will enable Prelude to service the needs of an increased number of customers more efficiently.

Training Plan

Business Skills: This training will be offered to all occupations to improve Leadership, Marketing and Business Development/Sales and Business writing skills.

Commercial Skills: This training will be offered to Engineering and Management staff on Business Writing, Agile Methodology and Security Operations.

Computer Skills: This training will be offered to all occupations on Salesforce, Amazon Web Services (AWS), Intelligence, Mobility, Sharepoint, Microsoft office Intermediate/Advanced and Network Systems.

Continuous Improvement: This training will be offered to all occupations on Performance Improvement, Process/Quality Improvement/Efficiency Workflow, Six Sigma, and Teamwork Collaboration.

Computer Based Training

CBT will be provided to supplement Class/Lab Training. Trainees in Job Numbers 1 and Job 2 will receive up to 100 hours of CBT.

Commitment to Training

The Company has projected an annual training budget of approximately \$148,000. Prelude uses a variety of methodologies to deliver training, including class lab and computer-based training.

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

➤ Training Infrastructure

The project will be overseen by the Chief Executive Officer with the coordination assistance of the Strategic Resource Manager. Prelude will assign in-house trainers, Assistant Vice President, Customer Service Manager, and Technical Resource Manager to assist with internal training. Prelude retained Training Funding Source to assist with administration. The Company has a training plan in place and is ready to begin training upon contract approval.

DEVELOPMENT SERVICES

Prelude retained Training Funding Source in Seal Beach to assist with development of this proposal for a flat fee of \$3,900.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

N/A

Curriculum

Class/Lab Hours/Videoconference

8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Admin Processes & Procedures
- Coaching/Communication
- Customer Relations
- Leadership
- Marketing & Business Development/Sales
- Planning
- Time Management
- Business Writing

COMMERCIAL SKILLS

- Agile Methodology
- Angular Methodology
- Change Management Processes
- Client Portal
- Disaster recovery for customers
- Engineering & System Design
- Health Insurance Portability and Accountability (HIPAA)
- Microsoft Office/Project/One Note
- Product/Service Knowledge
- Quality Assurance Plan
- Request for Proposal (RFP)
- Risk Assessments-Development Estimation
- Security Awareness
- Sarbanes Oxley (SOX)
- Standard Operating Procedures (SOPs)
- Systems Integration & Testing

COMPUTER SKILLS

- Adobe (PDF, InDesign, Photoshop, Illustrator, etc.)
- Applications
- Amazon Web Services (AWS)
- Business Intelligence (BI)
- Cloud Solutions
- Crystal Reports
- Customer Relationship Management (CRM)
- E-Mail marketing tools (Act ON, Survey Monkey, GoldMine)
- ERP (ServiceNow)/ QuickBooks/SAP
- Intelligence
- Knowledge Process Outsourcing (KPO)
- Microsoft Office/ Project/Azure/ Exchange

- Microsoft Certified Systems Engineer (MCSE)
- Mobility
- .Net/Angular/Java/SQL/Python/PERL/RegEx/C# Development
- Network + Certification
- Payroll/HR
- Sales Force
- SharePoint
- Cyber Security + Certification
- SQL Reporting
- Time tracking & Time & Billing system
- VM Ware
- WordPress, Web Design and Graphics Software
- Network Systems

CONTINUOUS IMPROVEMENT

- (DevOps) & SCRUM
- Performance Improvement
- Process/Quality Improvement/Efficiency /Workflow
- Quality Management Office (QMO)
- SCEP (SOD Customer Excellence Program)
- Six Sigma
- Teamwork & Collaboration

CBT Hours

0-100

COMPUTER BASED TRAINING (CBT)

- Coaching/Communication (2 hrs)
- Disaster recovery for customers (4.5 hrs)
- Health Insurance Portability & Accountability (HIPPA) (1hr)
- ITIL (Information Technology Infrastructure Library)
- (4 hrs)
- Systems Integration (48 hrs)
- Cloud Solutions (38 hrs)
- Intelligence (16 hrs)
- SQL Reporting (7 hrs)
- WM Ware (15hrs)
- Teamwork & Collaboration (3 hrs)
- Customer Relations (2 hrs)
- Microsoft Office/Project/One Note (25 hrs)
- Adobe (PDF, In Design, Photoshop, Illustrator, etc)
- (25 hrs)
- Crystal Reports (16 hrs)
- Knowledge Process Outsourcing (KPO) (9 hrs)
- WordPress, Web Design and Graphics Software (9hrs)
- Goal Setting (6 hrs)
- Applications (14 hrs)
- Customer Relationship Management (CRM) (7 hrs)
- Microsoft Office/Project/Azure/Exchange (32 hrs)

- (DevOps) & SCRUM (3.5 hrs)
- Leadership (2.5 hrs)
- Quality Assurance Plan (7hrs)
- E-mail marketing tools(Act ON, Survey Monkey, Goldmine) (1 hr)
- Microsoft Certified Systems Engineer (MCSE) (10 hrs)
- Performance Improvement (9hrs)
- Marketing & Business Development/Sales (16 hrs)
- Request for Proposal (RFP) (1 hr)
- Amazon Web Services (AWS) (48 hrs)
- Mobility (3.5hrs)
- Process/Quality Improvement/Efficiency/Workflow (16 hrs)
- Network Access Control (NAC) Protection, Application Protection, Endpoint Protection (12 hrs)
- Planning (4 hrs)
- Business Intelligence (BI) (8hrs)
- Time Management (2 hrs)
- Risk Register (1 hr)
- Certified Wireless Network Administrator (CWNA) (11 hrs)
- Net/Angular/Java/SQL/Python/PERL/RegEx/C#
- Development (14 hrs)
- Agile Methodology (14.5 hrs)
- Certified Information Systems Security Professional, CISSP, CISA, CISM, & other related 38 hrs)
- Network & Certification (5 hrs)
- Angular Methodology (15 hrs)
- Cisco Adaptive Security Appliance (ASA) CCNA Security (3 hrs)
- Payroll/HR (24 hrs)
- Business Writing 1 hr)
- Cisco Certified Network Professional (CCNP) (62 hrs)
- Sales Force (20 hrs)
- Change Management Process (6 hrs)
- Sharepoint (16 hrs)
- Security + Certification (24 hrs)

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



TRAINING PROPOSAL AMENDMENT
 Promise Hospital of East Los Angeles, L.P.
Approval Type: N/A
Reference Number: 17-0834
Contract Number: 18CS-0151-000

Panel Meeting Date: February 22, 2019
Regional Office: North Hollywood Regional Office
Analyst Name: Reeves, Stephen
Contract Term Date: 12/18/2017 - 12/17/2019

Revision Number: 2
Requested Date: 10/25/2018
Revision Status: In Contract Review Unit
Effective Date: February 23, 2019

Proposal Type: Single Employer Contract (SE)
Critical Proposal: No
Funding Source: SET

FUNDING AMENDMENT:

Current Funding (\$)		Requested Funding Increase (\$)		Revised Funding (\$)	
\$84,700.00		\$84,700.00		\$169,400.00	
Training Cost	Admin Cost	Support Cost	Substantial Contribution	Total In Kind	
\$143,409.00	\$25,991.00	N/A	\$0.00	\$182,400.00	

PROJECT PROFILE

Repeat Contractor:	Yes			
High Unemployment Area:	No	Turn Over Rate(Applicant):	4.00 %	
Industry Sector		Priority Industry		
Healthcare		Yes		

AMENDMENT REQUEST DETAILS:

Reason for the Amendment Request:

Currently, the Contractor has completed 6,200 training hours (project was approved for about 3,800 hours). Additionally, Contractor has rosters for over 800 more hours that have not been entered into ETMS and this is only nine months into the training period. The Contractor anticipates it will have trained over 14,000 hours during the contract term.

REVISED ITEMS:

Costing Group

Attribute	Job Title	No. Trainees		Min Training Hours		Max Training Hours		Estimated Training Hours	
		From	To	From	To	From	To	From	To
Group No. 1 Location: Promise Hospital of East Los Angeles									
S-RET	Registered Nurses	126	126	8.00	8.00	200.00	200.00	25.00	50.00
Group No. 2 Location: Promise Hospital of East Los Angeles									
S-RET-JOB CREATION	new graduate nurses	14	14	8.00	8.00	300.00	300.00	100.00	200.00

Amended Funding Detailed

Funding	Group No.	Attributes	Number Of Trainees	Weighted Average Hours	Reimbursement Rate	Cost Per Trainee	Cost Per Group
SET	1	S-RET	126	50	\$18.00	\$900.00	\$113,400.00
	2	S-RET-JOBCREATION	14	200	\$20.00	\$4,000.00	\$56,000.00
		Funding Total:	140				\$169,400.00
		Grand Total:	140				\$169,400.00

Legend of Attributes	
Code	Description
S	Single Employer
RET	Retrainee
JOBCREATION	Job Creation – Retrainee Initiative Program

Introduction

Founded in 2003 and headquartered in Paramount, Promise Hospital of East Los Angeles, L.P. (Promise) is a 213-bed hospital specializing in long-term acute care services.

Amendment Details

Contractor requests to increase the funding amount by \$84,700. Contractor has completed 6,200 training hours for a project that was approved for 3,800 hours. Additionally, Contractor has rosters for over 800 more hours that have not been entered into ETMS and this is only nine months into the training period.

Recommendations

Staff recommends approval.

ACTIVE CONTRACT PERFORMANCE

This table summarizes active contract(s) performance for Promise Hospital of East Los Angeles, L.P.

Contract Number	Approved Amount	Term	Total No. Trainees (Estimated)	Trainees Enrolled	Trainees Completed Training	Total Trainees Retained
18CS-0151-000	\$84,700.00	12/18/2017 - 12/17/2019	140	330	8	0

Based on the ETP System, for the current contract 6,188 reimbursable hours have been tracked for potential earnings of \$126,080 (149% of approved amount)

Curriculum

Exhibit B

Classroom /Simulated Laboratory

Training Type (Level)	Course/Class Topic
Continuous Improvement Skills	Advance Directives
Continuous Improvement Skills	Case Management/Discharge Planning
Continuous Improvement Skills	Charge Nurse Training/Frontline Leadership Skills
Continuous Improvement Skills	Code Orange/Hazardous Spills/Safety Data Sheet
Continuous Improvement Skills	code pink/purple -abduction
Continuous Improvement Skills	code silver/weapon
Continuous Improvement Skills	code yellow/bomb threat
Continuous Improvement Skills	Communications Skills
Continuous Improvement Skills	Conflict Resolution Skills
Continuous Improvement Skills	conservatorship
Continuous Improvement Skills	CORE Measures
Continuous Improvement Skills	Crisis Prevention Intervention (CPI)
Continuous Improvement Skills	Critical Thinking Skills
Continuous Improvement Skills	Culturally Appropriate Care
Continuous Improvement Skills	culture of safety
Continuous Improvement Skills	Customer Service Skills
Continuous Improvement Skills	customer service/patient complaints/grievances
Continuous Improvement Skills	Documentation Skills
Continuous Improvement Skills	E-Priv
Continuous Improvement Skills	employee health/safety
Continuous Improvement Skills	Equipment Failure /Lock Out Tag Out
Continuous Improvement Skills	Health Insurance and Accountability Act
Continuous Improvement Skills	Hospital basics
Continuous Improvement Skills	Information Systems
Continuous Improvement Skills	Lean Six Sigma
Continuous Improvement Skills	Occurrence Reporting
Continuous Improvement Skills	Organization and Time Management Skills
Continuous Improvement Skills	Patient and Family Centered Care Skills
Continuous Improvement Skills	Patients Rights
Continuous Improvement Skills	power of attorney
Continuous Improvement Skills	Preceptor Skills
Continuous Improvement Skills	sentinel events
Continuous Improvement Skills	Team Building Skills
Continuous Improvement Skills	utility failure
Continuous Improvement Skills	Utilization Review
Medical Skills (didactic)	Abuse and Neglect
Medical Skills (didactic)	Body Mechanics
Medical Skills (didactic)	Code Blue

Medical Skills (didactic)	Direct Observation Unit Training
Medical Skills (didactic)	Intensive Care Critical Care Training
Medical Skills (didactic)	Long Term Care Unit Training
Medical Skills (didactic)	Medical/Surgical Unit Training
Medical Skills (didactic)	Medication Management and Safety
Medical Skills (didactic)	Palliative Care
Medical Skills (didactic)	Patient Movement/Lifting
Medical Skills (didactic)	Radiation Safety
Medical Skills (didactic)	Restraints

Productive Laboratory

Training Type (Level)	Course/Class Topic	Trainer to Trainee Ratio	Max Hours
Medical Skills (preceptor)	Direct Observation Unit Training	1:1	40.00
Medical Skills (preceptor)	Intensive Care/Critical Care Training	1:1	40.00
Medical Skills (preceptor)	Long Term Care Unit Training	1:1	40.00
Medical Skills (preceptor)	Medical/Surgical Unit Training	1:1	40.00



**Training Proposal for:
Sacramento Employment & Training Agency**

Contract Number: ET19-0407

Panel Meeting of: February 22, 2019

ETP Regional Office: Sacramento

Analyst: K. Jones

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100 SET Medical Skills Training	Industry Sector(s):	MEC (H) Healthcare (62) Information / Multi Media (51) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Sacramento	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)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$93,808		\$6,432 8%		\$100,240

In-Kind Contribution:	50% of Total ETP Funding Required	\$100,000
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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 SET Medical Skills Training	Business Skills, Computer Skills, MS Didactic, MS Clinical with Preceptor	100	8-200	0	\$889	\$24.13
				Weighted Avg: 32			
2	Retrainee Priority Rate SET SB <100 Medical Skills Training	Business Skills, Computer Skills, MS Didactic, MS Clinical with Preceptor	12	8-200	0	\$945	\$24.13
				Weighted Avg: 34			

Minimum Wage by County: \$24.13 per hour Statewide (Priority Industry)

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

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

Participating employers may use up to \$2.50 per hour in health benefits to meet the Post-Retention Wage for Job Numbers 1 & 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Information Technology Support Technician		6
Information Technology Administrator		7
Field Service Technician		7
Technical Support Specialist		9
Network Field Technician		9
Network Administrator		7
Medical Assistant		15
Patient Service Representative		25
Frontline Clinic Manager		15
Job Number 2		
Information Technology Support Technician		2
Information Technology Administrator		2
Field Service Technician		2
Technical Support Specialist		1

Network Field Technician		1
Network Administrator		1
Medical Assistant		1
Patient Service Representative		1
Frontline Clinic Manager		1

INTRODUCTION

Established in 1978, Sacramento Employment Training Agency (SETA) is a joint-powers agency of the City and County of Sacramento. Sacramento Works, Inc. and the local Workforce Investment Board operate in conjunction with SETA providing workforce services throughout Sacramento. Sacramento Works, Inc. is comprised of regional businesses, labor and education organizations, public assistance agencies, community-based organizations and local economic development entities. In a typical year, SETA serves over 45,000 customers through various government-funded programs to provide employment and training.

This will be SETA's third ETP Contract, the second in the last five years. SETA's prior project was the first proposal to come forward under the new Career Workforce Education (CWE) pilot program.

Veterans Program

In this proposal, SETA is not marketing training opportunities specifically to veterans. However, SETA has actively worked with, and marketed training opportunities to veterans in the community for many years. SETA's 2012 project focused on training employment opportunities to veterans.

PROJECT DETAILS

In an effort to expand the services it provides in Sacramento County, SETA has partnered with several Healthcare and Information Technology (IT) training companies. This partnership will allow SETA to meet the growing training needs of businesses in the Healthcare and IT sectors. SETA has secured Agreements to have its training subcontractors provide the training for several Sacramento based companies.

SETA proposes to train 112 Healthcare Professionals and Information Technology (IT) Staff under this proposal. SETA will work with several employers including Blue Cross Blue Shield of California, Intel, and Accenture in an effort to increase the knowledge of SETA's IT Staff in popular computer systems used by employers. SETA will also train Healthcare Professionals employed by Elica Health Centers in various healthcare and clinical practices.

Training provided to IT staff will focus on network architecture, troubleshooting software, and cyber security. Training will concentrate on the newest and most common computer systems, ensuring skills learned will be universal and easily transferable. Training will also increase promotional opportunities for staff, encouraging a company culture of promotion from within.

Training provided to Healthcare Professionals will emphasis health coaching for patients with hypertension and diabetes. Training will provide Healthcare Professional will the knowledge and skills to guide patients towards a healthier lifestyle and empower patients with effective techniques to mitigate the symptoms of these diseases. Training will allow Healthcare professionals to

develop treatment plans that integrate clinical options and lifestyle choices in a holistic approach to these diseases.

Training Plan

Training will be provided by training vendors who are subject matter experts in their fields.

Business Skills: Training will be provided to all occupations. Training will promote time-management, communication, and collaboration within workgroups. Training topics include Communication, Team Building and Collaboration, Effective Problem Solving, Embracing Diversity, and Managing Your Time.

Computer Skills: Training will be provided to Information Technology Support Technicians, Information Technology Administrators, Field Service Technicians, Technical Support Specialists, Network Field Technicians, and Network Administrators. Training will enhance trainees understanding of common computer systems and network architecture. Training will also be provided on advanced cyber security techniques.

Medical Skills: Training will be provided to Medical Assistants, Patient Service Representatives, and Frontline Clinic Managers. Trainees will participate in both Didactic and Preceptor training. Training will promote knowledge of healthcare practices and techniques. Training will focus on treatment plan development and implementation. Training courses include Diabetes Goals and Strategies, Hyperglycemia and Glucose Monitoring for Diabetes, Diabetes Care, Food Groups and Serving Sizes, Diabetes Medications, Hypertension, Barriers to Effective Self-Management and Case Management.

Commitment to Training

ETP funding will not displace the existing financial commitment to training.

➤ Training Infrastructure

Training will be delivered primarily at SETA's training center located in Sacramento, with some training provided at the participating employers' worksites by the subcontractors SETA has partnered with. SETA has partnered with two training subcontractors to deliver training in Business Skills, Computer Skills and Medical Skills.

The Workforce Development Manager and an Administrative Assistant who administered the previous ETP training Contract, will also administer a portion of the training. Three Training Coordinators will schedule training and the Administrative Assistant will review attendance rosters, enroll trainees, and upload training hours into the ETP online sites. Training will be delivered by training vendors.

Training Coordinator/Trainer Qualifications

SETA has selected Comp TIA of Grover, IL to deliver Information Technology related training and Business Skills under this proposal. Comp TIA has provided technology related training for over ten years and has certified several thousand trainees in various technical fields. SETA has also retained Jeanne Reeves Consulting of Sacramento to provide Healthcare training. The training staff at Jeanne Reeves Consulting have 20 years of experience in hospital settings and clinical healthcare education.

Impact/Outcome

Technology Staff trained under Comp TIA will receive a variety of certifications upon completion of training. These certifications include A+, Network+, Security+, and Cyber Security Analyst+. Health Care Staff will receive certificates of completion from UC Davis upon completion of the Health Coach Accelerator Program.

Marketing and Support Costs

SETA markets its programs to reach targeted areas with employer brochures, listing services provided by SETA. In this proposal, SETA is working in conjunction with CompTIA and IT Futures to market training opportunities to local businesses. SETA also works with Sacramento Works Employer Program to market its services to both employers and job seekers.

Special Employment Training

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

Training Agency Certification

SETA is eligible to hold a Multiple Employer Contract as a grant recipient under the Workforce Innovation and Investment Act (WIOA).

Although SETA does receive funding from WIOA for training services, such funds will not be used for ETP-funded training and administration.

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes SETA's performance under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
*ET17-0476	\$528,000	04/03/2017 – 04/02/2019	82	6	6

*Based on ETP Systems, 3,208 reimbursable hours have been tracked for potential earnings of \$64,000 (14% of approved amount). The Contractor projects final earnings of 14% based on training currently committed to by employers and in progress through January 2019 of final training.

*This training project is funded under the new Career Workforce Education (CWE) pilot program. Trainees represented in this pilot face several barriers to employment and training is aimed at mitigating those barriers. Training has been limited due to the complexity of tracking the employment of this population.

This new proposal will not be training new-hire, At-Risk Youth, as was the case with the prior pilot project. Training under the new proposal will provide training to Healthcare and IT professionals. Several companies have already signed training Agreements with SETA for their employees to receive this training.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Comp TIA of Grover, IL has been retained to provide Computer Skills training for a fee of \$91,000 for a total 3,500 training hours.

Jeanne Reeves Consulting of Sacramento has been retained to provide Health Care Skills training for a fee of \$108,160 for a total 8,125 training hours.

Other trainers will be identified for ETP record-keeping purposes, as they are retained by SETA.

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Communication
- Demonstrating Compassion
- Effective Problem Solving
- Implementing Caring Science into Clinics
- Managing Your Time
- Team Building and Collaboration
- Team STEPPS in Medical Office Training 4 hours
- Workplace Professionalism

COMPUTER SKILLS

- Access Control and Identity Management
- Best Practices and Theory
- Cyber Security
- Hardware
- Hardware & Networking Troubleshooting
- Industry Standards
- Mobile Devices
- Network Architecture
- Network Operations Network Security
- Networking
- Operating Systems & Technologies
- Operational Procedures
- Security Architecture & Tools Sets
- Software Troubleshooting
- Threat Management

MEDICAL SKILLS - DIDACTIC

- Didactic Training on Diabetes and Hypertension
 - Diabetes Care
 - Diabetes Goals and Strategies
 - Diabetes Medications
 - Food Groups and Serving Sizes
 - Glucose Monitoring for Diabetes
 - Health Coaching Accelerator Program Introduction
 - Hyperglycemia and Hypoglycemia
 - Hypertension
 - Introduction to Eating Well with Diabetes
 - Physical Activity
 - Planning Eating
 - The Basics of Diabetes
- Health Coaching Skills for Diabetes and Hypertension

- Anatomy of a Health Coaching Encounter
- Barriers to Effective Self-Management
- Developing a Resource Library
- Documentation, Measurement, and Reporting
- Engaging
- Engaging Provider and Clinic Leadership
- Focusing and Evoking
- Health Coaching for Diabetes Care Support
- Health Coaching for Lifestyle Support
- Health Coaching for Medication Support
-

MEDICAL SKILLS – PRECEPTOR (Ratio 1:10)

- Health Coaching Preceptor Role
 - Integrating into Team Care Model
 - Panel Management
 - Case Management
 - Enrollment Support
 - Motivational Interviewing Based Health Coaching
 - Primary Care Team

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

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Sacramento Employment & Training Agency

CCG No.: ET19-0407

Reference No: 19-0128

Page 1 of 2

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Accenture

Address: 2379 Gateway Oaks Dr., Ste. 110

City, State, Zip: Sacramento, CA 95833

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 459,000

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

Company: Blue Cross Blue Shield of California

Address: 50 Beale St.

City, State, Zip: San Francisco, CA 94105

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 6,800

Total # of full-time company employees in California: 6,800

Company: Deloitte

Address: 980 9th St.

City, State, Zip: Sacramento, CA 95814

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 286,200

Total # of full-time company employees in California: 5,700

Company: Elica Health Centers

Address: 1860 Howe Ave., Ste. 445

City, State, Zip: Sacramento, CA 95825

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 65

Total # of full-time company employees worldwide: 257

Total # of full-time company employees in California: 257

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Sacramento Employment & Training Agency

CCG No.: ET19-0407

Reference No: 19-0128

Page 2 of 2

Company: Intel

Address: 9750 Goethe Road

City, State, Zip: Sacramento, CA 95827

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 107,100

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



RETRAINEE - JOB CREATION

Training Proposal for:

T & P Farms

Contract Number: ET19-0426

Panel Meeting of: February 22, 2019

ETP Regional Office: Sacramento

Analyst: C. Kaiser

PROJECT PROFILE

Contract Attributes:	HUA Retrainee Job Creation Initiative Seasonal Priority Rate	Industry Sector(s):	Agriculture (B) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Colusa	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: 141	U.S.:141	Worldwide: 141
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	1%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$255,480

Total ETP Funding
\$115,700

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Business Skills, Commercial Skills, Computer Skills, OSHA 10/30, PL- Comm Skills	124	8-200	0	\$390	\$13.28*
				Weighted Avg: 15			
2	Retrainee Priority Rate Job Creation Initiative HUA	Business Skills, Commercial Skills, Computer Skills, OSHA 10/30, PL- Comm Skills	17	8-200	0	\$520	\$12.00*
				Weighted Avg: 20			
3	SET Priority Rate Seasonal HUA	Business Skills, Commercial Skills, Computer Skills, OSHA 10/30, PL- Comm Skills	150	8-200	0	\$390	\$13.28*
				Weighted Avg: 15			

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

Minimum Wage by County: Job Numbers 1 & 3: \$13.28 per hour for Colusa County; Job Number 2: \$12.00 per hour for Colusa 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 \$0.28 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 Staff		6
Equipment Operators		35
Field Leads		25
Huller Operators		4
Irrigators		40
Mechanics		12
Supervisors		2
Job Number 2:		
Administrative Staff		2
Equipment Operators		5
Field Leads		2

Huller Operators		1
Irrigators		4
Mechanics		2
Supervisors		1
Job Number 3:		
Administrative Staff		3
Equipment Operators		50
Irrigators		87
Mechanics		10

INTRODUCTION

Founded in 1976 and headquartered in Arbuckle, T & P Farms (T&P), a general partnership, grows a variety of crops such as almonds, rice, sunflower, tomato, alfalfa, wheat, and beans and ships them worldwide. The Company also provides customized services to vendors and other farmers such as rice drying and storage, almond hulling and shelling, and vine seed washing and drying. Customers include Blue Diamond, California Family Foods, Seminis Seeds, and Syngenta. Training will be provided at the Arbuckle location. This will be T&P's first ETP Contract.

Veterans Program

T&P employs Veterans but does not actively recruit Veterans.

PROJECT DETAILS

T&P recently expanded its geographical footprint by leasing an additional 3,400 acres of farm land. To assist with the additional volume of land and crops, the Company invested over \$800,000 in the latest equipment and technology including weather stations, shakers, harvesters, and Farm Management Software to assist with harvesting fields, preparing the land for planting, and processing harvested goods. Training will enable staff to be proficient in new equipment and software, allowing the Company to expand crop production for greater crop loads and higher revenue, and the increased need to cross train current and incoming employees. T&P staff will also receive training on soil types, preparing the land for crops, irrigating, fertilizing, and cleaning and leveling land. The trainees will learn the techniques to maximize each crop, adapt to different crops, and keep up with increasing demand.

In addition, T&P aims to be 100% compliant with all food safety requirements. These requirements change frequently and vary by crop, shipping method, and destination. Training will reinforce and validate the importance of food safety and the steps to maintain the highest levels of attention to each crop.

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.

T&P grew 3.3% in 2018 and anticipates 5% growth over the next year. Due to this growth and the addition of 3,400 acres of farm land, the Company will hire 17 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or

within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract.

Training Plan

Training will be delivered via Classroom/Laboratory, E-Learning and Productive Lab. In-house subject matter experts and vendors may be utilized to deliver training in the following:

Business Skills: Training will be offered to all occupations. Training will provide the skills to effectively and efficiently maintain business operations. Training topics include Communication Skills, Project Management, and Sales Skills.

Commercial Skills: Training will be offered to all occupations except Administrative Staff. Training will focus on proper handling of product, compliancy, and adhering to the Company’s operating procedures. Training topics include Drip Tape Management, Equipment Operations, and Tool Operations.

Computer Skills: Training will be offered to all occupations. Training is intended to improve software skills. Training topics include Agrarian Workflow, JJ Keller, and Soil Probe software.

Certified Safety Training:

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

Productive Laboratory

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

Productive Lab training will be offered to Irrigators, Equipment Operators, Mechanics, Field Leads, and Huller Operators in Commercial Skills. Productive Lab will complement classroom training by providing trainees hands-on experience. The trainer-to-trainee ratio will be 1:1 for majority of training and up to 1:3 for Irrigators and Huller Operators as three persons are required to operate irrigation and hulling equipment.

All training will be delivered by an experienced in-house trainer devoted to training during each session. Trainees must meet the Company’s core competencies as determined through periodic observations and measurable skills assessments after training is completed. Trainees will receive approximately 60 hours of PL training.

High Unemployment Area

Trainees (Job Numbers 1-3) work in Colusa County, a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%.

➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. T&P is requesting a wage modification (from \$17.70 per hour to \$13.28 per hour for Job Number 1; from \$14.48 per hour to \$12.00 per hour for Job

Number 2; and from \$24.13 per hour to \$13.28 per hour for Job Number 3) to reach workers in lower-wage occupations.

Retention Modification – Seasonal

Under the Seasonal Worker program, the trainees qualify for a modified retention period of no less than 500 hours within 12 months of the end-of-training. This retention period recognizes the cyclical nature of crop production. T&P requests this retention modification for trainees in Job Number 3.

Commitment to Training

The Company's current annual training budget is approximately \$20,000. Most of the training is for new hire orientation, general safety, efficient processes, and food safety training.

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

➤ Training Infrastructure

The Company's Ag and Finance Consultant will administer the training project, with assistance from the Office Manager, and the Training and Safety Officer. In addition to the assigned staff members, the Company also retained the services of a third-party administrator with extensive ETP experience to assist with administration. In-house subject matter experts and vendors may be utilized to deliver training.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Propel Consulting Group in El Dorado Hills assisted with development of this proposal for a flat fee of \$8,099.

ADMINISTRATIVE SERVICES

Propel Consulting Group will also perform administrative services in connection with this proposal not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum**Class/Lab and E-Learning Hours**

8-200 Trainees may receive any of the following:

BUSINESS SKILLS:

- Computer Reporting
- Communication Skills
- Customer Service
- Employee Management
- Financial Analysis & Reporting
- Inventory Control
- Leadership
- Problem Solving & Decision Making
- Product Knowledge
- Project Management
- Project Planning
- Sales Skills

COMMERCIAL SKILLS:

- Chemical & Fertilizer Application
- Chemical Identification and Handling
- Drip Tape Management
- Equipment Operations
- Fertilizer Injection
- Food Safety Regulations
- Forklift
- Harvesters
- Hullers
- Irrigation Management
- Nitrogen Management
- Processing Techniques
- Shakers
- Smart Phones
- Soil Probe
- Tablets
- Tool Operations
- Weather Stations

COMPUTER SKILLS:

- Agrian Workflow
- Data Tech Farmers Office
- Farm Management Software
- Intermediate/Advanced MS Office
- JJ Keller
- iOS
- Soil Probe Software
- Weather Station Software

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

Productive Lab Hours

0-60

COMMERCIAL SKILLS (1:3 trainer-to-trainee ratio)

- Chemical Applications
- Drip Tape Management
- Equipment Operations
- Fertilizer Application
- Fertilizer Injection
- Harvesters
- Hullers
- Irrigation Management
- Nitrogen Management
- Shakers
- Soil Probe
- Tool Operation
- Weather Stations

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.



**Training Proposal for:
Threshold Enterprises, Ltd.**

Contract Number: ET19-0390

Panel Meeting of: February 22, 2019

ETP Regional Office: San Francisco Bay Area

Analyst: C. Hoover

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Veterans	Industry Sector(s):	Manufacturing (E) Trade Wholesale (42) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Cruz	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: 556	U.S.: 642	Worldwide: 642
<u>Turnover Rate:</u>	9%		
<u>Managers/Supervisors:</u> (% of total trainees)	1%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$194,975

Total ETP Funding
\$143,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, HazMat, HAZWOPER, OSHA 10, Literacy Skills	215	8-200	0	\$650	\$17.70
				Weighted Avg: 25			
2	Retrainee Veterans Priority Rate	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, HazMat, HAZWOPER, OSHA 10, Literacy Skills	5	8-200	0	\$650	\$17.70
				Weighted Avg: 25			

Minimum Wage by County: \$17.70 per hour for Santa Cruz County.

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

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 & 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Production Staff		157
Maintenance Staff		18
Quality Control Staff		20
Managers/Supervisors		20
Job Number 2 (Veterans)		
Production Staff		3
Maintenance Staff		2

INTRODUCTION

Founded in 1978 and headquartered in Scotts Valley, Threshold Enterprises, Ltd. (Threshold) www.thresholdenterprises.com produces fine-quality dietary supplements and provides nutritional education. The Company receives raw materials from all over the world and processes them into vitamins, tablets, capsules, and other natural products. Threshold sells and distributes its

supplements to more than 6,000 retailers in the natural food industry such as Sprouts and Wholefoods. The Company operates four facilities in the U.S: Santa Cruz, Scotts Valley and Watsonville, California; and Winchester, VA. Training will be provided at the Scotts Valley manufacturing facility only.

Due to an 8% increase in production of bottles in past years, Threshold must increase production and distribution. In order to address increased capacity, the Company has purchased the following production equipment and software systems which necessitates workforce training:

- Conveying Systems
- Capping, Sealing and Tablet-Counting Equipment
- Operations-Intelligence System (Redzone)
- ERP System (Microsoft Dynamics Navision)

The equipment will increase production capacity and meet the demands of new product lines. Employees must learn to operate, maintain and sanitize the equipment.

Veterans Program

Threshold plans to deliver ETP-funded training to 5 Veteran trainees (Job Number 2). Threshold participates in veteran job fairs in San Jose to support individuals who served in the armed forces as they transition into the civilian workforce.

PROJECT DETAILS

Threshold is implementing new and revamped training programs in Vocational English as a Second Language (VESL), Lean Manufacturing and Leadership Skills. ETP funding will provide incumbent workers with the skills to perform expanded roles to be more productive. ETP funds will be used for industry-recognized training provided by managers, internal subject-matter experts or vendors.

Training Plan

The following training will be delivered via Class/Lab or E-Learning:

Business Skills: This training will be offered to all occupations. Courses delivered in Business Communication will provide skills to effectively and efficiently communicate with internal and external stakeholders. Product Knowledge courses provide the knowledge on new raw materials and products. Courses in Leadership Skills will provide Managers/Supervisors and Lead team members skills to effectively motivate, develop teams and to optimize production.

Computer Skills: This training will be offered to all occupations. Training will be delivered on Microsoft Dynamics NAV 2017. Functional-departmental-workflows' training will ensure all trainees understand how to use the new ERP system for their specific position. There will be two levels of this training: train-the-trainer and position-specific training.

Continuous Improvement: This training will be offered to all occupations. Trainees will receive operation-efficiency training and Lean implementation to improve project timelines, budget and workflow to better meet production performance goals. Topics include Production Management, 5S, Kaizen Events and Value Stream Maps. Quality Control Staff will receive a Process Inspection Training course on analysis/review, proper inspections and how to use lab results to improve quality/safety.

Manufacturing Skills: This training will be offered to Maintenance, Production and Quality Control Staff. Training on new equipment and new production lines will be delivered. Courses

include Packaging Skills, Milling Machine, Tablet-Press Tooling, Manufacturing Equipment (Maintenance & Inspection), and Production Product Transfer.

Hazardous Materials: This training will be offered to Production and Quality Control Staff. Courses will be delivered in Asbestos Awareness, Compressed-Gas Safety, Cryogenics Safety, and Chemical Hygiene for Laboratories.

Literacy Skills: This training will be offered to Production and Maintenance Staff that have workplace-language barriers. VESL will teach the language required for successful participation in training programs and for job performance like reading manuals, documentation and communicating with customers and coworkers. VESL courses will improve the ability of employees to interact in specialized forms of English and improve their ability for advancement.

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 training. 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 also a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom 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. Threshold Enterprises, Ltd. represents that trainees will not receive 40 hours unless they work full time onsite at the clean-up location.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. The Company estimates that its training budget in California is \$60,000. Current training includes legal-compliance, FDA-required training, new-hire orientation, IT-certification courses and continuing education (professional development) for specific corporate positions. All training is mandatory. Training to address skill gaps or licensing requirements is job-specific training. However, all occupations receive some form of company-wide training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Head of HR will be responsible for program oversight. The Head of HR, the Technical Training Manager and the Plant Manager will provide administrative support. The Technical Training Manager and the Plant Manager will implement sign-in sheets to document ETP training, which will be provide to the administrative subcontractor, Economic Incentives Advisory Group (EIAG), for tracking within ETP’s online system. EIAG will assign a three-member team to support the implementation, compliance and required reporting.

Impact/Outcome

With ETP funding, Threshold employees will earn certifications in OSHA 10 and HAZWOPER.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Threshold retained Economic Incentives Advisory Group (EIAG) in Phoenix, AZ to assist with development of this proposal for a flat fee of \$10,725.

ADMINISTRATIVE SERVICES

Threshold also retained EIAG to perform administrative services in connection with this proposal for 11.5% of payment earned.

TRAINING VENDORS

Jeff Karson (Natoli Engineering Co., Inc.) of San Clemente has been retained to provide Manufacturing Skills training for a fee of \$5,200.

Dennis Wong (Redzone Software) of Los Angeles has been retained to provide Manufacturing Skills and Continuous Improvement training for a fee of \$39,750.

Other trainers will be identified for ETP record-keeping purposes, as retained by Threshold.

Exhibit B: Menu Curriculum**Class/Lab/E-Learning Hours**

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Leadership Skills
- Business Communication
- Product Knowledge

COMPUTER SKILLS

- Microsoft Dynamics NAV 2017 (ERP Software)
- Train-the-Trainer Training (MS Dynamics NAV 2017)

CONTINUOUS IMPROVEMENT

- Process Inspection Training
- 8 Wastes
- Single Minute Exchange of Dies (SMED)
- Kaizen Events
- Value Stream Maps
- Production Management
- Visual Management
- Line Balancing
- Yield Training
- Overall Equipment Effectiveness (OEE)
- 5S
- Standardized Operations
- Root Cause Problem Solving

MANUFACTURING SKILLS

- Packaging Skills
- Preventing Micro Contamination
- Master-Manufacturing Records (MMR) & Batch Records (BR)
- Manufacturing Equipment (Maintenance & Inspection)
- Manufacturing-Batch Record Handling & Routing
- Housekeeping in Production
- Safe-Hygienic Work Practices in Production
- Cleaning & Sanitizing in Production
- Production Scale Utility Check
- Dryer Log
- Ribbon Blender
- Roller Compactor
- Milling Machine
- Granulation and Herb Product Drying Process and Procedures
- Milling of Herbal and Granulated Product
- Milling Machine & Room Cleaning Log
- Dry Granulation / Mixing Procedures
- Wet Granulation / Mixing Procedures
- Tablet-Press Setup & Verification
- Tablet-Press Tooling

- Metal Detector Procedures
- Encapsulation Setup & Verification
- Capsule De-Dusters / Polisher Machine Cleaning Procedures
- Capsule-Filler Machine Cleaning Procedures
- Batch Processing Liquids
- Spray Polymer Coating Mixing Procedures
- Operation of Douglas Machines Drum and Barrel
- Batch Processing and Coating Procedures
- Production Product Transfer
- Destruction of Bulk Materials in Production
- Tablet Disintegration Procedures
- Forklift
- Lockout / Tagout
- Manlift / Aerial Lift
- Storm Water Pollution Prevention

HAZARDOUS MATERIALS

- Asbestos Awareness
- Chemical Hygiene for Laboratories
- Compressed-Gas Safety
- Cryogenics Safety
- Chemical-Spill Response

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

HAZWOPER (OSHA Certified Instructor)

- OSHA 40

OSHA 10 (OSHA Certified Instructor)

- OSHA 10

LITERACY SKILLS

- Vocational English as a Second Language (VESL)

Literacy Training cannot exceed 45% of total training hours per-trainee

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



**Training Proposal for:
TSI Semiconductors America LLC**

Contract Number: ET19-0408

Panel Meeting of: February 22, 2019

ETP Regional Office: Sacramento

Analyst: K. Mam

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Placer	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: 500	U.S.: 500	Worldwide: 500
<u>Turnover Rate:</u>	11%		
<u>Managers/Supervisors:</u> (% of total trainees)	7%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$212,800

Total ETP Funding
\$114,400

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	Cont. Imp., HazMat, Mfg. Skills, PL-Mfg. Skills	275	8-200	0	\$416	\$17.70
				Weighted Avg: 16			

Minimum Wage by County: \$17.70 per hour for Placer County

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Operator		110
Technician		80
Engineer		50
Administrative Staff		15
Supervisor/Manager		20

INTRODUCTION

Founded in 2011 and headquartered in Roseville, TSI Semiconductors America LLC (TSI) (www.tsisemi.com/) manufactures high quality semiconductor components (computer chips) and provides contract wafer fabrication services for technology development companies, automotive manufacturers/suppliers and aerospace/defense companies. Training under this proposal will be for its Roseville location. This is TSI’s second ETP Contract, and the first in the past five years.

Veterans Program

The Company does not actively recruit Veterans, but is an Affirmative Action employer and posts positions on Work for Warriors.

PROJECT DETAILS

To remain competitive, TSI has implemented a training initiative, 100% Proficiency, which requires employees to be trained companywide. Training will focus on continuous improvement to improve production processes and efficiencies. Training will provide employees the skills to advance themselves and the Company’s business.

TSI has invested over \$1.5M in new process equipment tools such as wet and dry etching tools, diffusion tools and chemical vapor deposition tools. The Company is continuously introducing new tools, products and services. Employees will be trained on new manufacturing processes and new machine maintenance.

Training Plan

Training will be delivered via Classroom/Laboratory and Productive Lab (PL) in the following:

Continuous Improvement: Training will be offered to all occupations and focus on improving efficiencies and quality, lowering costs, and eliminating errors. Training topics include 100% Proficiency, Project Management and Electrical/Electronic Device Failure Analysis.

Hazardous Materials: Training will be offered to all occupations and focus on Chemical Handling.

Manufacturing Skills: Training will be offered to Operators and focus on equipment operation and cross-training. Training topics include Mechatronics, Equipment Fault Detection and Diagnosis, Metrology Equipment Operation, Calibration and Adjustment.

Productive Laboratory

Trainees may produce goods for profit as part of the PL-Manufacturing Skills training in the courses identified under the Curriculum. The instructor will be dedicated to training delivery during all hours of training.

TSI will train Operators, Engineers and Technicians on manufacturing equipment operations. Since factory equipment cannot be reproduced in a classroom setting, PL training is necessary to ensure safety and production standards are being met. Training will be provided at a much slower pace than regular production, with significantly higher defects occurring as trainees gain proficiency. A subject matter expert will conduct training. The trainer will demonstrate how to use the equipment, then supervise trainees' use of the equipment. A department supervisor will certify trainee competency once training is completed.

Training will be under constant supervision with up to a 1:3 trainer-to-trainee ratio because trainees typically work in groups of three when assigned to a machine. PL training is approximately 60 hours per trainee.

Commitment to Training

The Company invests over \$306,000 annually for training and includes new hire orientation, sexual harassment prevention and safety training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

TSI has a detailed training plan in place. The Senior HR Manager will oversee project administration. The Production Operations Manager, Senior HR Manager, and a Training Coordinator will coordinate all training efforts. Training will be delivered by internal experts and vendors when necessary.

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:

CONTINUOUS IMPROVEMENT

- + 100% Proficiency
 - o Creating Check Sheets
 - o Learning How To Learn
 - o Procedure Writing
 - o Trainer Skills
 - o Train-The-Trainer
- + Electrical/Electronic Device Failure Analysis
- + Leadership Skills
- + Project Management

HAZARDOUS MATERIALS

- + Chemical Handling

MANUFACTURING SKILLS

- + Basic Educational Skills Training (B.E.S.T. Program)
 - o Electronics
 - o Mechanics
 - o Pneumatics
 - o Hydraulics
- + Mechatronics
- + Metrology Equipment Operation, Calibration, and Adjustment
- + Semiconductor Manufacturing Equipment
 - o Fault Detection and Diagnosis
 - o Operation
 - o Preventative Maintenance
 - o Repair
- + Technology Development/Device
 - o Experimentation and Simulation
- + Use of Specialty Hand Tools
 - o Chemical Vapor Desposition
 - o Diffusion
 - o Dry Etch
 - o Wet Etch

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

Productive Lab Hours

0-60

MANUFACTURING SKILLS (Ratio 1:3)

- + Basic Educational Skills Training (B.E.S.T. Program)
 - o Electronics
 - o Mechanics
 - o Pneumatics
 - o Hydraulics
- + Mechatronics

- ✚ Metrology Equipment Operation, Calibration, and Adjustment
- ✚ Semiconductor Manufacturing Equipment
 - Fault Detection and Diagnosis
 - Operation
 - Preventative Maintenance
 - Repair
- ✚ Technology Development/Device
 - Experimentation and Simulation
- ✚ Use of Specialty Hand Tools
 - Chemical Vapor Desposition
 - Diffusion
 - Dry Etch
 - Wet Etch

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



RETRAINEE - JOB CREATION

Training Proposal for:

VanLaw Food Products, Inc.

Contract Number: ET19-0396

Panel Meeting of: February 22, 2019

ETP Regional Office: San Diego

Analyst: H. Bernard

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	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: 223	U.S.: 223	Worldwide: 223
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	14%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$185,540

Total ETP Funding
\$177,918

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, PL-Mfg. Skills	123	8-200	0-100	\$1,066	\$18.14
				Weighted Avg: 41			
2	Retrainee Priority Rate Job Creation	Business Skills, Computer Skills, Cont. Imp., HazMat, Mgmt. Skills, Mfg. Skills, PL-Mfg. Skills	30	8-200	0-100	\$1,560	\$15.12
				Weighted Avg: 60			

Minimum Wage by County: Job Number 1: \$18.14/hr. in Orange County
 Job Number 2 (Job Creation): \$15.12/hr. 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
 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		
Accounting Staff		6
Facilities Staff		2
Maintenance Staff		11
Managers & Supervisors		10
Process Control Staff		3
Production Staff		44
Purchasing Staff		5
Quality Assurance Staff		10
Research & Development Staff		4
Sales Staff		5
Sanitation Staff		10
Scheduling Staff		2
Warehouse Staff		11

Job Number 2 – Job Creation		
Production Staff		25
Warehouse Staff		5

INTRODUCTION

Established in 1945, VanLaw Food Products, Inc. (VanLaw) (www.vanlaw.com) is a privately held food producer and distributor serving 44 US states and 25 countries. It produces custom dressings, sauces, marinades, glazes, syrups, beverage bases and bar mixes. VanLaw offers organic products and contract packaging solutions. The Company's customers include retailers, club stores, restaurant chains and food service operators and produces over 600 distinct items for retailers and brand owners. VanLaw operates from a single facility in Fullerton.

Veterans Program

While VanLaw hires Veterans, it does not actively recruit them for new positions.

PROJECT DETAILS

VanLaw houses a research and development team which can reproduce or create new products for customers with a short lead time (two weeks). This capability has created an increase in product demand from existing and new customers. Sales increased by 10% last year and VanLaw projects 5% growth through 2019. The Company expects to create 70 new products in 2019, requiring staff to duplicate, reformulate or create new formulas for these products. This process requires both culinary and scientific expertise, and training for the Research and Development Team. Training must also occur companywide so each department learns how to manufacture, store, label, package and ship the new products.

To keep pace with customer needs, the Company is investing in new and upgraded equipment (\$3M). New equipment includes palletizers and depalletizers to automatically stack product, clean room pumps and mills, bottle coders and oil chillers.

VanLaw has created new training programs for Production Staff leading to internal certifications. These training programs will increase competencies in industry skills to lower skilled staff. For example, these courses will focus on Production Staff (including operators, badgers and batchers) and Sanitation Staff. The certifications obtained through these programs, will allow the trainees opportunities for advancement within the Company. To accommodate the new certification programs, VanLaw has created a dedicated training facility on its premises.

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. VanLaw is expanding existing business capacity by adding newly-hired employees to an existing function to keep up with projected growth and customer's needs.

The Company will hire 30 new employees in the next two years (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Training will be delivered via Class/Lab, E-Learning, Computer-Based Training (CBT) and Productive Lab (PL) in the following:

Business Skills: Business Communication, Contracts and Invoices, Emerging Leaders, Product Knowledge, Project Management, Purchase Order Procedures

Computer Skills: Enterprise Resource Planning and Intermediate Microsoft Office

Continuous Improvement: Documentation, Inspections and Testing, Process Improvement, Production Quality, Quality Assurance Documentation

Hazardous Materials: Ammonia Training, Chemical Storage, Flammable and Combustible Materials, Hazardous Communication

Management Skills: First Time Manager Training, Leadership Skills, Teambuilding

Manufacturing Skills: Automation Equipment, Batching, Equipment Operation, Food Allergens, Good Laboratory Practices, Ingredient Inventory Management, Mixer Training, Preventing Food Contamination, Water Meter Training, Welding

Productive Laboratory

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

VanLaw will utilize PL-Manufacturing Skills training in its in-house certification programs as a means to ensure that staff are trained on manufacturing equipment including the start-up, change-up and maintenance up to 40 hours per trainee. Approximately 106 trainees will receive PL training with a 1:1 trainer-to-trainee ratio. Internal trainers will provide training at the Fullerton location. A check list of competencies has been created to ensure that trainees are adept at the production equipment once training is completed.

Temporary to Permanent Hiring

The Company will train 30 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 2). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for converting temporary workers into full-time permanent employment is three months. These workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment. VanLaw provides health benefits to temporary staff hired into full time employment after 30 days.

Under Panel guidelines for the Temporary to Permanent program, these trainees must be eligible to participate in ETP-funded training. Trainees cannot be enrolled until after they have been hired by the Company into full-time, permanent employment. Until they are hired, retention and post-retention wage requirements cannot be met, and the Company will not receive progress payments.

Commitment to Training

VanLaw's current annual training budget is \$25,000 and includes legal compliance, FDA regulated training, basic safety training, new-hire orientation and skill gap training. Training is provided company-wide based upon job function and need.

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

➤ Training Infrastructure

The Director of HR will be responsible for program oversight with assistance from the Project Facilitator who will manage training tracking and training rosters. Further support will be provided by an HR Coordinator and multiple internal trainers who will schedule training and track training rosters. VanLaw has retained Economic Incentive Advisory Group to assist with administration of the project.

Impact/Outcome

As a result of training, VanLaw expects the following outcomes:

- Approximately 94 staff will receive internal training certifications
- Approximately 20 employees will receive leadership skills training up to 72 hours to transition from entry and mid-level positions to leadership positions at the Company

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Economic Incentive Advisory Group in Phoenix assisted with development for a flat fee of \$12,500.

ADMINISTRATIVE SERVICES

Economic Incentives Advisory Group will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

Pryor Learning Solutions in Mission, KS will provide Leadership Skills for a fee of \$1,800. Other trainers will be identified as they are retained.

Exhibit B: Menu Curriculum**Class/Lab & E-Learning Hours**

8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Communication
- Contracts and Invoices
- Emerging Leaders
- Product Knowledge
- Project Management
- Purchase Order Procedures
- Train-the-Trainer

COMPUTER SKILLS

- Enterprise Resource Planning Software
- Microsoft Office Intermediate

CONTINUOUS IMPROVEMENT

- Customer Complaints and Returns
- Documentation
- Inspections, Testing and Calibration
- Process Improvement
- Production Operations Workflow
- Production Quality
- Quality Assurance Documentation
- Shelf Life Studies
- Standard Operating Procedure Audits

HAZARDOUS MATERIALS

- Ammonia Training
- Chemical Storage
- Flammable and Combustible Materials
- Hazardous Communication

MANAGEMENT SKILLS (Managers/Supervisors Only)

- First Time Manager Training
- Leadership Skills
- Teambuilding

MANUFACTURING SKILLS

- Aerial Lift/Boomlift/Scissor Lift
- Automation Equipment
- Basic Food Facility Defense
- Batching
- Bottling Line
- Changing Drop Tubes Training
- Compressors and Compressed Air
- Current Good Manufacturing Practices
- Effective Record Keeping
- Environmental Controls and Monitoring

- Equipment Operation, Maintenance & Troubleshooting
- Food Allergens
- Food Safety Modernization Act
- Foodborne Illness and employee reporting
- Fork Lift and Industrial Trucks
- General Warehouse Procedures
- Glass, Hard Plastic and Ceramic
- Good Laboratory Practices
- Hazard Analysis Critical Control Point
- Hoist and Auxiliary Equipment
- Identity Preserve-Organic, Kosher, Halal
- Ingredient Inventory Management
- Intro to Food Fraud
- Intro to Food Safety and Safe Quality Food
- Labeling Systems
- Loading Food Safety
- Maintenance Procedures
- Material Handling/Shipping/Receiving
- Mixer Training
- New Equipment Line
- New Item Process and Procedure
- Operator Training
- Palletizing and Coding
- Pest Control
- Physical Inventory Process
- Pre-Load Temp Check
- Preventing Food Contamination
- Product Packaging
- Product Recall
- Product Spills
- Proper Handling of Food Allergen
- Raw Ingredient Use Recording
- Recycling
- Rework
- Sanitation (Cleaning and Sanitizing)
- Stormwater Prevention
- UEM13: Lift Truck Safety Awareness
- UEM15: Machine Guarding
- UEM40: Confined Spaces for Affected Employees
- UEM9: Lockout/Tagout Procedures
- Waste and Wastewater Management
- Water Meter Training
- Welding/Cutting/Brazing

PL Hours

0 – 40

MANUFACTURING SKILLS (Ratio 1:1)

- Automation Equipment
- Bottling Line
- Changing Drop Tubes Training
- Labeling Systems

- Material Handling/Shipping/Receiving
- Mixer Training
- New Equipment Line
- New Item Process and Procedure
- Operator Training (Set-Up, Change-Up, Maintenance)
- Palletizing and Coding
- Product Packaging
- Sanitation (Cleaning and Sanitizing)

CBT Hours

0 – 100

MANUFACTURING SKILLS

• Ammonia Accident Prevention	0.25
• Ammonia Awareness	0.22
• Asbestos Awareness	0.27
• Bacteria Basics	0.23
• Basic Food Facility Defense	0.32
• Basic Food Facility Defense - Distribution	0.25
• Being a Successful Supervisor	0.32
• Cleaning and Sanitizing Procedures for Food Manufacturers	0.37
• Combustible Dust	0.28
• Communicating Effectively in the Workplace	0.28
• Communication and Trust	0.25
• Confined Space for Affected Employees	0.22
• Confined Space for Attendants	0.35
• Controlling Salmonella in Food Manufacturing	0.32
• Dangerous Microorganisms in Food Manufacturing	0.4
• Driver Food Safety Standard Operating Procedures	0.17
• Coaching Skills Series	0.17
• Becoming a Great Leader: Series Introduction	0.06
• Successfully Managing Conflict and Confrontations	1.42
• Effective Pest Control Practices	0.32
• Effective Record Keeping Practices	0.23
• Electrical Safety	0.48
• Environmental Monitoring Basics	0.37
• Food Safety for Selectors - Overview	0.2
• Foodborne Illness and Employee Reporting	0.37
• GHS Hazard Communication: Pictograms and Hazards	0.43
• GHS Hazard Communication: Pictograms and Hazards–Refresher	0.18
• GHS Hazard Communication: Safety Data Sheets	0.42
• GHS Hazard Communication: Safety Data Sheets - Refresher	0.18
• GHS Hazard Communication: Standard Labels	0.35
• GHS Hazard Communication: Standard Labels - Refresher	0.2
• GLPs: Overview of Good Laboratory Practices	0.18
• GMPs for Maintenance Personnel	0.28
• GMPs: Effective Hand Washing Techniques	0.28
• GMPs: Personal Hygiene - Distribution	0.22
• GMPs: Personal Hygiene - Fluid Products	0.2
• GMPs: Promoting Personal Hygiene	0.27
• Hand and Power Tools	0.33

• Hazardous Communication (pre-GHS)	0.35
• High Lift Truck Review	0.27
• Introduction to Clean in Place	0.23
• Introduction to Food Allergens	0.28
• Introduction to Food Fraud	0.23
• Introduction to Food Safety Standards	0.3
• Introduction to Food Safety Modernization Act	0.22
• Introduction to Hazard Communication	0.25
• Introduction to Root Cause Analysis	0.28
• Lean Manufacturing	0.27
• Lift Truck Operator Overview	0.28
• Lift Truck Safety Awareness	0.28
• Loading Food Safety Standard Operating Procedures - Overview	0.23
• Lock Out/Tag Out Procedures	0.33
• Machine Guarding	0.38
• Material Handling - Distribution	0.28
• Overview of Dangerous E. Coli	0.37
• Overview of Hazard Analysis Critical Control Point	0.27
• Overview of Hazard Analysis Critical Control Point for Supervisors	0.42
• Overview of Preventive Controls	0.28
• Pallet Truck Review	0.22
• Preventing Food Contamination	0.37
• Preventing Foodborne Illness	0.27
• Proper Handling of Food Allergens	0.3
• Receiving Food Safety Standard Operating Procedures—Overview	0.25
• Solving Problems at Work	0.33
• Transportation	0.28
• Understanding Listeria and its Danger to Food	0.35
• Waste Management Procedures and Proper Disposal	0.22

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

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



Training Proposal for:
Aerojet Rocketdyne, Inc.
Contract Number: ET19-0410

Panel Meeting of: February 22, 2019

ETP Regional Office: North Hollywood

Analyst: M. Reeves

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Veterans	Industry Sector(s):	Manufacturing (E) Aerospace Related Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Ventura	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Sheet Metal, Air, Rail, Transportation Workers Local Union 105; International Brotherhood of Electrical Workers Local Union 2295		
Number of Employees in:	CA: 2,222	U.S.: 5,102	Worldwide: 5,103
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	8%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$575,394

Total ETP Funding
\$269,360

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Imp., HazMat, HAZWOPER, Mfg. Skills, OSHA 10/30	340	8-200	0-100	\$728	\$17.70
				Weighted Avg: 28			
2	Retrainee Veterans Priority Rate	Business Skills, Computer Skills, Continuous Imp., HazMat, HAZWOPER, Mfg. Skills, OSHA 10/30	30	8-200	0-100	\$728	\$17.70
				Weighted Avg: 28			

Minimum Wage by County: \$18.56 per hour for Los Angeles County; \$17.70 per hour for Ventura County.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Numbers 1 & 2		
Engineering Staff		70
Finance/Contracts/P&E Staff		50
Manufacturing Operations Staff		90
Supply Chain/Logistics Staff		50
Quality Assurance Staff		50
Program Management/Planning Staff		30
Supervisor/Manager/Director		30

INTRODUCTION

Founded in 1942, Aerojet Rocketdyne, Inc. (Aerojet Rocketdyne) (www.rocket.com) is a wholly-owned subsidiary of Aerojet Rocketdyne Holdings, Inc. The Company provides propulsion and energetics to the space, missile defense, strategic, tactical missile and armament areas of the Aerospace and Defense industry. Aerojet Rocketdyne operates multiple locations nationwide. The Company's executive offices are in El Segundo, with additional headquarters functions located in Rancho Cordova. The Company also maintains California facilities in Canoga Park and Folsom. Training under this proposal will take place at the Canoga Park and El Segundo locations only.

Union Support

Manufacturing Operations employees are represented by the Sheet Metal, Air, Rail, Transportation Workers Local Union 105, and the International Brotherhood of Electrical Workers Local Union 2295. Letters of support for this training project have been received.

Veterans Program

Aerojet Rocketdyne will train 30 Veterans (Job Number 2). The Company participates in veteran-focused job fairs, online recruiting events, and conducts direct recruitment activities through various military/veteran associations.

Prior Performance

This will be Aerojet Rocketdyne's fourth ETP Contract, the fourth within the past five years (See Prior Projects Table). Prior training has occurred at multiple California locations. The majority of training has taken place at the Rancho Cordova facility. The last project focused on new contracts and the initial emergence of Additive Manufacturing.

The proposed project will place emphasis on the expansion and further development of Additive Manufacturing technology, recently awarded contract work, and the implementation of new/upgraded systems impacting the organization as a whole. A significant portion of training will target the Canoga Park facility, which has experienced rapid growth. There may be some reoccurring Curriculum topics; however, there will be no duplication of training. All subject matter has been updated and/or modified due to changes in technology and business needs.

PROJECT DETAILS

There are several factors and initiatives impacting Aerojet Rocketdyne's business at this time, some of which must remain classified. However, the Company has identified some key developments that are driving the need for training:

New Contracts

- Contract with the Office of Naval Research to develop a prototype torpedo propulsion system under the agency's Torpedo Advanced Propulsion System (TAPS) program. The goal of the TAPS program is to improve the engine efficiency of the U.S. Navy's MK48 Heavyweight Torpedo.
- Contract with NASA's Advanced Electric Propulsion System (AEPS) program. Under the AEPS program, Aerojet Rocketdyne will develop and qualify a 13-kilowatt Hall thruster string designed to bolster future exploration missions and commercial space endeavors.

New/Upgraded Systems and Initiatives

- The Company has begun the implementation of a large training initiative called AR Strong which focuses on process improvements, systems efficiencies, risk identification and mitigation, material handling, planning, and other improvements.
- Aerojet Rocketdyne is moving forward with an expanded program involving Federal Acquisition Regulation (FAR) and the Truth in Negotiations Act (TINA). Training on FAR and TINA will provide supplemental skills to frontline workers responsible for handling the Company's government contracts.
- Aerojet Rocketdyne Business Operating System (ARBOS) is a Total Quality Management System designed to enhance workforce efficiency and to help identify new areas for improvement. This implementation began during the previous ETP contract and the Company plans to expand its focus on the tools within the ARBOS Lean system, such as Kaizen, root cause analysis, and process variation management.
- The Company is upgrading to a new version of Maestro in 2019. Maestro is Aerojet Rocketdyne's ERP system running on Oracle. This upgrade will introduce new features and drastically change the user interface for the Company's frontline workforce.

Additive Manufacturing

- Aerojet Rocketdyne is actively promoting its use of 3D printing technology in rocket engine development and now anticipates hitting a new record in the use of additive manufacturing.

These new contracts and initiatives require Aerojet Rocketdyne to stay on the cutting edge of technology, product development, and manufacturing processes to remain competitive in the industry.

Training Plan

Training at the Canoga Park and El Segundo locations will be delivered via class/lab, E-Learning, and Computer-Based Training (CBT) methods. In-house subject matter experts and external training vendors may be utilized to deliver training in the following:

Manufacturing Skills: Training will be offered to Engineering Staff, Manufacturing Operations Staff, and Quality Assurance Staff. Topics include Additive Manufacturing Metallagraphy, Digital Radiography Skills, Advanced Geometric Dimensioning & Tolerancing, and Lean Manufacturing. Training will provide workers with new and upgraded production skills to build new products, meet new customer requirements, and maintain high quality standards.

Computer Skills: Training will be offered to all occupations. Training will equip workers with the proficiency to utilize the complex systems required by Aerojet Rocketdyne to perform their jobs more efficiently. Training topics include Calypso Software, Delmia Manufacturing Execution System, Fiber Graphix Prowinder Software, and next-level Maestro ERP Skills.

Continuous Improvement Skills: Training will be offered to all occupations. Areas of emphasis include Causal Analysis and Defect Prevention, Earned Value Management, Risk Probabilities/Analysis, and Total Quality Management. This training is designed to enhance the Company's operational efficiency.

Business Skills: Training will be offered to all occupations. Training topics include Advanced Communication, Documentation/Record Control, and Business Development Skills. Training will

help employees communicate more effectively and become better decision makers within their scope of responsibility.

Hazardous Material: Training will be offered to Engineering Staff, Manufacturing Operations Staff, and Quality Assurance Staff. Training will ensure that workers are prepared to operate in an appropriate manner when handling hazardous materials and conditions.

Certified Safety Training:

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

Hazardous 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. 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. Trainees will not receive 40 hours of HAZWOPER training unless they work full time onsite at the clean-up location.

Hazardous Materials (HAZMAT): This training is also a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, all occupations will receive up to 24 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors.

Computer-Based Training (CBT)

Trainees in Job Numbers 1 and 2 will receive up to 100 hours of CBT.

Electronic Recordkeeping

Staff has reviewed and approved the use of a Learning Management System for recordkeeping.

Director Occupation Title

This proposal includes training for the occupation title of Director. Directors are considered middle management – not part of the Executive Team or policy makers.

Commitment to Training

Aerojet Rocketdyne’s 2019 training budget for its California facilities is approximately \$1,550,000. The Company provides training in beginning Microsoft applications, basic internet navigation skills, anti-harassment, company orientation, performance appraisal skills, violence in the workplace prevention, ethics training, and labor relations training topics. The Company provides

an extensive amount of on-the-job training at its own expense. Reimbursement for formal education is also provided through a tuition reimbursement program, and continuing education is covered for employees who attend industry specific conferences. Safety training is provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Company's Specialist of Organizational Development and Training will oversee administration of this project. Support staff, including training administrators will be responsible for scheduling, delivery, and documentation of training. Aerojet Rocketdyne has Training Coordinators at the Canoga Park and El Segundo facilities to ensure that training data is correctly entered into the Company's LMS system. Aerojet Rocketdyne has also retained an outside administrative consultant to assist with ETP administrative requirements.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes Aerojet Rocketdyne's performance under ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0191	Various	09/12/16 – 09/11/18	\$652,110	\$268,739 (41%)*
ET15-0260	Various	10/01/14 – 09/30/16	\$468,660	\$468,660 (100%)
ET13-0189	Various	10/22/12 – 10/21/14	\$555,000	\$435,146 (78%)

*ET17-0191 – The dynamics of newly awarded contracts and/or the cessation of other programs can affect where the Company's products are manufactured and where its workforce is located. During the contract term, Aerojet Rocketdyne decided to close a portion of its Rancho Cordova facility to better align its manufacturing, engineering and other resources with the demands of its customers. This business decision did not impact the Rancho Cordova location until well after the ETP contract was approved; nevertheless, it did cause the Company to alter its training plan, thus resulting in fewer trainees and training hours than originally planned. In an effort to mitigate the possibility of encountering an overpayment situation, the Company took the proactive step to remove any trainee from the ETP project who was identified as a "possible" for transfer out of state or layoff. The Company also postponed the upgrade of its Oracle ERP system and the rollout of TINA and FAR training, all of which were pushed from 2018 to 2019. The proposed project has been right-sized to closely mirror funding earned in the prior project. In addition, several employees from Rancho Cordova were relocated to the Canoga Park facility, which is a major focus of the proposed project.

DEVELOPMENT SERVICES

Training Funding Partners (TFP) in Fountain Valley assisted with development for a flat fee of \$14,500.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum**Class/Lab/E-Learning Hours**

8 - 200

Trainees may receive any of the following:

MANUFACTURING SKILLS

- Additive Manufacturing Metallagraphy
- Geometric Dimensioning & Tolerancing
- Blue Print Reading/Drawings
- Civil / Structural Engineering Design
- Construction of Engineering Drawings
- Digital Radiography Skills
- Eddy Current Instrument/Certification
- Electrical Systems
- Engineering Design Skills
- Equipment Operation/Maintenance Skills
- Functional Gaging
- Hydraulic / Pneumatic Pressure Test
- Lathing
- Lean Manufacturing
- Manufacturing Operations Skills
- Material Handling/Testing
- Metallurgy for Non-Destructive Testing
- Methodology and Tool Overview
- Next Generation Installations
- Non-Destructive Testing (NDT)
 - ASNT
 - Industrial Radiography
- Optical Microscopy Skills
- Phased Array Ultrasonic Testing
- Power, Grounding and Lighting Design
- Production Metrology
- Soldering Skills
- Turnback Process – Tool

COMPUTER SKILLS

- Calypso Software Basic Application Skills
- CMMi Level 3 Software Certification
- Computed Tomography Skills
- Computer Aided Design and Drafting
- Delmia Manufacturing Execution System (MES)
- Engineering/Modeling Software Application Skills
 - CETOL (Engineering Software)
 - CREO
 - Geometric Dimensioning and Tolerancing Software (GD&T)
 - PRICE
- Fiber Graphix Prowinder Software
- Hyperion System Skills
- IBM Rhapsody/Rational Design System Skills
- Intermediate/Advanced MS Office Skills

- Maestro Academy (Oracle ERP System)
- Microsoft Access
- Microsoft Project Application Skills
- Microsoft SharePoint Application Skills
- Microsoft Visio
- MPM Extract Tool (Multi Stage Picking Out Method)
- Oracle – Business Intelligence (BI) Publisher
- Programming Skills
- Resource Planning Extract Tool
- Rocket University (Cornerstone – LMS)
- Server Management Skills
- Software Engineering Process
- Weibull Analysis
- Windchill System Skills

CONTINUOUS IMPROVEMENT

- Causal Analysis and Defect Prevention
- Change Management Skills
- Earned Value Management/Earned Value System
- Leadership Skills
- Project Management Skills/Certification
- Quantitative Methods
- Risk Probabilities/Analysis
- Six Sigma Skills
- Strategic Planning Skills
- Teamwork/Leading Teams
- Time Management Skills
- Total Quality Management (ARBOS AR-Business Operating System)

BUSINESS SKILLS

- Advanced Communication Skills
- Business Development/Sales Skills
- Business Systems/Estimating Methods
- Business/Technical Writing Skills
- Conflict Management Skills
- Decision Making Skills
- Documentation/Record Control
- Effective Presentation Skills
- Export Training
- Finance/Accounting/Budgets
- Government Contracting Skills (FAR & TINA)
- Individuals with Disabilities
 - Accessibility
 - Disability Sensitivity and Awareness
 - Employment Laws: Disability and Discrimination
 - Leading a Disability Inclusive Workforce
 - Recruiting, Interviewing and Hiring Applicants with Disabilities
- Industry Specific Regulations/Standards
- Meeting Management Skills
- Preparing Proposals

- PRICE True Planning
- Project/Materials Costing
- Subcontract Management Skills
- Train the Trainer Skills
- Understanding Contracting Types

HAZARDOUS MATERIALS

- Air Quality
- Global Fire Protection Training
- Hazard Communication
- Hazardous Materials/Waste Handling/Disposal
- Penetrant Inspection Skills
- Pressurized Systems
- Propellants
- Radiation Protection

HAZWOPER

- HAZWOPER

OSHA 10/30 (OSHA Certified Instructor)

- OSHA 10
- OSHA 30

Safety Training cannot exceed 10% of total training hours per-trainee, excluding Hazmat, OSHA 10/30 and HAZWOPER.

CBT Hours

0 - 100

MANUFACTURING SKILLS

- 30-K Forklift Operator Training & Certification (1 hr)
- Aerial Lifts (0.5 hr)
- Adhesive Bonding and Torque Lock (1 hr)
- Back Safety (0.5 hr)
- Borescope Handling (1 hr)
- Dry Film Lube Inspection (1 hr)
- Electrical Arc Flash (0.5 hr)
- Emergency Operations Center Roles & Responsibilities (0.5 hr)
- Engineering Re-Use Training (for Mechanical Design and Analysis) (0.5 hr)
- Foreign Object Elimination Technical Training (1 hr)
- Halon Training (1 hr)
- Hearing Conservation (1 hr)
- Heat Illness Prevention (0.5 hr)
- Hydraulic / Pneumatic Pressure Test and Safety (1 hr)
- Hydrogen PSM Operations (1 hr)
- Indoor Overhead Cranes (1 hr)
- LAI Boot Installation (1 hr)
- Lock Washer Installation and Staking (1 hr)
- Lockout/Tagout Affected (0.5 hr)
- Lube Anti-Seize (1 hr)
- Machine Guarding (1 hr)
- Mass Spectrometer Leak Test (1 hr)

- Move Director Recertification (1 hr)
- Norbar USM Recertification (1 hr)
- Nozzle Awareness Training (1 hr)
- O2, LEL Meter (1 hr)
- Overhead Crane (1 hr)
- Radio Remote Control Crane (1 hr)
- Replic of Comp Surfaces (1 hr)
- Safe Operation of Electric Pallet Jacks Training (1 hr)
- Safety Cable Training (1 hr)
- SATCOM Fundamentals (0.5 hr)
- Small Line \ Fitting Insulation (1 hr)
- Soap Leak Check Process (1 hr)
- Space Electronics Assembly and Test Standard Operating Procedure (1 hr)
- Specific Lockout/Tagout Program (1 hr)
- Specific Process Safety Management (1 hr)
- Standup Electrical Forklift Operator Training & Certification (1 hr)
- The Skillz System (2 hrs)
- Thrust Chamber Entry (Confined Space) (1 hr)
- Versa-Hood Respirator (1 hr)

COMPUTER SKILLS

- Applying Basic Data Formatting in Excel 2010 (1 hr)
- Collaborating and Sharing Presentations in PowerPoint 2010 (1 hr)
- Customizing Visual Elements in Excel 2010 (1 hr)
- Formatting and Working with Text in Word 2010 (1 hr)
- GN101: Introduction to Maestro (0.5 hr)
- GN102: Introduction to Navigating in Maestro (0.5 hr)
- Introduction to Project Management using Project 2010 (1 hr)
- New Messaging and Collaboration Features in Office 2010 (1hr)
- Office 2010 New Core Features (1 hr)
- PivotTables and PivotCharts in Excel 2010 (1 hr)
- PivotTable Filters, Calculations, and PowerPivot (1 hr)
- Removable Media Data Transfer (RMDT) Briefing (0.5 hr)
- Using Conditional Formatting, Tables, and Sparklines in Excel 2010 (1 hr)
- Verifying Excel 2010 Data and Formulas (1 hr)
- Workbook Settings, Conditional Formatting, and Number Formats in Excel 2010 (1 hr)
- Managing Conversations and Organizing E-mail in Outlook 2010 (1 hr)
- Visually Enhancing PowerPoint 2010 Presentations
- Using Advanced Slide Show Tools in PowerPoint 2010 (1 hr)
- Oracle – Business Intelligence (BI) Publisher
 - BI101: Intro to Reporting and Analytics for HR (1 hr)
 - BI102: Intro to Reporting and Analytics for Procurement (0.75 hr)
 - BI103: Intro to Reporting and Analytics for Manufacturing Warehouse (0.75 hr)
 - BI104: Intro to Reporting and Analytics for Property Management (0.75 hr)
 - BI105: Intro to Reporting and Analytics for Finance (0.75 hr)
 - BI106: Intro to Reporting and Analytics for Projects (0.75 hr)
 - BI107: Intro to Reporting and Analytics for Contracts (0.75 hr)
 - BI108: Intro to Reporting and Analytics for Quality (0.75 hr)
 - BI300: Creating OBIEE ad-Hoc Reports (0.5 hr)

- BI301: OBIEE Dashboards, Scorecards and KPIs (0.50 hr)

CONTINUOUS IMPROVEMENT

- Active Listening Skills for Professionals (0.5 hr)
- Adapting Your Conflict Style (0.5 hr)
- Aligning Unit Goals and Imperatives (0.5 hr)
- Become a Great Listener (0.5 hr)
- Building a Leadership Development Plan (0.5 hr)
- Coaching and Mentoring (1 hr)
- Connecting with Others through Diplomacy and Tact (0.5 hr)
- Delivering Feedback (0.5 hr)
- Difficult People: Why They Act that Way and How to Deal with Them (0.5 hr)
- Difficult People: Can't Change Them, so Change Yourself (0.5 hr)
- Difficult People: Strategies to Keep Everyone Working Together (0.5 hr)
- Earned Value Management
 - EVM Refresher Training: Planning, Budgeting, Work Authorization (0.5 hr)
 - EVM Refresher Training: Scheduling (0.5 hr)
 - EVM Refresher Training: Organization (0.5 hr)
 - EVM Refresher Training: Estimate at Completion (0.5 hr)
 - EVM Refresher Training: Baseline Revisions (0.5 hr)
 - EVM Refresher Training: Status, Analysis and Reporting (0.5 hr)
 - EVM Refresher Training: Subcontract, Material Management (0.5 hr)
 - EVM Refresher Training: Management Reserve, Undistributed Budget (0.5 hr)
- How to Manage Difficult Conversations (0.5 hr)
- Implementing and Sustaining Change (0.5 hr)
- Leading Your Team through Change (0.5 hr)
- Leading through Positive Influence (0.5 hr)
- Making and Carrying Out Tough Decisions (0.5 hr)
- Positive Atmosphere: Establishing a Positive Work Environment (0.5 hr)
- Preventing Unhealthy Workplace Conflict (0.5 hr)
- Receiving Feedback (0.5 hr)
- Roadblocks to Excellent Listening (0.5 hr)
- Solving Problems: Framing the Problem (0.5 hr)
- Solving Problems: Generating and Evaluating Alternatives (0.75 hr)
- Staying Balanced in a Shifting World (0.25 hr)
- Working Out and Through Conflict (0.5 hr)
- Total Quality Management (ARBOS AR-Business Operating System)
 - 3P Tool (Production Preparation Process) (2 hrs)
 - 5S Tool (2 hrs)
 - Benchmarking Tool (2 hrs)
 - Kaizen Principles (2 hrs)
 - Lean Product Development (2 hrs)
 - Methodology and Tool Overview (4 hrs)
 - MFA Tool (Market Feedback Analysis) (2 hrs)
 - Navigation Through Change (2 hrs)
 - Overview and Methodology (0.5 hr)
 - Process Documentation Completions and Correction (1 hr)
 - PVM Tool (Process Variation Management) (2 hrs)
 - Quality Control (1 hr)
 - Root Cause Analysis and Corrective and Preventative Action (1 hr)

- Root Cause Analysis/Mistake Proofing Tool (2 hrs)
- Set-up Reduction Tool (2 hrs)
- Standard Work Tool (2 hrs)
- The Toyota Way (2 hrs)
- TPM Tool (Total Productive Maintenance) (2 hrs)
- Turnback Process Tool (2 hrs)
- VSM Tool (Value Stream Mapping) (2 hrs)
- Operational Excellence 5S (0.5 hr)
- 5S Assessor Training Online (1 hr)

BUSINESS SKILLS

- 5S Assessor Training (1 hr)
- ADMS Control Center General User Training (1 hr)
- Basic Budgeting for Non-Financial Professionals (0.5 hr)
- Bid and Proposal Training (1 hr)
- Choosing the Right Interpersonal Communication Method to Make Your Point (0.5 hr)
- Classified IS User (1 hr)
- Communication Skills (1 hr)
- Conflict Management Skills (1 hr)
- Cost Volume (2 hrs)
- Developing a Personal Accountability Framework (0.5 hr)
- Developing and Effective Business Case (0.5 hr)
- Diplomacy and Tact in Challenging Situations (0.5 hr)
- Emotional Intelligence: Building Self-Management Skills (0.5 hr)
- Emotional Intelligence: Owning Your Emotions (0.5 hr)
- Engineering Business Management Overview Training (6 hrs)
- Ensuring Onboarding Success (0.5 hr)
- Ensuring Successful Presentation Delivery (0.5 hr)
- Essence of Aerojet Rocketdyne International Trade (0.5 hr)
- Estimating Business System Overview (1.25 hrs)
- Estimating Methods Module 1 (1.25 hrs)
- Estimating Methods Module 2 (1 hr)
- Estimating Methods Module 3 (1 hr)
- Estimating Methods Module 4 (1 hr)
- Estimating Methods Module 5 (1 hr)
- Estimating Methods Module 6 (1 hr)
- Finding your Bearings as a Project Manager (0.5 hr)
- Government Contract Accounting Module 1 (1 hr)
- Government Contract Accounting Module 2 (1 hr)
- Government Contract Accounting Module 3 (1 hr)
- Government Contracting (2 hrs)
- How Culture Impacts Communication (0.5 hr)
- Improving Your Technical Writing Skills (0.5 hr)
- Industrial Security Briefing (1 hr)
- Insider Threat Program Training (0.5 hr)
- Keeping Business Calls Professional (0.5 hr)
- Maintaining a Cohesive Multigenerational Workforce (0.5 hr)
- Material Review Board (MRB) (2 hrs)
- MDA Counterfeit Avoidance Awareness Training (1.5 hrs)
- Overcoming Unconscious Bias in the Workplace (0.5 hr)

- P-Card Training (1 hr)
- Planning an Effective Presentation (0.5 hr)
- Price and Cost Analysis (6 hrs)
- Procurement Integrity (1 hr)
- Proposal Risk Assessments and Independent Cost Evaluations (1 hr)
- Risk Management – 1 hr
- Safeguarding Classified Information (0.5 hr)
- Supplier Portal Overview (1 hr)
- Supporting Proposal Audits (1 hr)
- The Goal (Theory of Constraints) (1 hr)
- The Art and Science of Communication (0.5 hr)
- Time Management (1 hr)
- TINA Sweep (Truth in Negotiations) (1 hr)
- Trust Building through Effective Communication (0.5 hr)
- Using Communication Strategies to Bridge Cultural Divides (0.5 hr)
- Writing Effective E-mails and Instant Messages (0.5 hr)
- Working with Auditors (1 hr)

HAZARDOUS MATERIALS

- Air Quality Compliance (1 hr)
- Beryllium Safety (1 hr)
- Bloodborne Pathogens (1 hr)
- Compressed Gas (1 hr)
- Contamination Analysis I & II (1 hr)
- Electro Chemical Etch (1 hr)
- Environmentally Controlled Area - Clean Room (1 hr)
- Hazard Communication (1 hr)
- Hazardous Waste Handling (1 hr)
- Isocyanate Handler (1 hr)
- Laboratory Safety (0.5 hr)
- Lead Safety (0.5 hr)
- Material Handling Awareness (1 hr)
- Methylene Dianiline (MDA) (1 hr)
- Moisture Prevention (1 hr)
- NC and UEL Workflow Training (1 hr)
- Nickel Safety Awareness (1 hr)
- Personal Protective Equipment (PPE) and Hazard Liquid Handling (1 hr)
- Process Safety Management Awareness (2 hrs)
- Radiation Safety for Non-Radiographers (1 hr)
- Pyrotechnic Igniter Handling (1 hr)
- Safe Handling of Isocyanates (1 hr)
- Solid Energetic Materials Safety Awareness (1 hr)
- Solid Propellant and Explosive Decontamination Guidelines (2 hrs)
- Specific Cryogenic Safety (2 hrs)
- Storm Water Pollution Prevention (1 hr)

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

GLENDORA OFFICE
2120 AUTO CENTRE DRIVE
GLENDORA, CA 91740-6720
0000 305-2800 • FAX 0000 305-2822

SHEET METAL | AIR | RAIL | TRANSPORTATION WORKERS



Local Union 105

*BAKERSFIELD OFFICE
620 ENTERPRISE WAY, STE. A
BAKERSFIELD, CA 93307-0821
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DAVID M. SHAVER
FINANCIAL SECRETARY-TREASURER
RECORDING SECRETARY

LUTHER B. MEDINA
PRESIDENT
BUSINESS MANAGER

STEVE HINSON
VICE PRESIDENT
BUSINESS REPRESENTATIVE

November 13, 2018

Employment Training Panel
1100 J Street, 4th Floor
Sacramento, CA 95843

Re: Aerojet Rocketdyne, Inc. Employment Training Panel Project
ETP Reference #19-0114

Dear Sir/Madam:

Sheet Metal, Air, Rail, Transportation Workers Local Union 105 supports the Aerojet Rocketdyne, Inc., Employment Training Panel Application. If you have any questions or need further assistance, please do not hesitate in contact Ms. Lori Turner, my secretary at (909) 305-2800 ext. 231.

Sincerely,
A handwritten signature in black ink that reads "Luther B. Medina". The signature is written in a cursive style.

Luther B. Medina
Business Manager/President

LBM:ya/ Aerojet Rocketdyne, Inc., Employment Training Panel Project 111318
opeiu #537
afl-cio,clc

Business Representatives

Jesse Ayala
Tim Hinson

Donald P. Bennett
Sam F. Hurtado

*Chris Gonzalez
William "Bill" Shaver

Al Hernandez
Joe Whitcher



IBEW

LOCAL UNION 2295

International Brotherhood of Electrical Workers A.F.L. - C.I.O.



3556 Lexington Avenue, 2nd Floor

(626) 454-4393

El Monte, California 91731

November 26, 2018

Employment Training Panel

1100 J Street 4th Floor

Sacramento, Ca. 95843

RE: Aerojet Rocketdyne, Inc. Employment Training Panel Project

Dear Sir/Madam:

Please be advised that the International Brotherhood of Electrical Workers (IBEW) Local 2295 supports the Aerojet Rocketdyne, Inc. Employment Training Panel Application.

If you need further assistance or have any questions, please contact me at 626-454-4393.

Sincerely,


David J. Clay

Business Manager/Financial Secretary

The I.B.E.W. is the *oldest, largest, most experienced* electrical union
in America and Canada





**Training Proposal for:
Grifols Biologicals Inc.**

Contract Number: ET19-0409

Panel Meeting of: February 22, 2019

ETP Regional Office: North Hollywood

Analyst: L. Vuong

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Manufacturing (E) Biotechnology and Life Sciences Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	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: 2,435	U.S.: 13,944	Worldwide: 18,309
<u>Turnover Rate:</u>	14%		
<u>Managers/Supervisors:</u> (% of total trainees)	11%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$541,221

Total ETP Funding
\$395,200

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Imp., Mfg. Skills	950	8-200	0	\$416	\$18.56
				Weighted Avg: 16			

Minimum Wage by County: \$18.56 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 \$2.06 per hour may be used to meet the Post-Retention Wage in Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Manufacturing Staff		450
Quality Assurance Staff		125
Quality Control Staff		125
Administrative Staff		75
Production Staff		75
Supervisor/Manager		100

INTRODUCTION

Founded in 1940, Grifols Biologicals Inc. (GBI) (www.grifols.com) is wholly owned by Grifols S.A. in Spain. The Company develops and produces therapies and products in three healthcare divisions: bioscience therapies made from human plasma; hospital products and pharmacy IV solutions; and diagnostic tools for laboratory professionals. GBI products and services serve healthcare professionals and patients in 90 countries worldwide. The Company has two manufacturing facilities in the United States; one in Los Angeles and one in Clayton, North Carolina. GBI requests ETP funding to train 950 full-time employees at its Los Angeles location, where all training will take place.

Veterans Program

GBI is working to recruit Veterans into its workforce through its website, job fairs and other forms of outreach. However, this project does not include training for Veterans.

PROJECT DETAILS

The need for training is driven by business growth, customer demand, technology advances, industry requirements and the need for continued training and development. GBI has expanded its manufacturing activities and must hire additional Manufacturing and Support Staff. Over the

past year, GBI has experienced a 20% growth in business and an increase in its workforce from 1,800 to 2,435 employees at the Los Angeles facility. The Company anticipates an additional workforce growth of 10% in the coming year. The Company is also investing approximately \$13.5 million in equipment and systems, including new bag filling line processing, sterile bag filler, new sterile HVAC system and robotic arm. Training from the prior ETP project will not be duplicated. This will be GBI's second ETP Agreement.

Staff must be trained on the regulations and requirements within the pharmaceutical industry and business functions of each department. All employees will undergo training in good manufacturing practices, equipment operation procedures, and job specific requirements. Training is needed in process improvement and GBI wishes to become certified for International Organization for Standardization. Certification will help GBI improve environmental performance through a more efficient use of resources such as water and disposal of hazardous waste throughout the manufacturing processes.

Training Plan

Training will be provided via Classroom/Laboratory and Videoconference in the following:

Business Skills: This training will be offered to all occupations to enhance communication skills, project planning and execution, time management, writing and leadership skills.

Computer Skills: This training will be offered to all occupations. Training will allow trainees to effectively use and navigate the Company's automated systems to provide efficient and effective customer service.

Continuous Improvement: Training in the production process, process controls and data will be provided to all occupations to increase product knowledge, and develop training and coaching skills. These skills will enhance the Company's ability to be more efficient and to identify process improvement opportunities, which will also include ISO 14001.

Manufacturing Skills: This training will be offered to Manufacturing Staff, Quality Assurance Staff, Quality Control Staff, Production Staff and Supervisors/Managers. Training will focus on good manufacturing practices, equipment operations and overall production operations to meeting customer demands.

Commitment to Training

GBI has a current annual training budget of approximately \$1 million. Training includes new employee orientation training, good manufacturing practices, health & safety, harassment avoidance and job-specific skills. Training is delivered via class/lab, CBT and on-the-job training. All training is both job specific and Company-wide. ETP funding will allow GBI to provide company-wide, goal-oriented training to sustain growth and remain competitive. The Company will also be able to implement changes throughout the organization to meet its goals. Once the ETP training has concluded, GBI is committed to continuing the quality and frequency of employee training and development activities.

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

➤ **Training Infrastructure**

Training is scheduled to begin upon Panel approval and will be delivered on-site by in-house staff and outside training vendors if needed. A Performance Development Manager will oversee all project administration. GBI has also designated a Centralized Training Department that includes six full-time staff members and three dedicated department trainers responsible for all administrative responsibilities.

Green/Clean Operations

GBI is implementing Green processes by using less water, recycling alcohol and reduce disposal waste in manufacturing practices and operations.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0105	Los Angeles	07/01/16 – 06/30/18	\$216,000	\$ 216,000 (100%)

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
- Business Writing
- Productivity Skills
- Decision Making Skills
- Communication Skills
- Development Program
- Supervising and Managing Skills
- Leadership Skills

COMPUTER SKILLS

- Microsoft Applications (Intermediate and Advanced)

CONTINUOUS IMPROVEMENT

- Train the Trainer
- Train the Evaluator
- ISO 14001 Training
- Statistics
- Speech Communication Skills
- Coaching

MANUFACTURING SKILLS

- New Employee Orientation
- Good Manufacturing Practices
- Good Documentation Practices
- Good Distribution Practices
- Introduction to Contamination Control and Prevention
- Introduction to Microbiology
- Aseptic Processing Area (APA) Training
- Visual Inspection Training
- Department Process Overview
- Product and Process Knowledge
- In-Process Operation Training
- Equipment Operations Training
- Manufacturing Documentation
- Manufacturing Area and Equipment Cleaning Training
- Cleanroom Environment Monitoring Training
- Hazardous Materials Training
- Lockout/Tagout Training
- Forklift Training
- Supply Chain Training

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



RETRAINEE - JOB CREATION

Training Proposal for:

**Providence West Valley Healthcare Center, LLC
dba Providence West Valley**

Contract Number: ET19-0403

Panel Meeting of: February 22, 2019

ETP Regional Office: North Hollywood

Analyst: M. Paccereili

PROJECT PROFILE

Contract Attributes:	SET Retrainee Priority Rate Medical Skills Training Job Creation Initiative HUA	Industry Sector(s):	Services (G) Healthcare (62) 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		
Number of Employees in:	CA: 3,480	U.S.: 4,500	Worldwide: 4,500
Turnover Rate:	12%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$818,064

Total ETP Funding
\$618,904

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class /Lab	CBT		
1	Retrainee SET Priority Rate Medical Skills	Cont. Improvement, Computer Skills, MST Didactic, MST Preceptor	616	8 - 200	0	\$624	\$24.13
				Weighted Avg: 24			
2	Retrainee SET Priority Rate Medical Skills HUA	Cont. Improvement, Computer Skills, MST Didactic, MST Preceptor	286	8 - 200	0	\$520	*\$13.28
				Weighted Avg: 20			
3	Retrainee SET Priority Rate Medical Skills Job Creation	Cont. Improvement, Computer Skills, MST Didactic, MST Preceptor	150	8 - 200	0	\$572	*\$14.48
				Weighted Avg: 22			

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

Minimum Wage by County:

Job Number 1: \$24.13 per hour Statewide;
 Job Number 2: \$13.28 per hour in San Bernardino, Tulare, and Kern Counties;
 Job Number 3: \$15.47 per hour in Los Angeles County, \$16.09 per hour in Marin County;
 \$14.48 per hour in Ventura, San Bernardino, Riverside, Tulare and Kern 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

Job Number 1 and 3: Up to \$2.50 per hour may be used to meet the Post-Retention Wage.
 Job Number 2: Up to \$2.13 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:		
Registered Nurse		145
Licensed Vocational Nurse		395
Therapist		52
Therapy Assistant		22

JOB NUMBER 2:		
Certified Nurse Assistant		286
JOB NUMBER 3:		
Registered Nurse		50
Licensed Vocational Nurse		50
Certified Nurse Assistant		50

INTRODUCTION

Founded in 2012, Providence West Valley Healthcare Center, LLC dba Providence West Valley (PWV) (www.westvalleyhc.com) is a skilled nursing facility owned and managed by Providence Healthcare Center, LLC (Providence) based in Utah. PWV’s services include skilled nursing, clinical care, post-surgical care, intravenous therapy, tracheotomy care, pain management, parenteral TPN/PPN therapy, wound care, custodial care, hospice care, respite care, memory care, activity programs, social services, dietary services, occupational therapy, speech therapy, physical therapy and rehabilitation for various disorders including fractures, wounds, joint replacements, amputees, stroke, dysphagia, COPD, decubitus ulcers, general weakness and debilitation, chronic pain, arthritis, Parkinson’s disease, and forms of dementia.

There will be 10 Providence-owned facilities in California participating in this proposal with PWV as the contract holder. The nine other facilities participating in this proposal are as follows:

- Providence Healthcare of Del Rosa Villa, LLC dba Providence Del Rosa Villa in San Bernardino
- Providence Healthcare of Waterman, LLC dba Providence Waterman in San Bernardino
- Providence Healthcare of Mt. Rubidoux, LLC dba Providence Mt. Rubidoux in Jurupa Valley
- Providence Healthcare of Orange Tree, LLC dba Providence Orange Tree in Riverside
- Marinidence Opco, LLC dba Marin Post-Acute Care in San Rafael
- Providence Group, Inc. of Valley Care Center, LLC dba Providence Valley Care Center In Porterville
- Kern Valleyidene Opco, LLC dba San Joaquin Nursing and Rehabilitation in Bakersfield
- Providence Ojai Gardens Nursing Facility, LLC dba Providence Ojai in Ojai
- Providence Healthcare of Ontario, LLC dba Providence Ontario in Ontario

All these facilities are eligible for priority-industry funding as a Healthcare facility under Special Employment Training (SET) for frontline workers. The proposed funding will allow these facilities to train hire and train 150 net new Registered Nurses (RN), Licensed Vocational Nurses (LVN), and Certified Nurse Assistant (CNA) in order to comply with the requirements of California SB 97, and provide new job skills to 902 incumbent retrainees.

PROJECT DETAILS

This will be PWV’s second ETP Agreement. The proposed training differs from training delivered in the prior ETP project. In its prior Agreement, training focused on the new Centers for Medicare and Medicaid (CMS) five-star rating systems for skilled nursing providers which covers the quality requirements of the new rating system and regulatory change for skilled nursing companies. The prior project also included training of newly-created positions in the new sub-acute wing of the Ojai facility.

In this proposal, training will focus on changes to the company and to the skilled nursing industry as follows:

- Changing State legislation requires the Company to hire and train 150 net new hires as an expansion of the workforce to comply with California Law Senate Bill 97, which calls for increased levels of patient care through expanded staffing. While the regulatory environment has been challenging, the Company has invested and improved two new skilled nursing facilities in San Rafael and Bakersfield which added over 190 full-time employees to the Company's payroll. These facilities are new to ETP.
- Changing Federal regulations require the training and retention of 708 members of the Company's nursing and therapy staff for new CMS regulations called "Conditions of Participation" (CoPS) designed to protect patient health and safety and ensure quality of care.
- Changing rules pertaining to outcome data and substantial new updates and software for the Company's Electronic Medical Record (EMR) system requiring training.
- Accelerated change in the Company's patient mix has seen a dramatic increase in higher acuity. The Company's patient population increased approximately 2% from 2017-2018, and higher acuity patients increased by 4.2%. This is a sharp increase and more training is required to meet this demand.
- Accelerated requirements by Providence Group's acute care partners requires implementing a major initiative to reduce hospital readmissions by 2%.
- With a shortage of skilled healthcare workers and unavailability of skilled workers with experience, ETP funds will allow the Company to hire and train relatively novice level nursing staff.

The proposed training is new to the Company. Although some course titles may be similar as in prior projects, PWV confirmed that there is no duplication of training and the curriculum will cover new or updated procedures and/or processes.

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.

With the passage of SB 97, the Company must expand its workforce and begin hiring and training net new hires to meet the new compliance standards. This will also include new hires at its newly-acquired skilled nursing facilities in San Rafael and Bakersfield. These facilities are new and have not participated in the prior project. These new employees are needed to support the Company's increased level of patient care through expansion of staffing and facilities.

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

Computer Skills - Training will be offered to all occupations in the use of recent EMR updates to accurately enter and retrieve patient information regarding patient outcomes, and readmission prevention, and to help maximize reimbursement for patient care.

Continuous Improvement - Training will be offered to all occupations to foster improvement in multiple skills such as training for optimized patient safety, culturally appropriate care, person-centered care, new documentation standards, customer service; standard operating procedures, conflict resolution compliance, communication skills; interdisciplinary team skills and quality improvement.

Medical Skills Training (Didactic and Clinical with Preceptor) – Didactic training will be offered to all nurses and healthcare professionals to better understand advanced clinical processes to ensure competency and maximize patient satisfaction and safety. Clinical with Preceptor training will also be offered to Registered Nurses, Licensed Vocational Nurses and Certified Nurse Assistant. Therapists and Therapy Assistants may receive Clinical Preceptor training based on their respective job duties.

Special Employment Training

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

➤ Wage Modification

Trainees in Job Number 1 are employed in a Priority Industry and qualify for a wage modification up to 25% below the Statewide Average Hourly Wage. The wage modification from \$32.18 to \$24.13 is requested for trainees in Job Number 1.

High Unemployment Area

All trainees in Job Number 2 work in San Bernardino (San Bernardino County), Porterville (Tulare County), and Bakersfield (Kern County), regions with unemployment exceeding the state average by at least 25%. Trainees qualify for the Standard Wage rather than the SET Statewide Average Hourly Wage. Additionally, the Standard Wage may be modified by up to 25% if the post-retention wage reflects an increase from wages earned at the start-of-training.

For Job Number 2, PWV is asking for a 25% wage modification from the ETP Standard Minimum Wage to the HUA Minimum Wage (from \$17.70 per hour to \$13.28 per hour) for San Bernardino, Tulare, and Kern Counties.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. The Company estimated that it spends approximately \$65k per facility on training annually, which includes staff orientation and in-services, sexual harassment prevention, new hire training, safety training, vocational skills and commercial skills. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Regional Director of Operations will oversee this project and will work with a central point person to head the program and communicate with the facilities. Each facility will utilize the Director of Staff Development (DSD) to manage the training program at their respective facility and submit the training rosters to the point person. A vendor has been retained to assist with administration and ensure that all training records meet ETP compliance. Training will begin upon ETP approval and will be delivered by in-house subject matter experts at each facility.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0394	Statewide	02/01/17 – 01/31/19	\$618,458	\$559,530 (90%)

DEVELOPMENT SERVICES

National Training Systems, Inc. (NTS) in Ladera Ranch assisted with the development of this project for an estimated flat rate of \$24,939.

ADMINISTRATIVE SERVICES

NTS will also perform administrative services for a fee not to exceed 10% 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 (DIDACTIC)

- Restorative Nursing Program
- Annual Skills Update
- Skills Gap training
- Infection Control
- Baseline Care
- Basic Life Support
- ABT Stewardship
- Body Mechanics
- Patient Transfer Techniques
- Equipment Skills (including, but not limited to pumps, vital monitoring devices, support systems, therapeutic modalities)
- Advanced Cardiac Life Support
- Change of Condition Management
- Interdisciplinary Team Process
- Pain Management (Acute and Chronic)
- Intravenous Therapy
- Enteral Feeding Tube Management
- Facility Assessment
- Respiratory Care
- Therapy Skills
- Wound Management
- Diabetic Management
- Urinary Management (foley catheter, input/output)
- Resident and Family Education
- Medication Administration Management
- Restraint and Restraint Reduction
- Behavior Management
- Care of the LBGT Patient
- Psychotropic Medication Management
- Patient Assessment & Care
- Physical, Occupational, Speech Therapy
- End of Life Care
- Infection Prevention
- Patient Fall Prevention
- Dementia/Alzheimer's
- Neurovascular System
- Reducing Psychotropic Drugs
- Residents with Special Needs
- Gastrointestinal System
- Laboratory
 - Electrolyte Imbalance
 - Arterial Blood Gas Interpretation
- Cardiac Conditions

- Neurological Conditions
- Resident Emergency Response
- Skeletal/Orthopedic Conditions
- Incontinence Management (colostomy care, urinary catheter care)

MEDICAL SKILLS – CLINICAL PRECEPTOR

- **Inpatient & Outpatient Care Unit**
 - Medication Management
 - Infection Control
 - Patient Safety
 - Clinical Skills Review
 - Patient Assessment and Care
 - Intravenous Therapy
 - Enteral Management
 - Bolus
 - Intermittent
 - Continuous
 - Feeding Tube
 - Insertion
 - Site Care
 - Removal
 - Dementia Care
 - Assessing of Tube-Fed Individuals with Diabetes Mellitus
 - Preventing and Identifying Complications Related to Tube Feedings
 - Respiratory Care
 - Wound Management
 - Dementia/Alzheimer's
 - Managing Patients with Neurovascular Conditions
 - Rehabilitation Services
 - Physical Therapy
 - Occupational Therapy
 - Speech Therapy
 - Residents with Special Needs
 - Gastrointestinal Conditions
 - Cardiac Conditions
 - Skeletal/Orthopedic Conditions
 - Incontinence Management (colostomy care)
 - Assisting and performing self-care skills with patients; facilitating functional gains of each patient
 - Functional mobility and ambulation
 - Bowel and bladder training of patients
 - Identification of skin impairments and prevention
 - Identification of patient change in condition
 - Monitoring of cardiovascular changes such as vital signs, endurance, level of consciousness
 - Breathing patterns and respiratory function
 - Pain management
 - Positioning of patients for correct body alignment
 - Monitor blood pressure of patients
 - Operate safety devices with patient
 - Activities of daily living

- Conduct range of motion exercises with patient
- Patient care of foot and hand
- Infection Control
- Charting
- Colostomy Care
- Hazardous Waste Handling
- Isolation Techniques
- Safe Patient Handling
- Use of the Call Light System
- Safe Linen Handling
- Equipment/Modalities
- Therapeutic Safety
- Proper Use of Exercise Equipment
- Therapeutic Activities
- Therapeutic Exercises
- Assistive Devices
- Procedures for Temperature check for Hydrocollator/Paraffin

COMPUTER SKILLS

- Electronic Medical Records Application Skills/Updates
- Patient Services Billing Software
- Electronic Tablet for Bedside Charting

CONTINUOUS IMPROVEMENT

- Administration
- Baseline Care/Admissions planning
- Medical Records
- Customer Service
- Communication Skills
- Problem Analysis and Problem Solving
- Clinical Services System Management
- Interdepartmental Collaboration
- Interdisciplinary Team
- Incident/Accident Management
- Optimizing Resident Safety
- Resident Centered Care
- Mobility Skills
- Documentation
- Continuous Quality Improvement
- Culturally Appropriate Care
- Team Building

Safety Training is capped at 10% of a trainee's total training hours

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



Training Proposal for:
West Hills Hospital dba West Hills
Hospital & Medical Center
Agreement Number: ET19-0339

Panel Meeting of: February 22, 2019

ETP Regional Office: North Hollywood

Analyst: L. Vuong

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Medical Skills Training SET	Industry Sector(s):	Services (G) Healthcare (62) 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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No SEIU 121RN Nurse Alliance		
Number of Employees in:	CA: 10,000	U.S.: 230,000	Worldwide: 235,000
<u>Turnover Rate:</u>	13%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$1,100,326

Total ETP Funding
\$311,220

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate Medical Skills SET	Business Skills, Computer Skills, MS-Clinical, MS-Preceptor	315	8-200	0	\$988	\$24.13
				Weighted Avg: 38			

Minimum Wage by County: SET/Priority Industry: \$24.13 per hour

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

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

Although 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
New Graduate Registered Nurse		31
Registered Nurse		284

INTRODUCTION

West Hills Hospital dba West Hills Hospital & Medical Center (West Hills Hospital) (www.westhillshospital.com) is a subsidiary of HCA, Inc., Hospital Corporation of America (HCA), and headquartered in Nashville, Tennessee. HCA owns and operates 179 hospitals in 20 states and England.

HCA currently owns five hospitals in California: Riverside Community, Los Robles in Thousand Oaks, Good Samaritan Hospital in San Jose, Regional Medical Center of San Jose and West Hills.

The Hospital has 1,050-employee, 212-bed, and is a Joint Commission Accredited acute care hospital located in West Hills, the San Fernando Valley region of Los Angeles. West Hills Hospital offers advanced and specialized healthcare services: a complete 24-hour emergency room; cardiac and coronary units; maternal and child health services; radiology; nuclear medicine; imaging; rehabilitation and therapy services; comprehensive cancer care; and several minimally invasive surgical specialties.

This will be West Hills Hospital's first ETP Contract. The proposal will target 315 workers at its West Hills facility where all training will take place.

Veterans Program

West Hills Hospital employs Veterans at its hospital although they do not actively recruit exclusively for veterans.

Union Support

ETP has received letter of support from SEIU 121RN Nurse Alliance for Registered Nurses.

PROJECT DETAILS

As medical and technology advances and patient demands increase, West Hills Hospital faces challenges in its community. The Hospital must equip its Nurses with the skills to provide better care at a lower cost. At the same time, West Hills Hospital also faces a nursing shortage that it hopes to overcome by cross-training incumbent Nurses to work in various departments and by hiring and training new nurse graduates to fill vacancies.

Training will upgrade worker skills, improve customer services, provide higher quality care, reduce costs and keep current with healthcare standards. Workers will gain proficiency, the ability to manage complex systems, and become better equipped to exceed patient's expectations, increase retention and facilitate employee job satisfaction.

Training Plan

Training will be delivered on-site via class/lab and MS-Preceptor in the following:

Business Skills: Training will be offered to all occupations in communication, time management, performance & quality improvement, team building and customer service to improve patient care and operations.

Computer Skills: Training will be offered to all occupations to utilize internal medical systems to monitor patient progress and help improve accuracy and reporting daily activities.

Medical Skills: Training will be offered to all Nurses. Trainees will participate in Clinical Preceptor and Didactic training. Trainees will be focused on advance technical skills designed to improve performance and competency in caring for patients. The use of equipment and technology will ensure that trainees have the skill sets, education and experience necessary to be the stewards of high quality, value-base care standards and allow them to perform competently in various hospital units. For MS Preceptor, each trainee will work closely with an assigned trainer to ensure ensure competency in providing hands-on assistance to patients, as well as demonstrate proficiency in performing medical related tasks.

Special Employment Training

Under Special Employment Training, the participating employer is not required to demonstrate out-of-state competition. Trainees must be earning at least the statewide average hourly wage at the end of the retention period. These trainees may meet the ETP Minimum Wage rather than the Statewide Average Hourly Wage. 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, from \$32.18 per hour to \$24.13 per hour.

Commitment to Training

West Hills Hospital annual training budget of \$3.4 million and includes new-hire orientation, sexual harassment prevention, general safety training, diversity and conflict resolution.

ETP funding will help West Hills Hospital strengthen its existing training program, continue to rollout initiatives as medical and technology advances, upgrade worker skills to meet new quality standards and retain them long-term.

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

West Hills Hospital has a detailed training plan in place and is ready to start upon Panel approval. The Director of Education, Supervisor of Education and Vice President of Human Resources will oversee ETP training and administrative responsibilities. West Hills Hospital has also retained a third party to assist with administrative duties.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Training Refund Group (TRG) in Anaheim assisted with development for a flat fee of \$14,000.

ADMINISTRATIVE SERVICES

West Hills Hospital has retained Altus Expert Services, Altus Group in Hunt Valley, Maryland to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Budgeting for Supplies and Inventory
- Case Management
- Charge Nurse Training
- Communication Skills
- Conflict Resolution
- CORE Measures (Performance Standards)
- Critical Thinking
- Culturally Appropriate Care
- Customer Service
- Evidence Based Practices
- Leadership Skills
- Organization & Time Management
- Preceptor Skills (Training for Trainers)
- Performance & Quality Improvement
- Team Building

COMPUTER SKILLS

- Meditech Training (Electronic Medical Records)
- eMAR System (Electronic Medication Administration Record)

MEDICAL SKILLS TRAINING – DIDACTIC

- Arterial Blood Gas Interpretation
- Advanced Cardiac Life Support
- Cardiac Assessment
- Care of the Stroke Patient
- Central Lines Management
- Chemotherapy & Biotherapy
- Chest Tube Management
- Conscious Sedation
- Critical Care Skills Training Program (ECCO)
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Electronic Fetal Monitoring
- Emergency Room Training Program (ENA)
- Gastrointestinal Assessment & Management
- Hemodynamic Monitoring
- Intra-Aortic Balloon Pump
- Intracranial Pressure Monitoring
- Labor, Delivery & Post-Partum Nursing Skills
- Management of the Bariatric Patient
- Management of Neurosurgical Patients
- Management of Orthopedic Patients

- Negative Pressure Wound Therapy (drainage tube and vacuum system skills)
- Neonatal Education Program
- Neonatal Resuscitation Provider
- Neurological Assessment & Management
- Obstetric Emergencies
- OB Trauma
- Open Heart Patient Care Management
- Pediatric Advanced Life Support
- Renal Assessment & Management
- Respiratory Assessment & Care
- Trauma Nursing
- Triage Skills
- Ventilator and Tracheotomy Care
- Acute Myocardial Infarction
- Assaultive Behavior Management
- Blood Product Administration
- Body Mechanics
- Congestive Heart Failure
- Electrocardiogram (12 Lead)
- End of Life/Bereavement
- Infection Control
- Laboratory Skills
- Lactation Consultation Training
- Operating Room Skills
- Pump & Equipment Skills
- Radiology Skills
- Rapid Response Team Training
- Respiratory Skills for Respiratory Therapists
- Restraints
- Skin & Wound Management
- Sugar and Safe Care, Temperature, Airway, Blood Pressure, Laboratory Work
- Emotional Support

MEDICAL SKILLS TRAINING – PRECEPTOR (Ratio 1:10)

- **Emergency Department**
 - Emergency Room Nursing Skills
 - Emergency Care of the Burn Patient
 - OB Trauma
 - Obstetrics Emergencies
 - Trauma Nursing Skills
 - Triage Nursing Skills
 - Care of Pediatric Patients

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

- Chest Tube Management
- Intravenous Therapy
- **Medical/Surgical Unit**
 - Patient Assessment and Care
 - Medical/Surgical Nursing Skills
 - Pre and Post-Operative Care
 - Open Heart Patient Care Management
 - Congestive Heart Failure
 - Operating Room Skills
 - Acute Myocardial Infarction
 - Conscious Sedation
 - Care of the Neurosurgical Patient
- **Telemetry Unit Training**
 - Care of the Cardiac Patient
 - EKG & Cardiac Monitoring
 - Dysrhythmia Interpretation
 - Telemetry Nursing Skills
 - Electronic Fetal Monitoring
 - Electrocardiograms (12 Lead)

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



August 1, 2018

Employment Training Panel
1100 J Street
Sacramento, CA 95811

GAYLE BATISTE, RN
President

JEANNIE KING, RN
Vice President

LORRAINE MYRICK, RN
Secretary-Treasurer

SUSAN B. WEINSTEIN, RN
Executive Director

To Whom it may concern,

SEIU 121RN supports West Hills Hospital and Medical Center's efforts to provide training programs for nurses. By making these programs available, West Hills is helping nurses to develop skills and abilities which will improve patient care and safety. Well trained nurses are a much needed resource for the hospital and we believe these programs will be beneficial.

If you have any questions, you may call me at (626) 639-6163 or email me:
dunnettd@seiu121rn.org.

Sincerely,

A handwritten signature in black ink that reads "Donalda Dunnett". The signature is written in a cursive, flowing style.

Donalda Dunnett
Education/Practice Coordinator
SEIU 121RN

cc. Susan B. Weinstein, Executive Director
Gayle Batiste, President

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

FIGHT FOR SAFE STAFFING AND QUALITY PATIENT CARE



Training Proposal for:
Edwards Lifesciences LLC
Contract Number: ET19-0411

Panel Meeting of: February 22, 2019

ETP Regional Office: San Diego

Analyst: K. Hernandez

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing (E) Biotech/Life Sciences Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	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: 4,443	U.S.: 5,000	Worldwide: 9,845
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	19%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$850,000

Total ETP Funding
\$495,950

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	545	8-200	0	\$910	\$18.14
				Weighted Avg: 35			

Minimum Wage by County: Job Number 1: \$18.14/hr in Orange

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 \$2.14/hr may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Production Staff		100
Quality Specialist		100
Regulatory Specialist		70
Clinical Marketing Specialist		25
Clinical Sales Specialist		25
Technician		30
Project Managers		10
Engineers		80
Supervisors		35
Managers 1 & 2		70

INTRODUCTION

Founded in 1958 and headquartered in Irvine, Edwards Lifesciences LLC (Edwards) (www.edwards.com) develops, manufactures and markets medical devices and technologies used in the treatment of advanced cardiovascular disease and hemodynamic monitoring. The Company's product line is sold in over 100 countries to hospitals, physicians, and other healthcare providers. Edwards' products include tissue replacement heart valves, valve repair products, trans catheter heart valves, hemodynamic monitoring devices, and other critical care technologies that facilitate cardiac surgery procedures through minimally invasive surgery. Edwards has one California location in Irvine.

Veterans Program

Although Edwards may hire and train Veteran staff, the Company does not wish to include a separate Veterans job number. However, Edwards has created a formal effort to recruit those that have past military experience by building relationships with organizations like The Honor Foundation, Hiring Our Heroes, and MVP Vets to start building a pipeline of talent. The Company also attends job fairs focused on the military like the Service Career Academy Conference. In addition, Edwards provides Veterans Awareness Training to help hiring managers understand the value of hiring veterans, develop an awareness of the differences of those transitioning out and addressing the misconceptions that are sometimes in place around military talent.

PROJECT DETAILS

This is Edwards' eighth ETP Contract and the third in the last five years. Previous training focused on new and upgraded software, the Edwards Global Technical Training Program launch, and new cardiac surgery and heart valve therapy technologies. Training in this proposal will focus on the skills needed for its new facility.

To remain a leader in the life sciences industry, Edwards continues to expand its Irvine campus to keep up with customer demand for medical devices and biotechnology. The Company is investing in a new manufacturing center in Irvine to pilot the design and manufacturing of new medical devices. This investment in additional manufacturing space, equipment and office space is important for Edwards to grow its product capabilities with innovation and R&D. The new manufacturing center will help Edwards focus on the entire supply chain to reduce cycle times, improve overall quality and innovate new products in the marketplace.

Edwards needs to provide its frontline workers with Manufacturing Skills in the heart valve division and other emerging technologies. As Edwards continues to innovate and demand for its' new products increases; the organization relies on the ability to train its workers on improved production processes and procedures generated by these new products to remain competitive. New courses are being developed for the new pilot production line investments and new equipment. Examples include: Usability Engineering, Design for Manufacturing, Data Analytics, Global Manufacturing Excellence and Business Excellence Systems.

Production processes require continued streamlining and upgrading to increase efficiency. For example, Production Staff now work in a complex assembly line team instead of working from start to finish on each heart valve. Therefore, each Production Staff member requires significant Manufacturing Skills training to be certified in at least six of the assembly line steps. This increases the quality of the product, as each Production Staff member is required to check the work of the previous operation before doing their part of the operation.

Training Plan

Training will be delivered via Class/Lab in the following:

Business Skills: Training will be offered to Engineers and Technicians to increase data analytics, technical writing and customer communications to keep pace with product demand. Quality and Regulatory Specialists will focus on Global Technical Training and Technical Presentations.

Computer Skills: Engineers and Quality Specialists will train in the new Edwards Production Systems to validate new processes on the pilot line. Training focused on the Company's Product Lifecycle Management Program "Ignite" will continue to require extensive training especially for our Engineers and Quality Specialists.

Continuous Improvement: All occupations will take process improvement and quality courses critical to reducing waste and ensuring quality products. As new product design is rolled out in

the new manufacturing pilot center these skills will be necessary to expand these products to other regions.

Management Skills: Supervisors and Managers will participate in the Edwards Leadership Program as part of their management retention program and to ensure staff have the capabilities to support the company's growth strategy.

Manufacturing Skills: Training will be offered to Production Staff, Quality Specialist and Engineers. New classes in Risk Management and Usability Engineering, Design for Manufacturing, and Software Validation are key to ensure new products are effectively designed and manufactured. The company is also introducing a new training program called Business Excellence Systems that will enhance lean principles in the workforce. Production Staff and Technicians will received training focused on the new equipment in the manufacturing pilot lines.

Certified Safety Training

1. 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. In this proposal, Production Staff and Quality Specialist will receive up to 24 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, the certification entity has not yet been determined.

Commitment to Training

In 2018, Edwards invested \$2 million in training at the Irvine facility. Training includes good documentation practices, production skills, project management, six sigma training and global business practices.

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

➤ Training Infrastructure

Training will be delivered by in-house trainers and vendors as needed. The Director of Technical Training will oversee overall administration of the project. The Learning Coordinator & Training Documentation lead will execute the training plan and coordinate the training effort to ensure proper record keeping procedures are in place. Edwards also retained California Manufacturers & Technology Association to assist with project administration.

Learning Management System

Edwards has requested to utilize electronic recordkeeping. ETP staff has reviewed and approved the Company's learning management system.

PRIOR PROJECTS

The following table summarizes Edwards' performance under ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0306	Irvine	02/01/16 – 01/31/18	\$472,000	\$353,401 (75%)
ET14-0208	Irvine	10/28/13 – 10/27/15	\$495,000	\$409,907 (83%)

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

California Manufacturers & Technology Association in Sacramento assisted with development for a flat fee of \$16,500.

ADMINISTRATIVE SERVICES

California Manufacturers & Technology Association 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

- Data Analytics
- Technical Writing
- Project Management
- Marketing
- Technical Presentations
- Advanced Product Knowledge
- Customer Communications
- Global Technical Training Program
- Risk Management

COMPUTER SKILLS

- Product Lifecycle Management Software, Ignite
- Enterprise Resource Planning Software (Oracle)
- Control Charts
- Core Imaging
- Minitab/Matlab Software Tools
- Non Normal Data Analysis Systems
- Advanced Desktop Applications
- CAD Design – Pro E
- CREO I, II, III CAD – Pro Engineer
- Solidworks
- Advanced Software Validation
- Configuration Management II
- Workday

CONTINUOUS IMPROVEMENT

- Starr Technical Training Program
- Business Excellence Systems Training
- Edwards Production System
- APICS Certification
- Continuous Innovation (Machine Learning, Big Data & Digitization)
- Product Definition
- Product Design
- Good Clinical Practices
- Lean Manufacturing
- Problem-Solving/Troubleshooting Skills
- Production Operations
- Process Improvements
- Teambuilding
- Quality Concepts
- Project Management
- Mini Tab
- Statistical Process Control
- Process Validation
- Software Validation
- Mistake Proofing
- Root Cause Analysis

- Organizational Change Management-Certification
- Geometric Dimensioning and Tolerance
- Preventive Maintenance & Calibration
- Test Method Validation
- Design Control
- Design of Experiments
- Technical Information Mapping
- Regulatory Inspection Procedures
- Good Laboratory Practices
- ISO Internal Auditing
- Audit Readiness
- Global Model Master
- ROHS – Product Surveillance
- Global Supply Chain Excellence
- Design For Manufacturing

HAZARDOUS MATERIALS

- Chemical Hygiene/Safety for Laboratories
- Waste Management
- Hazard Communication
- Hazardous Waste and Bio-Waste for Laboratories
- Storm Water Discharges

MANAGEMENT SKILLS (Managers/Supervisors Only)

- Change Management
- Leadership Skills for Managers
- Business Strategies
- Global Negotiations
- Operations & Supply Chain Management
- Finance for Non-Financial Managers
- Critical Thinking for Managers
- Innovation & Product Development
- Healthcare Economics
- Marketing in a Global Economy
- Leading at Edwards
- Situational Leadership II
- Performance Management & Coaching
- Talent Management and Competency Skill Assessment

MANUFACTURING SKILLS

- BioDesign
- Edwards Research Center Wet Labs
- Heart Valve Clinical
- Production and Equipment Operations
- Manufacturing Biological & Non-Biological Products
- Cross-Training on Production Operations
- Manufacturing Assembly Standards & Procedures
- Risk Management and Usability Engineering

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



RETRAINEE - JOB CREATION

Training Proposal for:

Hunter Industries Incorporated

Contract Number: ET19-0413

Panel Meeting of: February 22, 2019

ETP Regional Office: San Diego

Analyst: K. Hernandez

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego, Los Angeles	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: 1,002	U.S.: 1,305	Worldwide: 2,556
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	11%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$595,350

Total ETP Funding
\$458,640

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, PL-Mfg. Skills	685	08-200	0-100	\$624	\$17.70
				Weighted Avg: 24			
2	Retrainee Job Creation Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, Mgmt. Skills, Mfg. Skills, OSHA 10/30, PL-Mfg. Skills	50	08-200	0-100	\$624	*\$14.74
				Weighted Avg: 24			

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

Minimum Wage by County: Job Number 1: \$18.56/hr in Los Angeles and \$17.70/hr in San Diego

Job Number 2(Job Creation): \$15.47/hr in Los Angeles, \$14.74/hr in San Diego

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 \$2.45/hr may be used to meet the Post-Retention Wage for Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
General Production & Distribution Center Staff I		210
General Production & Distribution Center Staff II		135
Professional Administrative Staff		33
Engineers & Software Developers		75
Technical Experts & Specialists		95
Sales & Customer Support		25
Professional Business Support		35
Supervisors/Managers		77

Job Number 2		
General Production & Distribution Center Staff I		30
Professional Administrative Staff		2
Engineers & Software Developers		4
Technical Experts & Specialists		4
Professional Business Support		2
Supervisors/Managers		8

INTRODUCTION

Founded in 1981 and headquartered in San Marcos, Hunter Industries Incorporated (Hunter) (www.hunterindustries.com) manufactures products for irrigation, outdoor lighting, dispensing technology and custom manufacturing sectors. Hunter offers a diverse array of water- and energy-efficient products utilized everywhere for residential landscapes, commercial campuses, stadiums, theme parks, city parks, hotels, municipal buildings and golf courses. The Company's core business is producing products that allow irrigation professionals to create solutions that use minimal water and energy to create optimal landscape function and ambiance. The current product line includes pop-up gear-driven rotors, high-efficiency rotary nozzles, spray sprinklers, valves, controllers, central controllers, professional landscape drip and weather sensors.

In 2017, Hunter purchased Dispensing Dynamics International, Inc. (DDI) as a wholly-owned affiliated company. Located in City of Industry (Los Angeles County), DDI offers customers a wide variety of paper, soap and air dispensing products for bathroom facilities. Both locations will participate in training. This is Hunter's second ETP Contract, and the first in the last five years.

Veterans Program

Although Hunter may hire and train Veteran staff, the Company does not wish to include a separate Veterans job number. The location of their headquarters in San Diego County, where the military has such a strong presence, organically provides them with veteran talent who are actively seeking employment via posted job advertisements on their career site. In addition, Hunter's Human Resources Department partners with The Honor Foundation, a non-profit organization which assists veterans as they transition out of their military service and into the civilian employment, and Hunter hosts their veteran fellows for open houses, tours and career fairs.

PROJECT DETAILS

Hunter is driven to increase profits by diversifying products and targeted industries. Therefore, Hunter must increase its manufacturing capacity to meet the market demand for new and existing products. To meet sales growth and product diversifications needs, Hunter is increasing its manufacturing capacity by investing in new equipment, new technologies, automation and software driven process improvement initiatives. In 2018, Hunter invested approximately \$10 million in new assembly machines and automated molding equipment at the San Marcos facility to meet manufacturing demand. Hunter also invested in new process software technologies and new software technology for sales growth and product diversification investments in 2019.

The recent investment in new manufacturing equipment requires the General Production Staff to acquire the skills necessary to support the implementation of new assembly machines and automated molding equipment aligned with process software technologies.

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.

Hunter is increasing its manufacturing capacity by hiring 50 new employees (Job Number 2) to an existing function. The Company's expansion of current product lines and the development of new products will require additional staff (General Production & Distribution Center Staff I) over the next year to keep pace with customer demand. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Training will be delivered via Class/Lab, Productive Lab (PL) and Computer Based Training (CBT) in the following:

Business Skills: Training will be provided to all occupations in new business processes that are being implemented as a result of diversifying products and targeted industries.

Computer Skills: Training will be provided to all occupations to increase production and acclimate to new operating processes.

Continuous Improvement: Training will be provided to Technical Experts & Specialists and Engineers & Software Developers to sustain and enhance growth. Training includes Lean 6 Sigma and Lean Manufacturing.

Management Skills: Training will be provided to Supervisors/Managers on the Fundamentals of Supervision and Leadership Development.

Manufacturing Skills: Training will be provided to General Production & Distribution Center Staff I and II in new manufacturing processes for Assembly, Machining and Inventory Controls. Training will help General Production & Distribution Center Staff I and II better manage increased production demands.

Certified Safety Training

1. OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
2. 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. In this proposal, General Production & Distribution Center Staff I and II will receive up to 24 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, the certification entity has not yet been determined.

Productive Laboratory

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

Hunter will provide approximately 40 hours of PL training in Manufacturing Skills for approximately 250 General Production & Distribution Center Staff I and II to supplement Class/Lab training. PL training provides specific Manufacturing Skills on the latest equipment, tools, processes and technology. Due to Hunter's recent and ongoing investment in expanding manufacturing capacity for multiple product lines, there is an increased demand to provide PL training. PL training will enable workers to train on actual production processes: MP Rotator Assembly, PGP Assembly, Mold Cleaning Process and Nissei TACT III Maintenance. Trainees will utilize the following equipment: advanced injection molding machines, automation machines, and Micron Transfer machines. Training will be at a much slower pace than regular operations with higher defects as trainees gain proficiency.

Trainers are subject-matter experts and trainees will be under direct supervision at all times. The trainer's role will be to impart knowledge, observe, verify comprehension, and submit appropriate training documentation to the training department. Training will be provided at a 1:3 trainer-to-trainee ratio because a percentage of PL is typically delivered in small teams of three.

Computer-Based Training (CBT)

CBT training will be provided as an extension to Hunter's Class/Lab training. This additional training will ensure trainees are increasing information retention. CBT training will focus on critical Manufacturing Skills.

Commitment to Training

In 2018, Hunter invested \$1.4 million in training for both California locations with a majority of training at the San Marcos location. The training included OSHA 10/30, Hunter's leadership development programs, and job specific technical skill development. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Senior Manager of Global Talent will manage the administration of the project with the help of the Organizational Development (OD) team. The Learning and Instructional Design (LIDS) team will develop and deliver custom, in-house technical training for General Production Staff. Hunter has retained California Manufacturers & Technology Association to help with project administration. Training will be delivered by in-house experts and vendors as needed.

Learning Management System

Hunter will utilize electronic recordkeeping. ETP staff has reviewed and approved the Company's learning management system.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

California Manufacturers & Technology Association in Sacramento assisted with for a flat fee of \$4,000.

ADMINISTRATIVE SERVICES

California Manufacturers & Technology Association will also perform administrative services for a fee not to exceed 10% 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

- Marketing & Selling Skills
- Negotiating
- Communication Skills
- Writing Skills
- Conflict Resolution
- Accountability

COMPUTER SKILLS

- Microsoft Office Skills (Intermediate/Advanced)
- HR Information Systems Training
- Computer Security

CONTINUOUS IMPROVEMENT

- Lean 6 Sigma
- KPI Overview & Application
- Lean Manufacturing Overview
- Agile Management

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

HAZARDOUS MATERIALS

- HAZMAT Training
- Identifying Hazards
- Acetal Burn Response

MANAGEMENT SKILLS (Managers/Supervisors Only)

- Fundamentals of Supervision Training
- Leadership Development Training

MANUFACTURING SKILLS

- Assembly
- Machining
- Production Lines
- Inventory Controls

Productive Lab Hours

0-40

MANUFACTURING SKILLS (Ratio 1:3)

- 1940 Instron Machine
- MP Rotator Assembly
- PGP Assembly
- Picker Safety and Troubleshooting
- Nissei TACT III Maintenance
- Mold Cleaning Process

CBT Hours

0-100

COMPUTER SKILLS

- Computer Troubleshooting (0.50)
- Ignition Home Window (0.83)
- Ignition Molding HMI (0.55)
- Ignition Overview Training (0.17)
- IS Security Training 2017 Q2 (0.38)
- Sending a Basic E-Mail in Outlook (0.17)
- UltiPro Learning (0.52)

CONTINUOUS IMPROVEMENT

- CSTR Training Videos (0.13)
- Distribution Center: Receiving Procedures (2.25)
- Distribution Center: Shipping Procedures (3.75)
- Introduction and Principles of Lean (0.67)
- KPI Application Training (0.70)
- KPI Employee Training (0.73)
- KPI Manager Training (0.72)
- Split Shipments (Partials) (0.42)

HAZARDOUS MATERIALS

- 3 Points of Contact Verification (0.25)
- Acetal Burn Response Training (1.00)
- New Hire HAZCOM Program (0.43)
- Personal Protective Equipment Training (0.50)
- PIT Program: Distribution Center Module 3 (0.50)
- Powered Industrial Trucks Training (1.42)
- Preventing Distracted Driving Training (0.28)

MANAGEMENT SKILLS (Managers/Supervisors Only)

- Ideas Portal (0.18)
- Leadership Courses (2.57)

MANUFACTURING SKILLS

- 1940 Instron Machine (0.95)
- ABS Material Regrind (0.67)
- AEC T75 Water Temperature Controller Training (0.45)
- Barcode Scanner Training (0.33)
- Drier Bins A30/A60 (0.52)
- Dry Air Generator (0.62)
- Extrusion Acceptable Line Driller Regions (0.42)
- G85 Assembly Certification (0.75)
- Gammaflux 12 Zone Mold Temp Controller Training (0.65)
- Gammaflux 24 Zone Mold Temp Controller Training (0.48)
- Geometric Dimensioning & Tolerancing Training (1.50)
- Harrington Electric Hoist Training (1.05)
- Home Depot - Picking UPS Shipments (1.00)
- Home Depot LTL Shipments (1.00)
- Husky 12 Zone Mold Temperature Controller Training (0.50)
- LANTECH Product Pallet Wrapper Training (0.33)
- Machine Part Tag Training (0.17)

- MasterControl Creator Revisor UPK's (0.08)
- MasterControl Reader UPK's (0.08)
- Math for Molders Part 1 (2.48)
- Math for Molders Part 2 (3.10)
- Math Videos (3.12)
- Mold Protection Training (0.50)
- Mold Pull & Setup Training of Level 1 Molds (2.22)
- Mold Pull Training of Level 2 Molds (1.17)
- Motan System Controller Training (0.43)
- MP Machine Certification (2.67)
- MP Machine Training (2.50)
- Nissei MPR Deflector Mold Setup Instructions (0.53)
- Nissei TACT III Controller Training (3.30)
- Nissei TACT IV Controller Training (1.62)
- ORION Product Pallet Wrapper Training (0.33)
- PGP Burst Test Training (0.17)
- PGP Label Printer 1 (0.42)
- PGP Label Printer 2 (0.30)
- PGP Part Knowledge Assessment (2.00)
- PGP Pre-Insert Machine Training (0.83)
- PGP Retail Training (0.25)
- PGP Sub Assembly Shutdown Procedures (0.37)
- Plastic Resin Blender (0.58)
- Plastic Resin Loader (0.45)
- Power Counter: Lift Stacker Operations Training (0.33)
- Process Training - Fill Only (0.42)
- PS Label Machine Training (0.33)
- Quality Inspections for Molding (0.58)
- RX-8 Sailor Sprue Picker Training (0.45)
- Sailor RX-8 Sprue Picker Training (0.83)
- SMED Training (0.23)
- Spanco Industrial Gantry Training (0.27)
- SPC Analytics (0.17)
- SPC Setup (0.75)
- SR Bi-Cutter Granulator Training (0.62)

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.



RETRAINEE - JOB CREATION

Training Proposal for:

PCL Construction Services, Inc.

Contract Number: ET19-0394

Panel Meeting of: February 22, 2019

ETP Regional Office: San Diego

Analyst: H. Bernard

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative SET	Industry Sector(s):	Construction (C) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, San Diego	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: 295	U.S.: 1,686	Worldwide: 4,000
<u>Turnover Rate:</u>	11%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$553,000

Total ETP Funding
\$248,430

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SET	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., HazMat, OSHA 10/30	223	8 - 200	0 - 100	\$910	\$24.13
				Weighted Avg: 35			
2	Retrainee Job Creation Priority Rate SET	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., HazMat, OSHA 10/30	50	8 - 200	0 - 100	\$910	*\$14.74
				Weighted Avg: 35			

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

Minimum Wage by County: Job Number 1(SET/Priority Industry): \$24.13 per hour
 Job Number 2(SET/Job Creation): \$14.74/hr. in San Diego County; \$15.12/hr in Orange County; and \$15.47/hr in 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 \$2.50 per hour may be used to meet the Post-Retention Wage in Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Accounting Staff		20
Operations Staff		155
Estimating Staff		13
Scheduling Staff		3
Virtual Construction		5
Marketing Staff		9
Administrative Staff		13
Systems/IT Staff		5
Job Number 2		
Estimating Staff		5
Operations Staff		40
Virtual Construction Staff		5

INTRODUCTION

Founded in 1906, PCL Construction Services, Inc. (PCL) (www.pcl.com) provides construction management, pre-construction services, general contracting, virtual design and construction technology services. The Company's international headquarters is located in Edmonton, AB, Canada and the US headquarters is located in Denver, Colorado. The Company has multiple locations within the United States and worldwide. This proposal will include training at PCL's locations in Glendale, Tustin and San Diego.

The Company delivers services across many building sectors including higher education, civic aviation, sports and entertainment and residential projects. Customers include UCLA and UC Irvine, where the Company has worked on projects such as residence halls, libraries and laboratory facilities. Currently, PCL is working on projects at the Los Angeles and San Diego International Airports, Disney, the Anshutz Entertainment Group, Universal Studios, LA Live event center and the Stubhub Center.

Veterans Program

PCL actively recruits Veterans through career fairs and employee referrals. However, the Company is not requesting a Veterans Job Number.

PROJECT DETAILS

PCL has steadily grown in California and anticipates continued growth in excess of 40% over the next two years. The current construction economy is providing the Company opportunities for new public and private sector work, and evolving technology demands greater workforce productivity. In 2017, PCL's California locations hired 64 new staff and anticipates hiring approximately 100 new staff to fulfill project needs for upcoming jobs. New workers will support projects such as a redevelopment of San Diego's Seaport Village, and a Consolidated Rental Car Facility at LAX. Further, PCL will be working with civic customers including the City of San Diego and UC San Diego.

In addition, there are many changes in technology related to lean process improvement, metric data capture, automation, artificial intelligence, virtual reality and augmented reality that the Company must address. To stay competitive, PCL must train staff on all emerging technologies and updates to existing technologies. Further, the Company has acquired a new Faro Laser Scanner and DJI Mavic Pro 2 Drone (\$75,000). This new equipment will allow staff to supplement Building Information Modeling (BIM) coordination, verify field conditions, and reduce laborious efforts previously required to take photo and manual measurement. The new equipment will also allow staff to complete tasks previously outsourced.

Finally, PCL must cross-train staff across many positions to supplement work and provide lateral skillsets. For example, training on Navisworks, a software program specific to Virtual Construction positions, will be provided to staff in Operations and Marketing to supplement their project workflows. Currently the Company is committed to training all staff at least 35 hours annually.

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. PCL is expanding existing business capacity by adding newly-hired employees to an existing function due to significant growth overall.

The Company will hire 50 new employees (Job Number 2) in this project. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract.

Training Plan

Training will be provided via Class/Lab and Computer-Based Training in the following:

Business Skills: Accounting Skills, Change Management, Communication Skills, Leadership Skills for Frontline Workers, Marketing & Business Development and Project Management Skills

Commercial Skills: LEED, Estimating, Scheduling, Product Knowledge and Site Awareness

Computer Skills: BIM, Computer-Assisted Drafting, Project Document Control, Financial Accounting Software, Construction Software, Marketing Software, Estimating Software, and Laser Scanning & Processing

Continuous Improvement: Quality & Process Improvement, Problem Solving & Frontline Decision-Making Skills, Study Action Teams

Hazardous Materials: The following topics do not qualify under ETP’s guidelines for Certified Safety Training: Handling Hazardous Materials, Asbestos Abatement and Lead Abatement

Certified Safety Training

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

Computer-Based Training

PCL will provide CBT to all occupations in Commercial Skills. This will assist PCL with training and cross-training goals. Training will include: Environmental Management Training, Mobile Cranes, Personnel Baskets, and Rigging, Heavy Equipment, Scaffolding, Grinders, Light Tower, Material and Equipment Handling.

Special Employment Training

Under Special Employment Training (SET), the participating employer is not required to demonstrate out-of-state competition. PCL is in a priority industry and as such, in order to qualify under SET, trainees must be earning at least the modified statewide average hourly wage at the end of the retention period for trainees in Job Number 1.

Wage Modification

The Panel may accept a SET wage modification for a priority industry from \$32.18 to \$24.13. PCL is requested the wage modification for Job Number 1.

Temporary to Permanent Hiring

The Company will train four workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 2). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for “converting” temporary workers into full-time permanent employment is 180 days. It is

expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

Under Panel guidelines for the Temporary to Permanent program, these trainees must be eligible to participate in ETP-funded training pursuant to Unemployment Insurance Code Section 10201(c). Trainees cannot be enrolled until after they have been hired by the Company into full-time, permanent employment. Until they are hired, retention and post-retention wage requirements cannot be met, and the Company will not receive progress payments.

Commitment to Training

PCL annual California training budget is \$192,000 and includes Ethics, Code of Conduct, Personal Accountability, Effective Meetings, Using Social Media, Diversity & Inclusion, Pre-Job and Safety Instructions and Sexual Harassment Prevention. 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

PCL is ready to start training in early 2019. The Area Manager and the Virtual Construction Staff will oversee this project. It will be administered by the HR Professional Development Advisor and Coordinator positions in the Company's Glendale office. Administrative Assistants in the Tustin and San Diego offices will collect ETP training rosters and send to staff in Glendale. A total of seven staff will work to ensure success of the ETP training project. Further, all training is scheduled via the Company's intranet training page, where staff may also access the computer based training modules as well. Training will be delivered by in-house experts and vendors as needed.

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

- Accounting Skills
- Change Management
- Coaching
- Client Relations
- Effective Communications Skills
- Frontline Leadership Skills
- Marketing & Business Development
- Performance Management/Goal Setting
- Project Management Skills

COMMERCIAL SKILLS

- Leadership in Energy and Environmental Design
- Construction Estimating/Scheduling & Operations Skills
- Product Knowledge Skills
- Site Awareness

COMPUTER SKILLS

- Building Information Modeling & Computer-Assisted Drafting Skills
 - 360 Field/Glue
 - Revit
 - Navisworks
 - PartsLab
 - Synchro
 - Virtual Reality
 - Bluebeam
- Project Document Control
- Financial Accounting Software Skills
- Estimating Software Application Skills
- Construction Software & Scheduling Application Skills
- Marketing Software Application Skills
- Customer Relationship Management - Deltek
- Microsoft Office (Intermediate/Advanced)
- Information Management/Power BI
- Laser Scanning/Processing Skills

CONTINUOUS IMPROVEMENT

- Study Action Teams
- Quality & Process Improvement
- Problem Solving
- Frontline Decision-Making Skills

HAZARDOUS MATERIALS

- Handling Hazardous Materials
- Asbestos Abatement
- Lead Abatement

OSHA 10/30 (OSHA Certified Instructor)

- OSHA 10
- OSHA 30

CBT Hours

0 – 100

COMMERCIAL SKILLS

- Global Harmonization System of Classification and Labeling of Chemicals (.5 hr)
- Environmental Management Training/Sustainable Business Practices-General Stream (1 hr)
- Environmental Management Training/Sustainable Business Practices-Estimating/Business Development Stream (1.5 hr)
- Environmental Management Training/Sustainable Business Practices-Finance and Administration Stream (1hr)
- Environmental Management Training/Sustainable Business Practices-Operations Stream (4 hr)
- Environmental Stream (2.5 hr)
- Project Document Control File Management and Solutions Site and Safety Management (3 hr)
- Hand and Finger Injury Prevention (.5 hr)
- Tower Cranes (.5 hr)
- Mobile Cranes, Personnel Baskets and Rigging (1 hr)
- Worker and Material Hoist (.5 hr)
- Trenching and Excavation (1 hr)
- Hazcom/Workplace Hazardous Materials Information Systems (.5 hr)
- Control of Hazardous Energy (.5 hr)
- Compressed Gasses (.5 hr)
- Heavy Equipment (1 hr)
- Cutting and Welding (.5 hr)
- Respiratory Protection (.5 hr)
- Confined Space Entry (1 hr)
- Commercial Driving (.5 hr)
- Scaffolding (.5 hr)
- Asbestos Abatement (1 hr)
- Lead Abatement (1 hr)
- Demolition (.5 hr)
- Silica Protection (.5 hr)
- Mold Guidelines (1 hr)
- Fall Protection (.5 hr)
- Grinders (.5 hr)
- Aerial Platform Work (.5 hr)
- Hydrotesting (.5 hr)
- Heat Stress Prevention (.5 hr)
- Working in Cold Environments (.5 hr)

- First Line Breaks (.5 hr)
- Electrical Safety for Construction Workers (.5 hr)
- Flammable Liquid and Storage and Handling (.5 hr)
- Flagging and Barricades (.5 hr)
- Abrasive Blasting (.5 hr)
- Cleaning with Solvents (.5 hr)
- Construction Equipment (.5 hr)
- Portable Ladders (.5 hr)
- Light Tower (.5 hr)
- Radiation Safety (.5 hr)
- Sanitation and Drinking Water (.5 hr)
- Hand and Power Tools-Drills (.5 hr)
- Hand and Power Tools-Saws (.5 hr)
- Hand and Power Tools-Hand, Powder, and Pneumatic Tools (.5 hr)
- Hand and Power Tools-Hand, Hydraulic (.5 hr)
- Material and Equipment Handling (.5 hr)
- Marine Operations (.5 hr)
- Introduction to Bluebeam (2 hr)
- Doing Business with the Government (2 hr)
- Project Document Control (1 hr)

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



**Training Proposal for:
Abbott Vascular, Inc.**

Contract Number: ET19-0412

Panel Meeting of: February 22, 2019

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Veterans	Industry Sector(s):	Manufacturing (E) Biotechnology and Life Sciences (54+) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Clara, San Mateo, and Riverside County	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: 3,500	U.S.: 50,000	Worldwide: 99,000
<u>Turnover Rate:</u>	9%		
<u>Managers/Supervisors:</u> (% of total trainees)	9%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$983,250

Total ETP Funding
\$603,200

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Veterans Priority Rate	Computer Skills, Cont. Improv., Mfg. Skills, PL-Mfg. Skills	800	8-200	0-48	\$754	\$17.70
				Weighted Avg: 29			

Minimum Wage by County: Santa Clara and San Mateo County - \$19.31, Riverside County - \$17.70

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.

The trainees in Riverside County will be meeting the \$17.70 without benefits. Trainees in San Mateo and Santa Clara counties will meet the \$19.31 without benefits.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrators		75
Engineers		100
Managers/Supervisors		75
Production Workers/Operators		500
Technicians		50

INTRODUCTION

Founded in 2006 and headquartered in Santa Clara, Abbott Vascular (AV), www.abbottvascular.com, is a subsidiary of Abbott Laboratories, a 120-year old Corporation based in Illinois. AV designs, manufactures, and markets medical devices including vessel closures and structural heart products for the treatment of cardiovascular diseases and management of chronic pain and movement disorders. Some of AV's customers include hospitals, surgical-centers, long-term care facilities, imaging centers, and drug manufacturers.

AV employs 3,500 full-time staff at three California facilities. AV's headquarters is in Santa Clara, housing Executive, Marketing, Human Resource, IT, and Research Operators. The Temecula and Menlo Park facilities houses Manufacturing and Support Operators. Training will be conducted at the company's Santa Clara, Temecula and Menlo Park facilities.

This is AV's fifth ETP contract, second in the last five years. In the previous project, training focused on cross-training frontline manufacturing workers to use state-of-the-art biotech machines, tools, and techniques in a clean room environment to manufacture AV's product

portfolio. Under this Contract AV will cross-train production/operation workers in new biotech manufacturing equipment, as the courses under the previous contract have changed and are no longer available. Additionally, trainees will receive training on a new quality initiative, Job Instruction (JI).

Veterans Program

The Panel has established an incentive for training California Veterans. In this proposal, AV is committed to hiring 40 Veterans. AV uses recruitment firms that specialize in hiring Veterans and maintains a web portal for Veterans to show how experiences in the military translate into careers at AV.

PROJECT DETAILS

There has been significant changes in the medical device industry over the past several years. The world's aging population, driven by increasing life expectancy, represents a major demand for medical devices. To meet demand and remain competitive, AV must develop new products/technologies to manufacture those products to meet quality and reliability standards. To accomplish this, AV is committing to research and development, new manufacturing equipment, and workforce training. Abbott Laboratories spent \$2.2 billion in research and development in 2017.

Training will focus on improving skills of the front-line manufacturing workforce. The manufacturing of AV's products is becoming more complex due to strict regulatory requirements. In effort to maintain product quality reduce waste and errors in the manufacturing process, AV is implementing a new manufacturing training technique called Job Instruction (JI). JI is a program designed to develop basic stability in the manufacturing processes and teaches production workers to perform a job correctly, safely, and conscientiously. By utilizing JI, AV anticipates gaining workflow efficiency by reducing production time, waste, and accidents.

Trainees will also receive training on updated equipment such as a Pin Gauge, Microscope-Leica, Pressure Gauge, Omega Thermocouple, Ametek Tachometer, and much more.

Training Plan

Training will be delivered via Class/Lab, Productive Lab, and Computer Based Training (CBT) in the following:

Computer Skills: Training will be provided to Administrators, Engineers, Technicians, and Managers/Supervisors. Training will focus on desktop applications, advanced levels of computer-assisted design (CAD) software, personal productivity software, the Company's in-house business computer applications for inventory, account management, manufacturing control, and a customized and comprehensive training in an updated Manufacturing Enterprise Software (MES). The updated MES system is now cloud-based, allowing more capabilities in operation procedures.

Continuous Improvement: Training will be provided to all occupations. Frontline Production Workers, Technicians, Engineers, Administrators, will learn techniques to help them reduce costs, work in teams, lead teams, and find root causes of problems in the manufacturing environment. While Supervisors and Managers will be provided with leadership/coaching skills.

Manufacturing Skills: Production Operators will be trained to operate specialized equipment used in AV's clean room facilities. Trainees will gain cross-functional production skills on several newly-purchased pieces of production equipment, and learn new manufacturing assembly techniques, including thermal bonding. The overall objective is to train workers to use special

biotech tools and equipment in a highly technical assembly process with significant quality requirements set by regulators.

Productive Laboratory

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

AV will use PL training in conjunction with JI to deliver the high volume of the critical manufacturing skills required for Operators. A total of 500 employees (Temecula 350, Menlo Park 100 and Santa Clara 50) working as front-line Production Workers/Operators who directly interface with new and improved manufacturing processes in the clean room will attend productive lab (PL) training.

PL training will ensure that Operators acquire the critical skills needed to perform their jobs at a quality standard acceptable by the FDA and other regulatory bodies. PL training at AV is an interactive training event directly supervised by a qualified trainer. The trainer's time is dedicated to the delivery of PL. The trainer-to-trainee ratio is 1:1. Operators are certified competent only after completing all PL assignments and passing a skills competency test. Upon certification of competency, the trainee can independently produce goods for sale.

AV is requesting 60 hours for PL training. PL training is the predominant manufacturing skills learning method used by AV because it is the most effective form of job training. PL training will ensure production workers acquire the skills needed to operate complex biotech manufacturing equipment and meet internal/reliability standards, FDA requirements, and customer needs. In addition, AV's The forty-hour cap for PL is not enough time for AV to teach critical manufacturing skills.

Computer-Based Training (CBT)

CBT will be provided to all occupations in Computer Skills and Continuous Improvement. CBT will allow employees to take some of the courses at their own pace without instructor interaction.

Impact/Outcome

As trainees progress through the proposed manufacturing skills curriculum, they will attain documented certification of competency for each significant manufacturing tool and/or procedure they learn. Certifications will be on various biotech machines including Balloon Wrappers, Stent Crimpers (Balloon-Expandable), Heart Valve Crimpers, Radial Force Testers, Heart Valve Testers, Band Swaggers, Band Positioners, Stent Loaders (Self-Expanding), Wire Fatigue Testers, Sort Crimpers, Holding Tools and Quick Connector machines. All the proposed training delivered with ETP support will provide employees with highly marketable and transferable skills.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. The annual statewide training expenditure per facility in California is \$750,000. The proposed ETP curriculum will build on, but not overlap, basic instruction and orientation training already provided by the Company.

AV currently funds all training in OSHA and FDA-mandated safety regulations; rudimentary job skills; new hire orientation; ergonomics; legal issues; harassment prevention; confidentiality;

internal accounting systems; basic desktop training in Microsoft Word, Excel, and PowerPoint; and basic management and executive development. The Company will continue to fund all its on-going training.

Training Infrastructure

AV is ready to start training upon approval. Training will be administered and overseen by AV's Human Resource Generalist. Additionally, AV's Abbott Training Management System (ATMS) Coordinator, Records Handler, and HR Business Manager will assist the HR Generalist in scheduling training and documenting training hours. There will be several internal training instructors at each location to facilitate training. AV also hired Herrera & Company to assist with administration.

Electronic Record Keeping

The LMS has been reviewed and approved by ETP staff and will be used for reporting trainees and hours under this contract.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes Contractor's performance under an ETP Contract that was completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
ET14-0219	Santa Clara	11/18/13 – 11/17/15	\$1,310,496	\$1,210,228	(92%)

AV met the hiring/enrollment goals for Job Creation in this project but fell short in the number of training hours delivered. According to company representatives, AV hired more professional staff than manufacturing staff which required fewer training hours than forecasted.

DEVELOPMENT SERVICES

The Company retained Herrera & Company in Stockton to assist with development of this proposal for a flat fee of \$8,750.

ADMINISTRATIVE SERVICES

Herrera & Company will also perform administrative services in connection with this proposal for an amount not to exceed 13% of payment earned.

TRAINING VENDORS

Training will be delivered primarily by in-house subject matter experts. External training vendors to be determined.

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

CONTINUOUS IMPROVEMENT SKILLS

- ✦ Product quality and reliability
- ✦ Product Knowledge
- ✦ Design for excellence
- ✦ Quality fundamentals/core skills for Job Instruction (JI)
 - Improving employee safety
 - Creating higher levels of manufacturing productivity
 - Reducing costs
 - Maintaining best practices to meet FDA requirements
 - Learning systematic approach to create consistency
- ✦ Leadership / Coaching Skills
 - Leading cross-functional teams
 - Efficiency workflow
 - Facilitation skills and mentorship
- ✦ Lab Automation and Robotics
- ✦ Advanced Product quality and reliability
- ✦ Design Tools and Practices
- ✦ Failure Modes and Effects analysis
- ✦ Process Improvement Training
- ✦ Problem Solving Tools and Techniques
- ✦ Advanced Project Management

COMPUTER SKILLS

- ✦ Programming languages
- ✦ Management and manufacturing control systems
- ✦ Materials and logistics software development
- ✦ Project management software tools
- ✦ Business System Processing
- ✦ Advanced Manufacturing Control Systems
- ✦ Software and Informatics
- ✦ Advanced Manufacturing Lab Applications
- ✦ Advanced eBusiness Applications
- ✦ Advanced Desktop Productivity Applications
- ✦ Project Management Software Tools

MANUFACTURING SKILLS

- ✦ Lean manufacturing
- ✦ Manufacturing process cross training
- ✦ Machine operations, calibration, and maintenance
- ✦ FDA manufacturing procedures and protocols
- ✦ Manufacturing assembly standards and procedures
- ✦ Production and equipment operations
- ✦ Clean room operations (hazmat, gowning, protocol)
- ✦ Product transfer/workflow
- ✦ Restricting of hazardous substances
- ✦ Technical qualifications and certifications

✚ Testing and troubleshooting skills

Productive Lab Hours (1:1)

0-60

MANUFACTURING SKILLS

- ✚ Production and equipment operations
- ✚ Manufacturing process cross training
- ✚ Machine operations, calibration, and maintenance
- ✚ Assembly Guide Accessory Pack
- ✚ Automated Proximal Marking Machine Process
- ✚ Automated Proximal Obturator Assembly
- ✚ Balloon Milling
- ✚ Bond Tip Ring Steerable Sleeve
- ✚ Bonded Coil Inspection
- ✚ Bonded Shaft Inspection
- ✚ Balloon Press
- ✚ Calibration Pro for Bar Sealer
- ✚ Calibration for Propanol Dripping Rig
- ✚ Calibration for Component Drying Oven
- ✚ Calibration for Lloyd Tensile Tester
- ✚ Calibration Procedure for Extruder
- ✚ Calibration Procedure for the Guidewire
- ✚ Calibration Procedure for Thermal Bonder
- ✚ Calibration Procedure for VP Coil Winder
- ✚ Clip Weldment Subassembly Washing
- ✚ Coil and Cable Assembly
- ✚ Covered Clip Sub-Assembly Cleaning
- ✚ Delivery Catheter Tray Preparation
- ✚ DES Fundamentals
- ✚ DES Line Clearance Procedure
- ✚ DES Coated Stent Inspection
- ✚ Final Steerable Guide Assy. Inspection
- ✚ Formulation of Blue Dichloromethane
- ✚ Handle Body sub Assembly
- ✚ Laser Gauging System
- ✚ Laser Operations
- ✚ Measure and Inspect Balloon
- ✚ Packaging of Final Pack (RX Product)
- ✚ Proximal Adaption
- ✚ Quality Inspection Medical Surveillance
- ✚ Sheath Crimping Certification
- ✚ Sleeve Toggle Sub-Assembly
- ✚ Snared Knot Pusher Assembly Certification
- ✚ Split Mold Stent Security Machine SMSSM
- ✚ Strength of Union of GW Core Wire and Coil
- ✚ Support Coil Production
- ✚ Suture Assembly Certification
- ✚ Support Plate Packaging

CBT Hours

0-48

COMPUTER SKILLS

- + Manufacturing Resources Planning (1 hr.)
- + Electronic Record Management (0.5 hr.)
- + Database Design (2 hr.)
- + Computer assisted design (1 hr.)
- + SAP Management and Manufacturing Control Systems (3 hr.)
- + Advanced ERP system training and reporting (6 hr.)
- + Business System Processing (2 hr.)
- + Advanced Project Management Software
- + Advanced CAD/CAM Applications (4 hr.)

CONTINUOUS IMPROVEMENT (2.5% of total)

- + Process improvement training (1 hr.)
- + Problem solving tools and techniques (4 hr.)
- + Leadership / Coaching Skills (4 hr.)
 - o Effective teams
 - o Facilitation skills and mentorship
 - o Leading the global workforce
- + Design tools and practices (1 hr)
- + Design for excellence (2 hrs)
- + Quality fundamentals/core skills (1.5 hrs)
- + Failure modes and effects analysis (1 hr)
- + Process improvement training (1.5 hrs)
- + Problem solving tools and techniques (1 hr)
- + Product marketing for engineers (1 hr.)
- + Technical presentation skills (1 hr)
- + Marketing promotion and strategy (1.5 hr)
- + Advanced customer communications and awareness (2 hr)
- + Multi-cultural customer service relationships (1 hr)
- + Effective teams (1 hr)
- + Zero Defect Quality and Reliability (1 hr)

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

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



RETRAINEE - JOB CREATION

Training Proposal for:

Bay Ship & Yacht Co.

Contract Number: ET19-0431

Panel Meeting of: February 22, 2019

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative Veterans	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, Contra Costa	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: 407	U.S.: 407	Worldwide: 407
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	8%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$342,000

Total ETP Funding
\$299,520

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., Mfg. Skills, HazMat, OSHA 10/30, PL-Business Skills, PL-Mfg. Skills	248	8-200	0	\$1,040	\$19.31
				Weighted Avg: 40			
2	Job Creation Priority Rate	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, HazMat, OSHA 10/30, PL-Business Skills, PL-Mfg. Skills	20	8-200	0	\$1,040	\$16.09
				Weighted Avg: 40			
2	Retrainee Priority Rate Veterans	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, HazMat, OSHA 10/30, PL-Business Skills, PL-Mfg. Skills	20	8-200	0	\$1,040	\$19.31
				Weighted Avg: 40			

Minimum Wage by County: Job Numbers 1 & 3: \$19.31 per hour in Alameda and Contra Costa counties
 Job Number 2 (Job Creation): \$16.09 per hour in Alameda and Contra Costa 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 \$0.31 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 & 3

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Administration		20
Craftsmen		200
Project Coordinator		13
Manager/Supervisor		15

Job Number 2		
Project Coordinator		1
Craftsmen		19
Job Number 3		
Craftsmen		10
Project Coordinator		5
Manager/Supervisor		5

INTRODUCTION

Founded in 1977 and headquartered in Alameda, Bay Ship & Yacht Co. (Bay Ship) (www.bay-ship.com/) is a subsidiary of Bay Maritime Group. Located close to the Port of Oakland, Bay Ship provides dry-docking, maintenance and repair services for vessels of different types of ships-tugboats, ferries, cruise ships, pilot boats, yachts and research vessels. It provides the designing, engineering, painting, fabrication, hydraulic, machine shop, welding and electrical services for these ships. Bay Ship will act as the lead employer, seeking funding to train employees at its headquarters and its affiliate- Bay Marine Boatworks located in Richmond. ETP-funded training will only be delivered at the Alameda and Richmond facilities.

This will be Bay Ship's fifth ETP Contract, and the fourth within the last five years. During the previous Contracts, technical skills' training on new dry-dock and specialized shipyard functions was delivered to Craftsmen. This proposal will deliver new technical skills' training for new equipment to enhance its production. Even though some of the training types delivered in this new proposal are the same as in previous contract, training topics have been modified. Trainees who participated in the prior training plan will not repeat any courses.

Bay Ship is the only shipyard in the Bay Area. Its customers are based in vessels belonging to the military, shipping companies, ferry companies, cruise companies, research organizations and private ship owners. Bay Ship is located in a high cost of living area where it is difficult to find experienced craftsmen. ETP funds will assist the Company upgrade skills of individuals with little experience.

Veterans Program

Bay Ship actively recruits Veterans. To date, the Company has 20 Veterans on payroll and will continue to hire more in the future.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees are subject to a lower post-retention wage requirement.

The Company will hire 20 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Due to business-capacity growth, Bay Ship will expand its Paint and Welding Department by 20%. By doing so, Craftsmen (Machinist, Fabrication and Hydraulics) are projected to increase by 20

employees within the next two years. In addition to shipyard work, ETP funds will be used to train new Craftsmen working on other projects including the following:

- Water Emergency Transportation Authority pier for SF Fisherman's Wharf
- Elevator hydraulic repair for Bay Area skyscrapers
- Pipelines for Chevron

PROJECT DETAILS

Bay Ship was recently awarded a contract to help build the Water-Go-Round ferry. The Water-Go-Round is a commercial 70-foot hydrogen fuel cell ferry that can carry 84 passengers. Construction will commence January 2019, and the vessel will be implemented in 2020. In assisting with the Water-Go-Round ferry, new and advance equipment must be used to help maintain the ship's durability and to keep up with changes in technology. As a result, Bay Ship is implementing the following new equipment:

- Computer Numeric Control Mill and Lathe
- Lincoln Power Wave Welding Machine

Training Plan

The following training will be delivered via Class/Lab and E-Learning:

Business Skills: Training will be offered to occupations in Administration, Sales Operation and Project Management to better assist customers.

Computer Skills: Training will be offered to all occupations in new CNC equipment. Trainees will learn to operate this machine from start to finish.

Continuous Improvement: Training will be offered to all occupations. Bay Ship uses "The Toyota Way" (TWI) as its training method. Train-the-Trainer courses will be delivered on topics such as TWI Job Instruction, TWI Job Methods and TWI Job Relations.

Manufacturing Skills: Training will be offered to all Craftsmen in Dockman Training, Paint Application, Propeller Repair and Welding Procedures. Training will ensure that staff has knowledge of different parts and materials when assembling its products.

Productive Laboratory

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

The majority of tasks are completed with a hands-on approach. Vessels may have components made out of wood, steel, brass, silver, gold, copper, aluminum and plastic components that require different skills. A designated subject matter expert will deliver PL training. Project Coordinators will receive PL-Business Skills training in Project Management, while Craftsmen will receive PL-Manufacturing Skills. Training will be delivered at a 1:1 trainer-to-trainee ratio for approximately 24 hours per trainee.

Certified Safety Training

1. OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work,

and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

2. 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. In this proposal, Craftsmen will receive up to 24 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, the certification entity SCM of San Ramon.

Commitment to Training

Bay Ship has an annual training budget of \$1,157,000 and includes craft, safety, manufacturing and management training. Based on the Company’s 18 departments, approximately 7,464 hours of training is needed to ensure staff obtains the necessary skills.

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

Training Infrastructure

The Training Manager (dedicated administrator) will oversee the training program and administer the training data. The Production Manager will schedule and coordinate training with the employee’s work schedules. Training will be provided by in-house experts. Some training will also be provided by vendors certified by industry organizations, such as the Society for Protective Coatings.

Electronic Record-Keeping

Staff has reviewed and approved the Company’s Moodle Learning Management System.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes Bay Ship’s performance under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
18CS-0086	\$94,548	10/2/17 – 10/1/19	280	190	190

Based on ETP Systems, 6,176 reimbursable hours have been tracked for potential earnings of \$94,548 (100% of approved amount). This Contract will close-out early since all ETP funds are earned.

PRIOR PROJECTS

The following table summarizes Bay Ship’s performance under ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET15-0105	Alameda	7/1/14 – 6/30/16	\$346,080	\$110,686 (32%)
ET12-0318	Alameda	4/2/12 – 4/1/14	\$335,936	\$324,034 (97%)

ET15-0105: Poor performance was due to increased production demand and reduced time for training. Since the previous contract, Bay Ship has worked with the Training within Industry Partnership, a shipyard training company that developed its own training program, to update its curriculum and training plan to better adhere to industry standards. Bay Ship has also hired a new Training Manager, with over 20 years of training experience.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

SSPC of Commerce will provide Manufacturing Skills (painting and coating) training. Other vendors will be retained as needed.

Exhibit B: Menu Curriculum**Class/Lab/E-Learning Hours**

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Administration
- Sales Operation
- Project Management

COMPUTER SKILLS

- Bay Ship Systems
 - Computer Numeric Control

CONTINUOUS IMPROVEMENT

- TWI Job Instruction
- TWI Job Methods
- TWI Job Relations
- Leadership
- Supply Center
- Quality Control

HAZARDOUS MATERIALS

- Hazardous Atmospheres
- Hazardous Material Handler
- Hazard Removal

OSHA 10/30 (OSHA Certified Trainer)

- OSHA 10
- OSHA 30

MANUFACTURING SKILLS

- Dockman Training
- Electrical Maritime
- Hand and Power Tool
- Hydraulics
- Bay Marine Boatwork
- Division 500
- Dockman
- Electrical
- Equipment and Operations
- Joiner
- Machinist
- Paint Applications
- Pipe and Valve
- Production
- Propeller Repair
- Safety
- Welding Procedures
- Steel Structure Painting Council - Paint Training

- Pipe and Valve Repair
- Production Equipment Service
- Production Scaffolding
- Rigging
- Welding AWS

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

Productive Lab Hours (Ratio 1:1)

0-24

BUSINESSS SKILLS

- Project Management

MANUFACTURING SKILLS

- Dockmen
- Electrical
- Equipment and Operations
- Fabrication
- Joiners
- Machinist
- Paint
- Pipe and Valve
- Production
- Propeller Repair
- Welding

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



Training Proposal for:
Riverside Community College District,
Office Of Economic Development
Contract Number: ET19-0401

Panel Meeting of: February 22, 2019

ETP Regional Office: San Diego

Analyst: H. Bernard

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100 SET HUA	Industry Sector(s):	Manufacturing (E) Transportation and Warehousing (48-49) Services (61,71,72,81,92) Retail (44-45) Utilities (22) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Riverside, San Bernardino, San Diego, Orange, Los Angeles	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
\$521,444		\$31,582 8%		\$553,026

In-Kind Contribution:	50% of Total ETP Funding Required	\$385,913
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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. Imprv. Haz Mat Hazwoper OSHA 10/30 Literacy Skills Mfg. Skills	471	8-200	N/A	\$778	\$17.70
				Weighted Avg: 28			
2	Retrainee	Business Skills Computer Skills Cont. Imprv. Haz Mat Hazwoper OSHA 10/30 Literacy Skills Mfg. Skills	164	8-200	N/A	\$492	\$17.70
				Weighted Avg: 20			
3	Retrainee Priority Rate SB<100	Business Skills Computer Skills Cont. Imprv. Haz Mat Hazwoper OSHA 10/30 Literacy Skills Mfg. Skills	87	8-200	N/A	\$500	\$17.70
				Weighted Avg: 18			
4	Retrainee Priority Rate SET	Business Skills Computer Skills Cont. Imprv. Haz Mat Hazwoper OSHA 10/30 Literacy Skills Mfg. Skills	100	8-200	N/A	\$624	\$24.13
				Weighted Avg: 24			

Minimum Wage by County: Job Numbers 1-3: \$17.70/ hr. in Riverside, San Bernardino and San Diego Counties; \$18.14/hr. in Orange County and \$18.56/hr. in Los Angeles County.
 Job Number 4 (SET/Priority Industry): \$24.13/hr.
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No Maybe
 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
Shipping Clerk		30

Operator		60
Engineer		40
Production Worker		140
Shop Helper		55
Maintenance Worker		85
Shop Lead		90
Technician		70
Supervisor		80
Manager		70
Administration		102

INTRODUCTION

Founded in 1916, Riverside Community College District, Office of Economic Development (RCCD OED) (www.rccd.edu) is a Western Association of Schools and Colleges approved public training agency that provides academic instruction leading to a degree, certificate or transfer to a four-year college, serving 1.2 Million residents in its service area. RCCD is comprised of three colleges: Moreno Valley College, Norco College and Riverside City College. RCCD's Office of Economic Development (OED) and Customized Training Solutions Center, located in Riverside, creates and markets customized, vocational training to incumbent workers employed by local businesses across Southern California. The OED works primarily with manufacturing, transportation and logistics, distribution, aerospace, and engineering companies.

This proposal will reach large and small priority and non-priority businesses. Participating employers will be located in Riverside, San Bernardino, San Diego, Orange and Los Angeles Counties.

This is RCCD's ninth ETP Contract, and the fifth in the last five years.

Veterans Program

The Participating Employers that RCCD works with may recruit Veterans, however RCCD is not requesting a Veteran Job Number.

PROJECT DETAILS

Employer Demand

RCCD OED partners with other colleges; workforce development agencies (such as the Riverside Workforce Board); local chambers of commerce in Riverside, Corona and Moreno Valley; and the Inland Empire Economic Partnership, to stay attuned to the needs of employers in the community. RCCD OED uses employer surveys to gauge training need. RCCD OED also meets with each participating employer to perform a training needs assessment.

In the last few years, there has been a significant number of businesses that have moved into the Riverside County, specifically the Moreno Valley area. Currently there is a major redevelopment project converting the March Air Force Base to a business park, which offers move-in and shovel ready parcels for technology, industrial, commercial aviation and manufacturing industries. This project is expected to create 35,000 jobs in the area by 2040. In addition, the Corona area is seeing substantial growth with manufacturing companies including Monster Energy, Amazon, CIRCOR and Fleetwood Windows and Doors. Corona is also growing its aeronautics sector,

which currently represents at least 50 companies and is becoming a national innovative hub for the industry.

RCCD OED will primarily serve its immediate local region in Corona, Norco, Moreno Valley, Perris, Riverside and Jurupa Valley. However, some training will occur in other counties such as Orange, San Diego and Los Angeles. Participating employers included are across many industries including the manufacturing sector, warehousing/distribution, and logistics industries. This includes small companies in urban and semi-rural areas that do not have training budgets, staff or infrastructure.

The core group of employers represents over 80% of the requested funding. The core group of 15 participating employers have all participated through RCCD OED in past Contracts. The participating employer trainees will be comprised of a mix between new trainees and trainees who have received training in a past project. For these companies, no trainees will receive the same level of training. RCCD OED is actively seeking to recruit new companies for this project.

Training Plan

RCCD OED projects that approximately 95% of the proposed training will be delivered at the participating employer sites and the remaining 5% will be center-based at college facilities. Training will be delivered via class/lab in the following:

Business Skills: Cost Control, Customer Service, Leadership Skills, Presentation Skills, Problem Solving, Time Management, Project Management, Sales Skills

Computer Skills: Accounting Software, Adobe Acrobat, CAD Software, E-Commerce, Enterprise & Manufacturing Management Systems, Solid Works Design Software

Continuous Improvement: Analyzing & Interpreting Data, Kaizen, Lean Manufacturing, Process Mapping, Quality Control, Root Cause Analysis, Statistical Process Control

Literacy Skills: Basic Math, Workplace Terminology, Understanding Manual and Reports

Manufacturing Skills: Blueprint Reading, Distribution Systems, Geometric Dimension & Tolerances, Inventory Management, Manufacturing & Assembly, Production Handling, Production Manufacturing & Operating Skills, Warehousing Control & Tracking

Hazardous Materials: Training will be provided to Production Workers, Managers and Supervisors on hazardous material handling topics to ensure safety.

Certified Safety Training

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

Special Employment Training

Under SET, the participating employer is not required to demonstrate out-of-state competition. Trainees must be earning at least the statewide average hourly wage at the end of the retention period. Trainees in this project will be from priority industry employers (Job Number 4) and are required to meet the modified statewide average hourly wage of \$24.13.

High Unemployment Area

Approximately 30 trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. Participating Employers with locations in Los Angeles City and Vernon (Los Angeles) are in an HUA. Although some participating employers may be located in a HUA, RCCD OED is not asking for an HUA wage or retention modification

Marketing and Support Costs

Employer marketing and recruitment are conducted by RCCD's OED Customized Training Solutions staff, which maintains a database of partners in the industry that include manufacturers, distribution businesses and other eligible organizations. Its marketing strategies include email campaigns, social media marketing and multi-college communication at regional consortia meetings. In addition, staff will also attend trade shows and other events attended by prospective Participating Employers.

RCCD OED requests 8% in Support Costs for marketing and recruiting additional participating employers; assessing training needs; developing job-specific curricula and training schedules; and conducting necessary follow-up during retention. This will be an on-going activity throughout the duration of the Contract.

Training Agency Certification

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study. Most schools must also be licensed by the Bureau of Private Postsecondary Education (BPPE).

RCCD OED is eligible as a training agency based on the following:

- Certification by Western Association of Schools and Colleges

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.

RCCD OED reports that most employers do not have the training budgets to provide the needed training to their employees nor the internal personnel to function as subject-matter experts. Employers look to Riverside CCD to provide specific, job-related training in subjects that are outside of a company's expertise. The proposed training is not intended to duplicate training that may have been provided in the past rather will help upgrade the job skills of workers by training in new technologies to increase overall efficiencies and improve frontline worker leadership skills.

➤ Training Infrastructure

This project will be overseen by RCCD OED's Executive Director with assistance from the Business Development Assistant. These staff will coordinate with participating employers and trainers to schedule and manage training. Further, an Administrative Assistant and Office Assistant will assist with the administration of the project including data entry and tracking of training rosters. RCCD OED plans to hire additional staff in the coming months to support the ETP project.

Tuition Reimbursement

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

Impact/Outcome

Some of the trainees included in this project may receive ISO Certification and OSHA 10/30 certification. Also, trainees who participate in Lean Six Sigma may receive White, Green and/or Black belt certifications.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes RCCD OED's performance under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET17-0428	\$537,890	4/3/17 - 4/2/19	991	0	0

Based on ETP Systems, 20,941 reimbursable hours have been tracked for potential earnings of \$438,749 (81% of approved amount). The Contractor projects final earnings of 81% based on training currently committed to by employers and in progress through January 2019 of final training. The proposed training project is equivalent to potential earnings in the current project, adjusted in line with the increased fixed-fee rates.

PRIOR PROJECTS

The following table summarizes performance by RCCD OED under ETP Contracts that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0217	So. California	10/26/15 - 10/25/17	\$948,900	\$860,537 (91%)
ET15-0211	So. California	8/24/14-9/23/15	\$749,916	\$716,888 (96%)
ET13-0281	So. California	1/28/13-1/27/15	\$877,876	\$854,549 (97%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Quest Consulting & Training of Pacifica Palisades will provide Business and Continuous Improvement Skills training for a fee of \$75,000.

Cerritos College in Cerritos will provide Business and Computer Skills training for a fee of \$120,000.

Other Vendors will be retained as needed

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

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Business Fundamentals
- Business Grammar & Writing
- Business Reporting & Presentations
- Coaching Skills
- Communicating Skills
- Conflict Resolution
- Cost Control
- Customer Service Excellence
- Delegating for Productivity and Employee Development
- Effective Meetings
- Finance for Non-Finance Professionals
- Goal Setting
- Leadership Skills
- Managing Change
- Marketing
- Negotiating Strategies
- Performance Management Skills
- Planning & Organizing
- Presentation Skills
- Problem Solving
- Project Management
- Sales Skills
- Strategic Planning and Execution
- Supervisory Skills
- Team Building
- Time Management
- Train-the-Trainer/Team Lead

COMPUTER SKILLS

- Accounting Software
- Adobe Acrobat
- CAD Cam Engineering Software Training
- Computer Skills for Production & Inventory
- Cyber Security
- E-Commerce
- Enterprise and Manufacturing Management Systems
- Microsoft Office 365
- Microsoft Office Beginning – Small Business Only
- Microsoft Office-Intermediate/Advanced
(Excel, Word, & PowerPoint)
- Microsoft Power Business Intelligence
- Microsoft Power Pivot for Excel
- Microsoft Power Query for Excel

- Microsoft SharePoint Foundation Structured Query Language
- Project Management & Application
- Solid Works, Design Software

CONTINUOUS IMPROVEMENT

- Eight Disciplines Problem Solving
- Analyzing and Interpreting Data
- American Production & Inventory Control Society Certification
- Design of Experiments
- Frontline Leadership
- International Standardization Organization Auditor Training
- International Standardization Organization Certification
- Kaizen Methodology
- Leadership for Lean Transformation
- Lean Enterprise
- Lean Manufacturing
- Lean Office
- Process Improvement
- Process Management
- Process Mapping
- Quality Control
- Root Cause Analyst
- Set-Up Time Reduction
- Six Sigma
- Statistical Process Control

HAZARDOUS MATERIALS

- Hazardous Chemical Cleaning
- Hazardous Materials
- Hazardous Waste
- Hazardous Waste Cleaning

HAZWOPER

OSHA 10/30 (OSHA Certified Instructor)

- OSHA 10
- OSHA 30

LITERACY SKILLS

- Basic Math
- Basic Workplace Terminology
- English as a Second Language
- Introduction to Process Technology
- Locating Information on Charts and Graphs
- Understanding Manuals and Reports

MANUFACTURING SKILLS

- Advanced Measurement Tools & Techniques
- Blueprint Reading

- Distribution Systems
- Electrical Fundamentals
- Electrical Troubleshooting
- Equipment Operation, Troubleshooting & Maintenance
- Food Safety
- Forklift
- Geometric Dimension & Tolerances
- Industrial Maintenance
- Inventory Management
- Logistics & Shipping
- Manufacturing & Assembly
- Numeric Control Functions
- Pneumatics
- Product Handling
- Production Manufacturing & Operating Skills
- Program Logic Controllers
- Shop Measurement
- Warehousing Control and Tracking

Literacy Training cannot exceed 45% of total training hours per-trainee
Safety Training cannot exceed 10% of total training hours per-trainee. This cap
does not apply to OSHA 10/30 or HAZWOPER.

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

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: RCCD

CCG No.: ET19-0401

Reference No: 19-0123

Page 1 of 4

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: CalAmp

Address: 15635 Alton Parkway, Suite 250

City, State, Zip: Irvine, CA 92518

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 60

Total # of full-time company employees worldwide: 900

Total # of full-time company employees in California: 288

Company: Circle Seal Controls, Inc. (CIRCOR Aerospace & Defense, Inc.)

Address: 2301 Wardlow Circle

City, State, Zip: Corona, CA 92880

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 160

Total # of full-time company employees worldwide: 265

Total # of full-time company employees in California: 265

Company: Complete Coach Works

Address: 1863 Service Court

City, State, Zip: Riverside, CA 92507

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 350

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

Company: DCX-CHOL Enterprise, Inc.

Address: 12831 S. Figueroa St.

City, State, Zip: Los Angeles, CA 90061

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 462

Total # of full-time company employees in California: 339

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: RCCD

CCG No.: ET19-0401

Reference No: 19-0123

Page 2 of 4

Company: Developlus

Address: 1575 Magnolia Ave.

City, State, Zip: Corona, CA 92879

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 89

Total # of full-time company employees in California: 89

Company: Fleetwood Windows and Doors

Address: 1 Fleetwood Way

City, State, Zip: Corona, CA 92879

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 220

Total # of full-time company employees worldwide: 232

Total # of full-time company employees in California: 230

Company: Hydraflow

Address: 1881 W. Malvern Ave.

City, State, Zip: Fullerton, CA 92833

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 253

Total # of full-time company employees in California: 253

Company: MJC Engineering

Address: 15401 Assembly Lane

City, State, Zip: Huntington Beach, CA 90250

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 29

Total # of full-time company employees in California: 29

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: RCCD

CCG No.: ET19-0401

Reference No: 19-0123

Page 3 of 4

Company: Money Mailer

Address: 6261 Katella Ave., Suite 200

City, State, Zip: Cypress, CA 90630

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 85

Total # of full-time company employees in California: 62

Company: Norton Packaging, Inc.

Address: 5800 South Boyle Ave.

City, State, Zip: Vernon, CA 90058

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 200

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

Company: RSI Home Products Manufacturing, Inc.

Address: 400 E. Orangethorpe Ave.

City, State, Zip: Anaheim, CA 92501

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 3,800

Total # of full-time company employees in California: 542

Company: RSI Professional Cabinet Solutions, Inc.

Address: 11350 Riverside Dr.

City, State, Zip: Mira Loma, CA 91752

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 3,800

Total # of full-time company employees in California: 368

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: RCCD

CCG No.: ET19-0401

Reference No: 19-0123

Page 4 of 4

Company: San Diego Gas & Electric

Address: 8330 Century Park Ct.

City, State, Zip: San Diego, CA 92123-1530

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 60

Total # of full-time company employees worldwide: 4,500

Total # of full-time company employees in California: 4,500

Company: Vescio Manufacturing

Address: 14002 Anson Ave.

City, State, Zip: Santa Fe Springs, CA 90670

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 12

Total # of full-time company employees worldwide: 120

Total # of full-time company employees in California: 103

Company: Wayfair

Address: 3500 Indian Ave.

City, State, Zip: Perris, CA 92571

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 1,200

Total # of full-time company employees in California: 600



**Training Proposal for:
San Diego Chapter ABC Training Trust Fund**

Contract Number: ET19-0938

Panel Meeting of: February 22, 2019

ETP Regional Office: San Diego

Analyst: H. Bernard

PROJECT PROFILE

Contract Attributes:	Apprenticeship Priority Rate Retrainee HUA	Industry Sector(s):	MEC (H) Construction (23) Services (61,71,72,81,92) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego, Imperial	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	N/A		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$388,500		\$27,010 8%		\$415,510

In-Kind Contribution:	50% of Total ETP Funding Required	Inherent
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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 Apprentice Priority Rate	Business Skills Commercial Skills HazMat	132	8-200	0	\$2,246	\$24.13
				Weighted Avg: 100			
2	Retrainee Apprentice Priority Rate	Business Skills Commercial Skills HazMat	53	8-200	0	\$2,246	\$24.13
				Weighted Avg: 100			

Minimum Wage by County: Modified Statewide Average Wage (SET) - \$24.13 for Job Numbers 1 & 2.

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 I Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Electrician Apprentice - Year 2		17
Electrician Apprentice - Year 3		45
Electrician Apprentice - Year 4		70
Job Number 2		
Plumber Apprentice – Year 2		14
Plumber Apprentice – Year 3		19
Plumber Apprentice – Year 4		20

INTRODUCTION

San Diego Chapter ABC Training Trust Fund (ABCSD), is a trade association founded in 1976. The Training Trust of the organization was formed in 1986 (www.abcSD.org) to serve the needs of contractors in the San Diego & Imperial areas. The Organization is eligible under ETP guidelines as a Unilateral Apprenticeship Committee (UAC).

ABCSD represents merit shop (non-union) construction and construction-related firms. ABCSD's contractor membership is comprised primarily of firms performing work in the industrial, commercial and institutional sectors of the construction industry in San Diego and Imperial Counties and serves 222 employer members. ABCSD offers apprenticeship, craft training, safety and management education programs and a variety of other services.

ABCSD is registered with the Division of Apprenticeship Standards (DAS) and trains Apprentices and Journeymen in the following 5 trades: Electrical, Electronic Systems Technician, Plumbing, Pipefitting and Sheet Metal. ABCSD serves 449 Apprentices and 587 Journeymen across all programs; however, this project will include only the Electrical and Plumbing Apprentices. In 2017, ABCSD graduated 53 Electrical and 13 Plumbing Apprentices and expects to graduate 33 Electrical and 7 Plumbing Apprentices in 2018.

Veterans

ABCSD actively recruits Veterans and works with the following Veterans organizations: Veterans Affairs (VA) Office, Marine Corps Community Center, Veterans Village of San Diego, Wounded Warrior Project, San Diego County Veterans Services, VA Outpatient Clinic, VA Hospital Transition Center, among others. Through these partnerships, ABCSD attends career fairs for all branches of the Armed Services and is listed as a resource for Veterans looking for skilled training and employment in the construction industry.

PROJECT DETAILS

Employer Demand

The construction industry faces a serious shortage of qualified workers. Many employers have an aging workforce set to retire soon and lack younger staff who can backfill the vacancies. It becomes imperative that Apprentices are trained to meet the needs of employers over the next decade.

Some current and upcoming Southern California construction projects include: Father Joe's Village in San Diego; Pauma Casino in Pauma Valley; a support facility at the San Diego International Airport; Otay Mesa Detention Center in San Diego; and University of California, San Diego (UCSD) improvements.

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding supplements cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project both the Electrical and Plumbing programs are four years.

For the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$26 to \$21 per class/lab hour.

High Unemployment Area

Some trainees (Job Numbers 1 & 2) may work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25% in Imperial County. However, ABCSD is not requesting a wage and/or retention modification.

Special Employment Training

Under SET, the participating employer is not required to demonstrate out-of-state competition. Trainees must be earning at least the statewide average hourly wage at the end of the retention period. However, ABCSD is a priority industry and trainees are required to meet the modified statewide average hourly wage at the end of the retention period. All Apprentices are paid at least \$6.65 in Health & Welfare benefits, of which up to \$2.50 may be used for the trainees to meet the SET Modified Wage.

Training Plan

Class/Lab training will be delivered at ABCSD's training center in Poway. The training center includes 16 classrooms, a computer lab and an 11,000 square foot hands-on working lab. The following are some of the curriculum topics included in the Curriculum.

Business Skills: Employability Skills, Fundamentals of Crew Leadership, Basic Communication Skills.

Commercial Skills: Construction Math, Basic Electronic Theory, Conduit Bending, Control Systems and Fundamental Concepts, Overcurrent Protection, Practical Application of Lighting, Electricity in HVAC, Motor Operation and Maintenance, Medium Voltage Terminations/Splices, Plumbing Code, Arc Welding, Types of Valves, Installing Water Heaters, Types of Valves.

Hazardous Materials: Hazardous Locations, Health Care Facilities, Indirect and Special Waste, MedGas.

Curriculum Development/ Trainer Qualifications

ABCSD's curriculum is created by the National Center for Construction Education and Research (NCCER) and meets all minimum industry training criteria through the State of CA's Division of Apprenticeship Standards (DAS). The curriculum is revised every 3 to 5 years depending on industry changes and is developed with the support of 125 Construct CEO's and academic leaders.

ABCSD's trainers meet DAS's requirements which are either of the following:

- The possession of an associate degree and four years of occupational experience
- Completion of at least 12 semester units of apprenticeship or college level coursework and six years of occupational experience and a Journeyman Certification
- Six years occupational experience in the subject matter and ten years experiences as an apprenticeship instructor for the DAS.

Marketing and Support Costs

ABCSD is requesting 8% in support costs to fund marketing to employers, recruit apprentices, and conduct ongoing assessments of employer-specific job requirements. There are five full-time staff members who will assist with marketing and recruitment.

ABCSD is looking for better ways to appeal to younger generations. As such training is publicized through social media and other platforms including: the Build Your Future website that focuses on high school graduates and military Veterans; holding summer camps to expose high school students to the trades; and hosting open houses at the training center. In an effort to recruit participating employers, ABCSD pursues potential companies and hosts networking events, and prospective member events throughout the year. ETP staff recommends the 8% in support costs.

Tuition Reimbursement

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

Training Coordinator

Employers will continue to make contributions to the ABCSD for Apprentices and Journeymen. ETP funds will not displace the existing financial commitment to training. Safety training is provided by participating employers in accordance with all pertinent requirements under state and federal law.

- **Training Infrastructure**

This project will be overseen by ABCSD's Vice President of Workforce Development. The VP along with a team of a Workforce Development Manager, a Public Works Consultant and an Administrative Assistant will schedule training, track training rosters and upload the data into ETP's Online Systems. Instructors at ABCSD will track attendance on ETP approved rosters and forward to administrative staff for upload.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

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

8-200 Trainees may receive any of the following:

Electrical Apprentices**BUSINESS SKILLS**

- Basic Employability Skills
- Fundamentals of Crew Leadership
- Basic Communication Skills

COMMERCIAL SKILLS

- Construction Math
- Construction Drawings
- Role in the Green Environment
- Basic Electronic Theory
- Alternating Current
- Motors: Theory and Application
- Conduit Bending
- Pull and Junction Boxes
- Grounding and Bonding
- Electric Lighting
- Conductor Installations
- Cable Tray
- Conductor Terminations and Splices
- Circuit Breakers and Fuses
- Control systems and Fundamental Concepts
- Load Calculations-Branch, Feeder Circuits and Services
- Conductor Selection and Calculations
- Practical Applications of Lighting
- Overcurrent Protection
- Distribution Equipment
- Transformers
- Commercial Electrical Services
- Motor Calculations
- Voice, Data and Video
- Motor Controls
- Electricity in HVAC
- Standby and emergency Systems
- Fire Alarm Systems
- Specialty Transformers
- Specialty Locations
- Advanced Controls
- HAVC Controls
- Heat Tracing and Freeze Protection
- Motor Operation and Maintenance
- Medium Voltage Terminations/Splices

HAZARDOUS MATERIALS

- Hazardous Locations
- Health Care Facilities

Plumbing Apprentices**BUSINESS SKILLS**

- Basic Communication Skills
- Business Principles for Plumbers
- Fundamentals of Crew Leadership

COMMERCIAL SKILLS

- Construction Math
- Reading commercial Drawings
- Your Role in the Green Environment
- Structural Penetrations, Insulation, Fire Stopping
- Installing and Testing DWV Piping
- Installing Roof, Floor and Area Drains
- Basic Electricity
- Equipment and Systems
- Types of Valves
- Installing fixtures and Valves
- Installing Water Heaters
- Installing and Testing Water Supply Piping
- Fuel Gas and Fuel Oil Systems
- Advanced Trade Math
- Advanced Blueprint Reading
- Applied Math
- Sizing and Protecting the Water Supply System
- Types of Venting
- Sewage and Sump Pumps
- Corrosive-Resistant Waste Piping
- Compressed Air
- Service Plumbing
- Plumbing Code
- Standards and Specifications
- Water Pressure Booster and Recirculation Systems
- Hydronic and Solar Heating
- SMAW Equipment and Setup
- Shielded Metal Arc Electrodes
- Arc Welding
- Private Water Supply systems
- Private Waste Disposal Systems
- Swimming Pools and Hot Tubs
- Plumbing for Mobile Homes and Travel Trailers
- Intro to Medical Gas and Vacuum Systems
- Base Metal Preparation
- SMAW Groove Welds with Backing

HAZARDOUS MATERIALS

- Indirect and Special Waste
- MedGas

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



**Training Proposal for:
Society of Manufacturing Engineers**

Contract Number: ET19-0405

Panel Meeting of: February 22, 2019

ETP Regional Office: San Diego

Analyst: M. Ibarra

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100 HUA	Industry Sector(s):	Manufacturing (E) 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
\$298,460		\$20,620 8%		\$319,080

In-Kind Contribution:	50% of Total ETP Funding Required	\$202,541
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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, Literacy Skills, Mfg. Skills, OSHA 10/30	150	8-200	0-200	\$1,223	\$17.70
				Weighted Avg: 44			
2	Retrainee	Business Skills, Computer Skills, Cont. Imp., HazMat, Literacy Skills, Mfg. Skills, OSHA 10/30	75	8-200	0-200	\$1,082	\$17.70
				Weighted Avg: 44			
3	Retrainee SB <100	Business Skills, Computer Skills, Cont. Imp., HazMat, Literacy Skills, Mfg. Skills, OSHA 10/30	10	8-200	0-200	\$556	\$17.70
				Weighted Avg: 20			
4	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Cont. Imp., HazMat, Literacy Skills, Mfg. Skills, OSHA 10/30	40	8-200	0-200	\$1,223	\$13.92*
				Weighted Avg: 44			

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

Minimum Wage by County:

Job Numbers 1-3: \$19.31 per hour for Alameda, Contra Costa, Marin, San Mateo, Santa Clara, and San Francisco Counties; \$18.56 per hour for Los Angeles County; \$18.14 per hour for Orange County; and \$17.70 per hour for all other counties

Job Number 4 (HUA): \$13.92 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 \$2.50 per hour may be used to meet the Post-Retention wage in Job Numbers 1-3; and up to \$1.92 per hour in Job Number 4.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Numbers 1 - 3		
Operations Staff		20
Manufacturing/Production Staff		70
Warehouse/Distribution Staff		30
Engineering Staff/Technician/Information Technology Staff		70
Quality Assurance Staff		20
Sales Staff		15
Supervisor/Manager		10
Job Number 4 (HUA)		
Operations Staff		5
Manufacturing/Production Staff		10
Warehouse/Distribution Staff		5
Engineering Staff/Technician/Information Technology Staff		5
Quality Assurance Staff		5
Sales Staff		5
Supervisor/Manager		5

INTRODUCTION

Founded in 1969, Society of Manufacturing Engineers (SME) (www.sme.org) is an association of professionals, educators, and students committed to promoting and supporting the manufacturing industry. SME is involved in all facets of manufacturing engineering and is dedicated to advancing and educating the manufacturing industry through a variety of tactics and outlets to manufacturers and its distributors.

Headquartered in Dearborn, MI, the Company's goal is to promote manufacturing technology, develop a skilled workforce for its member companies, and advance manufacturing and attract future generations to the industry. SME focuses its efforts on several areas of manufacturing including aerospace and defense, energy, medical equipment/device, motorized vehicles, among others. The Company also provides events, media, membership, education foundation, and training and development through its proprietary education program within its training division, Tooling U-SME. SME provides a comprehensive portfolio of manufacturing-specific, professional development training products and services to its customers.

This is SME's second ETP contract, and the second in the last five years.

PROJECT DETAILS

Employer Demand

SME reports that the manufacturing industry, as a whole, is changing rapidly. To remain competitive, manufacturers must keep pace with advanced technologies, and provide new, innovative opportunities for increased efficiency, improved quality, shorter cycle times, optimized energy and reduced costs. However, technology is accelerating at a faster pace than workforce skills development. Manual processes are being replaced by technology as many manufacturers invest in equipment, and employers the resources to invest in the necessary training.

In addition, the manufacturing industry has experienced threat to growth caused by skills gap in the workforce, having too many jobs and not enough skilled workers to fill them. Coupled with the need to keep pace with advanced technology, manufacturers are in desperate need to find skilled new hires and upskill incumbent workers to address increased retirements.

A significant number of manufacturers are investing in digital technology solutions as well as determining the impact on staffing, recruiting and training.

Through SME's training program, employers will be able to invest in training programs and use competency models to develop skilled workers and build the capabilities they require to remain competitive.

Core Group of Employers

All participating employers in the core group are eligible. These employers have been determined to meet out-of-state competition standards. SME has requested ETP funding for 275 trainees and has current core group demand for 551 trainees (more than 100%). The core group of employers consists of eight participating employers statewide: seven large and one small business.

Training Plan

Some employers may have participated in SME's previous contract. In addition, several topics from the Curriculum are repeated from the prior contract; however, no trainees who previously participated in ETP-funded training will receive duplicative training.

Training will be delivered via class/lab, E-Learning (instructor-led), and Computer-Based Training (CBT) at each employer's site. Training will be provided in the following:

Business Skills: All occupations may receive training in Business Analysis/Assessment, Business Fundamentals, Business Intelligence, Business Writing, Conflict Resolution/Management, Cost Control, Customer Service Skills, Effective Communication Skills, Effective Meeting Skills, Estimating/Quoting, Exporting, Finance/Accounting Skills, Financial Analysis/Management, Good Documentation Practices, Inventory Control/Management, Marketing/Sales Skills, Negotiation Skills, Order Fulfillment Logistics, Presentation Skills, Supply Chain Management, Time Management Skills and Train-the-Trainer.

Computer Skills: All occupations may receive training in 3D Inspection for CNC Parts, 3D Advanced Inspection with Analysis, 3D Reverse Engineering, 3D Tooling & Fabrication, Adobe Acrobat, Computer Aided Design/Computer Aided Manufacturing, Computer Skills for Production & Inventory, Computerized Maintenance Management System, Cybersecurity, Database Management Skills, Enterprise/Resource/Manufacturing Planning Systems, Microsoft Project,

Intermediate/Advanced Microsoft Word, Excel, PowerPoint Skills, Payroll/Accounting Systems, SharePoint and Shop Floor Computer Skills.

Continuous Improvement: All occupations may receive training in 5S/Lean Manufacturing/Six Sigma, Business Performance/Goal Setting, Business Process Improvement, Coaching/Feedback Skills, Decision Making, Demand Flow Technology, DISC Assessment Learning, Effective Leadership Skills/Situational Leadership, Interpreting & Analyzing Data, Managing Change, Organizational Performance Process Review, Problem Solving, Process Mapping/Deployment, Project/Program/Performance Management, Risk Management, Product Design/Development, Root Cause Analysis, Simulation Modeling Skills, Statistical Process Control, Strategic Planning, Team Work/Building Teams, Total Productive Maintenance, Total Quality Management Skills, Toyota Lean-Kata, and Value Stream Mapping.

Literacy Skills: Workers with limited English will receive training in Vocational English as a Second Language, Basic Workplace Terminology, Written Communications, Basic Math and Introduction to Process Terminology.

Manufacturing Skills: All occupations may receive training in 3-D Printing Technology/Inspection, Additive Manufacturing, Assembly/Production Processes/Procedures, Blueprint Reading, Cycle Time Management, Electrical and Motor Drives/Electrical Power/Power Transmission, Engineering Design/Design of Experiments, Equipment Operations, Failure Mode and Effects Analysis, Geometric Dimensioning and Tolerancing, Good Manufacturing Practices, Industrial Combustion, Industrial Hydraulics, Inventory Management, ISO Skills, Laser Cutting, Logistics and Shipping, Machining Skills, Maintenance/Preventative Procedures, Manufacturing and Assembly Practices, Materials Processing/Material Resource Planning, Mechanical and Fluid Systems, Metal Stamping Press/Metalworking, Pneumatics, Programmable Logic Control/Computer Numerical Control, Prototyping, Quality/Testing, Shop Math, Small Batch Manufacturing, Smart Manufacturing, Standard Work Skills, Variable Frequency Drives, and Warehouse Operations/Distribution.

Certified Safety Training

1. 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 to Manufacturing Staff and Production Staff. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, certification is by the certified trainers.
2. OSHA 10/30: This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. It may also be delivered to frontline workers if specifically required by the job order. The coursework is geared to construction work. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Curriculum Development

SME has developed a curriculum that represents the subject areas necessary for most employer based on industry experience, as well as working with Advanced Manufacturing employers across the country. The curriculum for each employer will be customized to increase worker productivity efficiency and long-term job security. Periodic updates and revisions to the curriculum will be based on industry trends and requests from participating employers.

SME's training plan will ensure businesses have the skilled workforce required to meet the needs of their clients and compete with foreign and domestic competitors. ETP-funded training will allow employers to bridge the skill gap of incumbent and newly hired staff and respond to new and changing employer challenges and growth opportunities.

HUA Wage Modification

Trainees in Job Number 4 work in Irwindale (Los Angeles County), a High Unemployment Area (HUA). SME is requesting a wage modification from \$18.56 to \$13.92.

Marketing and Support Costs

SME sponsors WESTEC, the premier West Coast manufacturing exposition that brings innovative manufacturing technologies and problem-solving solutions to drive business. This includes software, cutting tools and multi-tasking machines, from top international equipment manufacturers. The Company also produces and sponsors other industry-specific events such as the AeroDef Manufacturing exposition whose audience includes high-level, solutions-driven vice presidents, owners, and engineering managers who need to transform their manufacturing processes with integrated solutions.

SME (along with other industry associations) also sponsors Fab Tech, North America's largest metal forming, fabricating, welding and finishing event which typically has over 50,000 attendees and 1,700 exhibiting companies. SME has partnerships with local workforce boards that have relationships with Advanced Manufacturing companies and employer relationships through its corporate group membership.

SME's marketing and recruitment efforts include networking with human resource and training and development professionals within client organizations. SME's outreach activities consist of newsletters, e-mail/online marketing campaigns, and direct contact via telephone and other trade show opportunities. These activities help SME keep its program aligned with the needs of the employer community.

SME will also continue to collaborate with many of California's manufacturing companies including clients in aerospace and defense, automotive, electronics, food and beverage, heavy equipment, and medical device. Within these industries, companies are experiencing significant growth and seek retraining to enhance employee skills and may be supportive to the manufacturing industry.

SME plans to increase its outreach activities through dedicated marketing to reach employers and design solutions that meet their workforce development needs. SME will work with state and regional manufacturing organizations to partner through a variety of marketing programs. SME will also work with local workforce investment boards, other economic development entities and organizations across the state to identify participating employers who are in need of support for their workforce development efforts. SME requests, and staff supports, 8% in support costs.

Commitment to Training

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

➤ Training Infrastructure

SME's Client Executive will oversee project activities and manage overall administration of the ETP project including the tracking. In addition, two staff members will assist with schedule training and administrative duties.

As a repeat contractor, staff is familiar with ETP's administration and recordkeeping requirements and has experience with implementing and administering an ETP contract. SME has also retained a subcontractor to assist in the administrative duties. Training will commence upon contract approval.

Trainer Qualifications

SME's team of trainers are qualified instructors with the education and years of industry-relevant experience to train in the topics outlined in the proposed curriculum. The Company will also identify other vendors to deliver training where their expertise is relevant to the training desired by employers, as well as vendors that may be directly identified by employers as a preferred vendor for a particular type of training. SME estimates 30% of training to be delivered by outside vendors.

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
ET15-0450	Statewide	6/30/15 – 6/29/17	\$192,083	\$192,083 (100%)	

DEVELOPMENT SERVICES

Training Funding Partners (TFP) in Fountain Valley assisted with development for a flat fee of \$21,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum**Class/Lab and E-Learning Hours**

8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Analysis/Assessment
- Business Fundamentals
- Business Intelligence
- Business Writing
- Conflict Resolution/Management
- Cost Control
- Customer Service Skills
- Effective Communication Skills
- Effective Meeting Skills
- Estimating/Quoting
- Exporting
- Finance/Accounting Skills
- Financial Analysis/Management
- Good Documentation Practices
- Inventory Control/Inventory Management
- Marketing/Sales Skills
- Negotiation Skills
- Order Fulfillment Logistics
- Presentation Skills
- Supply Chain Management
- Time Management Skills
- Train-the-Trainer

COMPUTER SKILLS

- 3D Inspection for CNC Parts
- 3D Advanced Inspection with Analysis
- 3D Reverse Engineering
- 3D Tooling & Fabrication
- Adobe Acrobat
- Computer-Aided Design/Computer-Aided Manufacturing
- Computer Skills for Production and Inventory
- Computerized Maintenance Management System
- Cybersecurity
- Database Management Skills
- Enterprise/Resource/Manufacturing Planning Systems
- Intermediate/Advanced Microsoft Word, Excel, PowerPoint Skills
- Microsoft Project
- Payroll/Accounting Systems
- SharePoint
- Shop Floor Computer Skills

CONTINUOUS IMPROVEMENT

- 5S/Lean Manufacturing/Six Sigma
- Business Performance/Goal Setting

- Business Process Improvement/Innovation/Reengineering
- Coaching/Feedback Skills
- Decision Making
- Demand Flow Technology
- DISC Assessment Learning
- Effective Leadership Skills/Situational Leadership
- Interpreting & Analyzing Data
- Managing Change
- Organizational Performance Process Review
- Problem Solving
- Process Mapping/Deployment
- Product Design/Development Skills
- Project/Program/Performance Management
- Risk Management
- Root Cause Analysis
- Simulation Modeling Skills
- Statistical Process Control Concepts, Theory, Application
- Strategic Planning
- Team Work/Building Teams
- Total Productive Maintenance
- Total Quality Management Skills
- Toyota Lean-Kata
- Value Stream Mapping

HAZARDOUS MATERIALS

- Clean Room/Clean Lab Training
- Hazardous Chemicals and Cleaning
- Hazardous Materials
- Hazardous Waste and Cleaning

LITERACY SKILLS*

- Vocational English as a Second Language
 - Basic English Language Skills
 - Writing/Reading/Language Comprehension

*Literacy Training cannot exceed 45% of total training hours, per trainee.

MANUFACTURING SKILLS

- 3-D Printing Technology/Inspection
- Additive Manufacturing
- Assembly/Production Processes/Procedures
- Blueprint Reading
- Cycle Time Management
- Electrical and Motor Drives/Electrical Power/Power Transmission
- Engineering Design/Design of Experiments
- Equipment Operations
- Failure Mode and Effects Analysis
- Geometric Dimensioning and Tolerancing
- Good Manufacturing Practices
- Industrial Combustion
- Industrial Hydraulics

- Inventory Management
- ISO Skills
- Laser Cutting
- Logistics and Shipping
- Machining Skills
- Maintenance/Preventative Maintenance Procedures
- Manufacturing and Assembly Practices
- Materials Processing/Material Resource Planning
- Mechanical and Fluid Systems
- Metal Stamping Press/Metalworking
- Pneumatics
- Programmable Logic Control/Computer Numerical Control
- Prototyping
- Quality/Testing
- Shop Math
- Small Batch Manufacturing
- Smart Manufacturing
- Standard Work Skills
- Variable Frequency Drives
- Warehouse Operations/Distribution

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

**Safety Training cannot exceed 10% of total training hours, per trainee. This cap does not apply to HAZMAT or OSHA 10/30.

CBT Hours

0 – 200

BUSINESS SKILLS

- Basics of Manufacturing Costs 140 (1.5 hours)
- Conflict Resolution for Different Groups 155 (1.5 hours)
- Conflict Resolution Principles 150 (1.5 hours)
- Essentials of Communication 120 (1.5 hours)
- Intro to Managerial Accounting 145 (1.5 hours)
- Personal Effectiveness 190 (1.5 hours)
- Product Design and Development 134 (1.5 hours)
- Quality and Customer Service 175 (1.5 hours)

CONTINUOUS IMPROVEMENT

- Continuous Process Improvement: Identifying and Eliminating Waste 125 (1.5 hours)
- Continuous Process Improvement: Managing Flow 124 (1.5 hours)
- Developing a Lean Culture 135 (1.5 hours)
- Essentials of Leadership 110 (1.5 hours)
- Management Tools: Problem Solving 270 (1.5 hours)
- Management Tools: Product and Process Design 275 (1.5 hours)
- Managing Performance: Best Practices 130 (1.5 hours)
- Managing Performance: Corrective Actions 135 (1.5 hours)
- Managing Practices for Total Quality 320 (1.5 hours)

- Process Design and Development 133 (1.5 hours)
- Process Flow Charting 241 (1.5 hours)
- Quality Overview 100 (1.5 hours)
- Team Leadership 160 (1.5 hours)

MANUFACTURING SKILLS

Additive Manufacturing

- Additive Manufacturing as a Secondary Process 231 (1.5 hours)
- Additive Manufacturing Materials Science 211 (1.5 hours)
- Additive Manufacturing Methods and Materials 140 (1.5 hours)
- Additive Manufacturing Safety 120 (1.5 hours)
- Design for Additive Manufacturing 201 (1.5 hours)
- Integrating Additive Manufacturing with Traditional Manufacturing 221 (1.5 hours)
- Intro to Additive Manufacturing 110 (1.5 hours)
- The Basic Additive Manufacturing Process 130 (1.5 hours)

Adhesives

- Basics of the Bonding Process 120 (1.5 hours)
- Intro to Adhesive Bonding 110 (1.5 hours)
- Intro to Adhesive Properties 130 (1.5 hours)
- Steps for Adhesive Application 220 (1.5 hours)
- Surface Preparation 210 (1.5 hours)
- Types of Adhesives 140 (1.5 hours)

Coatings

- Coating Defects 150 (1.5 hours)
- Intro to Coating Composition 110 (1.5 hours)
- Processes for Applying Coatings 140 (1.5 hours)
- Surface Preparation for Coatings 120 (1.5 hours)

Composites

- Advanced Materials for Composites 135 (1.5 hours)
- Advanced Thermoset Resins for Composites 130 (1.5 hours)
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- Intro to Composites 110 (1.5 hours)
- Intro to Compression Molding 170 (1.5 hours)
- Intro to Lay-Up and Spray-Up Molding 140 (1.5 hours)
- Overview of Composite Processes 120 (1.5 hours)
- Repair Methods for Composites 250 (1.5 hours)
- Safety for Composite Processing 115 (1.5 hours)
- Surface Finishing Composites 190 (1.5 hours)
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- Basics of the CNC Machining Center 130 (1.5 hours)
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- Haas Lathe: Locating Program Zero 275 (1.5 hours)
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- Haas Lathe: Program Storage 315 (1.5 hours)
- Haas Mill: Control Panel Overview 250 (1.5 hours)
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- Haas Mill: First Part Runs 320 (1.5 hours)
- Haas Mill: Locating Program Zero 270 (1.5 hours)
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- Mazak Mill: Control Panel Overview 250 (1.5 hours)
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- Intro to Fastener Ergonomics 130 (1.5 hours)
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- Calibration Fundamentals 111 (1.5 hours)
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- Grinding Ferrous Metals 311 (1.5 hours)
- Grinding Nonferrous Materials 321 (1.5 hours)
- Grinding Processes 120 (1.5 hours)
- Grinding Processes 201 (1.5 hours)
- Grinding Safety 211 (1.5 hours)
- Grinding Variables 200 (1.5 hours)
- Grinding Variables 301 (1.5 hours)
- Grinding Wheel Geometry 220 (1.5 hours)
- Grinding Wheel Geometry 361 (1.5 hours)
- Grinding Wheel Materials 210 (1.5 hours)
- Grinding Wheel Materials 331 (1.5 hours)
- Grinding Wheel Selection 351 (1.5 hours)
- GTAW Applications 240 (1.5 hours)
- GTAW Applications 331 (1.5 hours)
- Guiding System Components 230 (1.5 hours)
- Intro to Submerged Arc Welding 160 (1.5 hours)
- Introduction to Automation 291 (1.5 hours)
- Introduction to FCAW 261 (1.5 hours)
- Introduction to GMAW 251 (1.5 hours)
- Introduction to GTAW 262 (1.5 hours)
- Introduction to SMAW 252 (1.5 hours)

- Introduction to Welding 141 (1.5 hours)
- Introduction to Welding Processes 151 (1.5 hours)
- Lead-Free Soldering 230 (1.5 hours)
- Material Tests for Welding 201 (1.5 hours)
- Monitoring Press Operations 220 (1.5 hours)
- Nonferrous Metals for Welding 205 (1.5 hours)
- Overview of Soldering 271 (1.5 hours)
- Overview of Weld Defects 222 (1.5 hours)
- Overview of Weld Types 130 (1.5 hours)
- Overview of Weld Types 221 (1.5 hours)
- Oxyfuel Cutting Applications 282 (1.5 hours)
- Oxyfuel Welding Applications 207 (1.5 hours)
- Oxyfuel Welding Safety 105 (1.5 hours)
- Plasma Cutting 265 (1.5 hours)
- Plasma Cutting 283 (1.5 hours)
- PPE for Welding 111 (1.5 hours)
- Press Basics 110 (1.5 hours)
- Punch and Die Operations 120 (1.5 hours)
- Safety for Soldering 115 (1.5 hours)
- SAW Applications 255 (1.5 hours)
- SMAW Applications 210 (1.5 hours)
- SMAW Applications 311 (1.5 hours)
- Solder and Flux Selection 210 (1.5 hours)
- Soldering Applications 200 (1.5 hours)
- Soldering Equipment 130 (1.5 hours)
- Soldering PCBs 220 (1.5 hours)
- Stamping Safety 115 (1.5 hours)
- Stripper System Components 235 (1.5 hours)
- Thermal Cutting Overview 281 (1.5 hours)
- Visual Inspection of Welds 280 (1.5 hours)
- Welding Ferrous Metals 211 (1.5 hours)
- Welding Fumes and Gases Safety 121 (1.5 hours)
- Welding Nonferrous Metals 212 (1.5 hours)
- Welding Safety Essentials 101 (1.5 hours)
- Welding Symbols and Codes 231 (1.5 hours)
- What Is Arc Welding? 110 (1.5 hours)
- What Is Oxyfuel Welding? 100 (1.5 hours)
- What Is Soldering? 110 (1.5 hours)

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

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Society of Manufacturing Engineers

CCG No.: ET19-0405

Reference No: 19-0062

Page 1 of 2

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Bonduelle FA, the New Home of Ready Pac Foods

Address: 4401 Foxdale St.

City, State, Zip: Irwindale, CA 91706

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 5,000

Total # of full-time company employees in California: 1,783

Company: Brenner-Fiedler & Associates, Inc.

Address: 4059 Flat Rock Drive

City, State, Zip: Riverside, CA 92505

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 46

Total # of full-time company employees worldwide: 48

Total # of full-time company employees in California: 48

Company: CalAmp

Address: 15635 Alton Parkway, Suite 250

City, State, Zip: Irvine, CA 92518

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 60

Total # of full-time company employees worldwide: 900

Total # of full-time company employees in California: 288

Company: Cobham Advanced Electronic Solutions

Address: 5300 Hellyer Ave.

City, State, Zip: San Jose, CA 95138

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 9,300

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

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Society of Manufacturing Engineers

CCG No.: ET19-0405

Reference No: 19-0062

Page 2 of 2

Company: Nellson Nutraceutical, LLC

Address: 5115 E. La Palma Avenue

City, State, Zip: Anaheim, CA 91752

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 2,207

Total # of full-time company employees in California: 777

Company: pSemi Corporation

Address: 9369 Carroll Park Dr.

City, State, Zip: San Diego, CA 92121

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 522

Total # of full-time company employees in California: 421

Company: Senior Aerospace Jet Products

Address: 9106 Balboa Ave.

City, State, Zip: San Diego, CA 92123

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 65

Total # of full-time company employees worldwide: 176

Total # of full-time company employees in California: 176

Company: Senior Aerospace Ketema

Address: 790 Greenfield Dr.

City, State, Zip: El Cajon, CA 92021

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 231

Total # of full-time company employees in California: 231



Retrainee - Job Creation
Training Proposal for:
Butte-Glenn Community College District
Contract Number: ET19-0425

Panel Meeting of: February 22, 2019

ETP Regional Office: Sacramento

Analyst: K. Jones

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee SB <100 HUA SET Medical Skills Training	Industry Sector(s):	MEC (H) Manufacturing (33) Construction (23) Services (61,71,72,81,92) Healthcare (62) 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
\$542,102		\$57,889 12%		\$599,991

In-Kind Contribution:	50% of Total ETP Funding Required	\$700,000
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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, Computer Skills, Commercial Skills, Cont. Imp., Hazwoper, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	303	8-200	0-32	\$574	*\$13.28
				Weighted Avg: 20			
2	Retrainee HUA	Business Skills, Computer Skills, Commercial Skills, Cont. Imp., Hazwoper, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	25	8-200	0-32	\$1,117	*\$13.00
				Weighted Avg: 44			
3	Retrainee Priority SB<100 HUA	Business Skills, Computer Skills, Commercial Skills, Cont. Imp., Hazwoper, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	150	8-200	0-32	\$689	*\$13.28
				Weighted Avg: 24			
4	Retrainee Job Creation Initiative Priority SET	Business Skills, Computer Skills, Commercial Skills, Cont. Imp., MS-Didactic	67	8-200	0-32	\$3,761	*\$14.48
				Weighted Avg: 131			
5	Entrepreneurial	Business Skills, Hazwoper	10	8-200	0-32	\$1,148	N/A
				Weighted Avg: 40			
6	New Hire SET	Business Skills, Computer Skills, Commercial Skills, Cont. Imp., Mgmt. Skills, MS-Didactic	51	8-260	0-32	\$603	*\$14.48
				Weighted Avg: 20			
7	Retrainee SET Priority	Business Skills, Computer Skills, Commercial Skills, Cont. Imp., MS- Didactic	2	8-200	0-32	\$287	*\$24.13
				Weighted Avg: 10			

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

Minimum Wage by County: Job Numbers 1 - 3 (HUA): \$13.28 per hour for Butte, Del Norte, Lassen, Modoc, Plumas, Glenn, Colusa, Humboldt, Shasta, Siskiyou, Sutter, Sierra, Tehama, and Yuba counties. **Job Number 4 & 6 (Job Creation & New Hire):** \$14.56 per hour for Sacramento County; \$15.47 per hour for Los Angeles County; \$16.09 per hour for Alameda, Marin, and Santa Clara counties; \$14.48 for all other counties.

Job Number 5 (SET/Entrepreneurial): No wage requirement.

Job Number 7 (SET): \$24.13 per hour Statewide (Priority Industry).

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative and Accounting Staff		80
Sales and Marketing Staff		50
Production Staff		80
Maintenance Staff		60
Customer Service Staff		65
Warehouse Staff		71
Purchasing Staff		50
Frontline Supervisors		25
Managers		15
Information Technology Staff		25
Certified Nursing Assistant		67
Technicians		10
Owner – Entrepreneur		10

Critical Proposal

This project is a “Critical Proposal”, as defined in Title 22, California Code of Regulations (CCR) 4402.2. Butte-Glenn Community College District (Butte College) seeks funding mainly for Hazwoper training, required to assist the clean-up efforts of the Camp Fire. This training will help trainees who were left jobless after the fire to seek and retain employment.

INTRODUCTION

Founded in 1968 and headquartered in Oroville, Butte College (www.butte.edu) is a 2-year community college that provides academic instruction and workforce training. Butte College’s economic workforce development center, The Training Place, works directly with businesses throughout California to provide occupational and professional development training options for employers, and the general population. The College’s tailored learning solutions seek to foster a business environment that will lead to the retention and creation of high-skilled jobs that will

enhance the overall prosperity of California. Butte College promotes training that help employers achieve higher performance.

This will be Butte College's fifth ETP-funded project, the fifth in the past five years.

Veterans Program

Under this Contract, Butte College is not marketing training opportunities specifically to veterans. However, Butte College has actively worked with and marketed training opportunities to veterans in the community. Butte College's 2018 Contract included a component to train and find employment opportunities for veterans.

PROJECT DETAILS

Butte College relies on comprehensive training needs assessments with each participating employer to identify critical needs and ensure training is consistent with employers' strategic plans and goals. Additionally, Butte College works closely with each employer to determine skill gaps within their organization.

In the previous proposal, Butte College focused training on new automation and process improvement skills training necessary to be more efficient and productive. Training included new software systems and soft skills training.

This proposal will focus on healthcare related training skills. Training provided to Healthcare Professionals will give them the skills to become Certified Nursing Assistants (CNA)'s and prepare them for careers in the healthcare industry. Training provided to New Hire's will allow trainees to upgrade and diversify their skills sets in an effort to make themselves more competitive in the job market. Additionally, Butte College will be updating the skill sets of trainees that have recently been displaced by the Camp Fire. With more than 44 percent of the workforce in Butte County effected by the Camp Fire, training will help trainees re-enter the workforce.

Training Plan

The proposed training will target companies in the manufacturing and healthcare industries. The training plan will focus on soft skills including Literacy Skills to improve internal communication, Management Skills to ensure effective leadership, and Continuous Improvement to improve production efficiencies and quality.

Butte College serves companies statewide, but the core employers are located primarily in Northern California. Training will be provided by training vendors who are subject matter experts in their fields.

Business Skills: Training will be delivered to all occupations to promote effective communication, better understand industry, and improve business functions. Training topics include Communication Skills, Customer Service and Sales Academy, Leadership, Multi-tasking for Excellence, and Change Management.

Commercial Skills: Training will be provided to Production Staff, Technicians, Maintenance Staff, and Certified Nursing Assistants to promote best healthcare practices and increase production efficiencies. Training topics include Home Health, Laboratory Skills, Long-Term Patient, HVAC, Drone Technology Skills, and Construction Management Skills.

Computer Skills: Training will be delivered to all occupations to enhance their skills in internal software systems. Training topics include company specific Patient Management Software (PMS) Training, Personnel/Payroll Processing, Purchase Order Tracking, and Sales Forecasting

Continuous Improvement: Training will be delivered to all occupations to help reduce waste, increase efficiencies, and improve quality. Training will include Managing the Metrics, Marketing, Website Training, Maximizing Team Performance, Process Improvement: Safety Incident Interview, and Quality Systems Program Monitoring.

Literacy Skills: Training will be provided to Production and Warehouse Staff. Trainees will receive English as a Second Language (ESL) training to improve communication and understanding on the job. Vocational ESL will include language skills, reading and comprehension.

Management Skills: Training will be provided to Frontline Supervisors and Managers in Employee Relations, Engaging and Retaining Talent, Facilitating with Impact, Fostering Innovation, and Leadership. Due to tough competition in the global economy, Managers and Supervisors must have the right training to allow them to keep the workplace engaged, productive, and focused.

Manufacturing Skills: Training will be provided to Frontline Supervisors, Managers, Production Staff, Maintenance Staff and Warehouse Staff. As companies upgrade equipment into a more automated environment, trainees will learn new technological skills along with proper operating and maintenance techniques for equipment. Training courses include Robotics, Electronics, Process Control, Warehousing, and Welding.

Medical Skills: Training will be provided to Certified Nursing Assistants (CNA). Trainees will participate in Didactic training. Training will promote knowledge of healthcare practices and techniques and treatment plan development and implementation. Training courses include Body Mechanics, Patient Care Procedures, Vital Signs, Emergency Procedures, Prevention and Management of Catastrophe and Unusual Occurrences.

Certified Safety Training

OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for Production, Maintenance and Warehouse Staff 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. OSHA 10/30 is not included in the 10% limitation on safety training.

Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is also a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., 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. Training will be provided to Frontline Supervisors, Managers, Production Staff, Maintenance Staff, and Warehouse Staff.

Computer-Based Training (CBT)

CBT courses will consist primarily of Amatrol online training (www.amatrol.com/). Businesses who find it difficult to stop production to attend traditional classroom training may receive CBT.

Union Support

Butte College will make ETP aware if unions are identified during the term of the contract and submit union letters of support accordingly.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Trainees will be subject to a lower post-retention wage.

Butte College partnered with several Healthcare centers including Avalon Care Center, Chico Heights Rehabilitation Center, and Windsor Care to provide a structured CNA program to their staff. These facilities are seeing a 5%-20% increase in patient population. These healthcare facilities must hire and train qualified CNAs to meet patient needs. Once trainees complete the CNA program, they are eligible for CNA certification. Butte College will train 67 newly hired CNA Staff.

The date-of-hire for Job Creation trainees (Job Number 4) 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.

E-Learning and Video Conference

Butte College utilizes online training as a delivery method. Training is provided online by a live instructor. This delivery method is cost effective, efficient, and suitable for some employers and trainees. E-Learning and Video Conference will complement Class/Lab training.

Special Employment Training

Trainees in Job Number 7 are funded under Special Employment Training (SET). In these job numbers, the participating employer is not required to demonstrate out-of-state competition. Trainees must earn at least the Modified Statewide Average hourly wage of \$24.13 at the end of the retention period.

Special Employment Training/New Hire/Job Creation

Trainees in Job Numbers 4 and 6 are funded under Special Employment Training (SET). The participating employers will not be required to demonstrate out-of-state competition. Trainees in Job Number 4 are not subject to a post-retention wage requirement of \$24.13 per hour due to their Job Creation Status.

Trainees in Job Number 6 are not subject to a post-retention wage requirement of \$24.13 per hour due to their New Hire Status. Trainees in Job Numbers 4 and 6 must meet the Standard Wage by county.

Special Employment Training/Entrepreneurial

Trainees in Job Number 5 are funded under Special Employment Training (SET). The participating employers will not be required to demonstrate out-of-state competition and are not subject to a post-retention wage requirement as all trainees will be considered Entrepreneurs.

High Unemployment Area (HUA)

Some trainees work in a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. For facilities in HUAs, the Panel may modify the ETP Minimum Wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages.

Additionally, on November 8, 2018 acting Governor Newsom declared a State of Emergency for Butte County due to the Camp Fire. In the City of Paradise, 1,551 businesses were lost affecting 44 percent of the total workforce in the area. The Panel may waive the minimum wage for trainees in this designated area.

Butte College is requesting a wage modification for 478 trainees in Job Numbers 1-3 from \$17.70 per hour to \$13.28 per hour. The HUA wage would be greatly beneficial for any affected business in non-HUA areas. Currently Butte County is partial HUA.

Commitment to Training

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

➤ Training Infrastructure

Training will be delivered primarily at Butte College's training center (The Training Place) located in Chico, with some training provided at the participating employers' worksites. Butte College has partnered with training vendors to provide some specialized courses.

The Director of Contract Education and an Administrative Assistant who administered the previous ETP training Contract, will also administer a portion of the training. Five Training Coordinators will schedule training and the Administrative Assistant will review attendance rosters, enroll trainees, and upload training hours into the ETP online sites. Butte College also has instructors assisting with roster collection.

Trainer Qualifications

Training for the proposed curriculum will be delivered by specialists from within the California Community College system and subject-matter experts. Some training may also be provided by experienced trainers who work for participating employers.

Impact/Outcome

Butte College's training will focus on process improvement, effective communication, and certification training to increase skill sets and competencies. Training will provide employers with skilled workers for new production and growth opportunities. Training will also provide trainees with the skills to advance their careers in Healthcare.

Training Agency Certification

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study. Butte College is accredited by the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges.

Marketing and Support Costs

Butte College requests, and staff supports, 12% support costs to assist with recruitment, employer outreach, assessments of employer-specific job requirements, creation of unique training curriculums, and obtaining highly specialized trainers. Butte College is requesting 12% in support costs due to the increased recruitment and outreach caused by the Camp fire.

Marketing is done through online newsletters, social media, local press, personal on-site visits, telephone calls, emails, networking, and the college systems' websites.

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes Contractor's performance under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET18-0118	\$749,516	08/01/2017 – 07/31/2019	667	0	0

Based on ETP Systems, 22,100 reimbursable hours have been tracked for potential earnings of \$533,730 (71% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through January 2019.

PRIOR PROJECTS

The following table summarizes Contractor's performance by Butte College under an ETP Contract that was completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0128	Oroville	8/11/2015– 8/10/2017	\$585,429	\$585,429 (100%)
ET15-1005	Oroville	6/30/2015– 2/28/2017	\$116,610	\$116,042 (99%)

*ET13-0252	Oroville	2/1/2013 – 1/31/2015	\$287,764	\$183,819 (64%)
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*ET13-0252 was Butte College's first ETP Agreement. During the first year of the Agreement term, Butte College did not conduct much training as they were trying to become accustomed to ETP guidelines, what types of training would be reimbursable, and how to market to participating employers. During the second year of the Agreement term, training progressed as originally planned. However, the term expired before all training was conducted and completed. To correct the problems experienced in the first year of ET13-0252, Butte College hired a full-time project manager for administration of ETP Agreements.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Design, Process, Management Group, Corporation of Sacramento will provide Continuous Improvement (Lean) training for a fee of approximately \$21,000.

Jamie Grettum Consulting of Chico will provide Business, Computer and Management Skills training for a fee of approximately \$50,000.

Hazmat Training and Consulting Inc. of Chico will provide Hazwoper Training for a fee of \$500 per person.

Anne M. Neumann of Stockton will provide Management and Supervisor Training for a fee of \$7,200 per person.

Windsor Care, a Rockport Company of Chico will provide California Department of Public Health approved Certified Nursing Assistant Training for a fee of \$156 per person.

TPC Trainco of Englewood, Colorado will provide Manufacturing Skills training for a fee of approximately \$29,700.

Other trainers will be identified for ETP record-keeping purposes, as they are retained.

Exhibit B: Menu Curriculum**Class/Lab Hours/Videoconference/E-Learning**

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Achieve Global Series
- Achieving Stellar Service Experience Series
- Business Fundamentals
- Change Management
- Collaboration
- Communication Skills
- Conflict Management
- Customer Service and Sales Academy
- Development Dimensions International Series
- Ideal Team Player
- Leadership
- Logistics
- Making Sense of Business
- Managing Difficult Behaviors and Conversations
- Marketing/Sales Techniques
- Multi-tasking for Excellence
- NxLevel Entrepreneurial Program (Courses below):
 - Alternative Financing Sources
 - Assessing the Competitive Landscape for Green Business
 - Avoiding the Pitfalls of Unmanaged Growth
 - Balancing the Four P's (Price, Product, Promotion & Place)
 - Budgeting for Growth
 - Building a Global Brand
 - Building, Motivating and Managing Teams
 - Business Planning and Feasibility Studies
 - Calculating the Break-Even Point for Your Growth Opportunity
 - Choosing the Right Promotional Tools for Your Growing Business
 - Communicating Your Financial Needs to Lenders and Investors
 - Completing Your NxLevel Business Plan
 - Debt and Equity Financing for Growth Opportunities
 - Developing a Projected Balance Sheet and Comparing It With the Beginning Balance Sheet
 - Energy Efficiency and Pollution Strategies
 - Examining Bookkeeping and Recordkeeping Activities and Controls
 - Feasibility and Benefits of Greening Your Business
 - Financial Statements and Their Uses
 - Green Branding and Marketing Techniques
 - Green Growth Opportunities
 - Growing Your Supply Chain
 - How Accounting Systems Guide Growth
 - How Budgets Provide Performance Feedback
 - How Your Business Structure Affects Your Growth Options
 - Identifying New Markets and Competitors
 - Internal Controls for Cash Management

- Legal Issues That Affect Growing Business
- Maintaining Excellent Customer Service During Business Growth
- Managerial Uses of Financial Statements
- Managing the Risks of Growth
- Managing Your Cash Flow Cycle
- Market Research for Growth Opportunities
- Monthly and Annual Cash Flow Projections
- Negotiating and Managing Deals and Contracts
- Online Marketing, Sales and Relationship Management
- Outsourcing and Growth
- Preparing a Financing Proposal
- Preparing a Personal Financial Statement and Current Business Balance Sheet
- Preparing the Monthly Projected Income Statement and Understanding How It Differs From Cash Flow Projection
- Profitable Growth and the Entrepreneurial Mindset
- Project Management, Financial Management and Other Tools for Managed Growth
- Reviewing and Adjusting Budgets
- Setting Goals and Objectives for Sustainable Growth
- Setting the Right Price in New Markets
- The Impact of Marketing on Profitability
- The Importance of Networking
- The Internal and External Uses of a Business Plan
- The Need for Market Analysis
- The NxLevel Business Plan: Your Roadmap for Growth
- Understanding the Statement of Owner's Equity and Annual Statement of Cash Flows
- Using Customer and Competition Profiles to Analyze New Market Potential
- Using Ratios to Analyze Balance Sheet Information
- Personal Effectiveness (Problem Solving, Decision Making, Taking Ownership)
- Planning, Organizing, and Goal Setting
- Product Knowledge
- Project Requirements Analysis and Specifications
- Standard Office Procedures
- Scheduling and Planning
- Strategic Planning
- Time and Priority Management

COMPUTER SKILLS

- Accounts Payable/Accounts Receivable
- Adobe Applications
- ASP.net
- C# Programming
- Certified Logistics Manager (CLM)
- Company Specific ERP Systems
- Computer Networking
- Computer-Aided Drafting & CAM

- Computerized Scheduling
- Cost Tracking and Analysis
- Database Mgmt.
- Document Control
- Electronic Health Record (EHR/EMR) Software Training
- Google Analytics
- Inventory Control
- Java Script, PHP, Ruby, TCL and Troubleshooting
- Managing Email
- Material Resource Planning
- Microsoft Excel (Intermediate/Advanced)
- Microsoft Office Suite (Intermediate/Advanced)
- Patient Management Software (PMS) Training
- Personnel/Payroll Processing
- Purchase Order Tracking
- Sales Forecasting
- Salesforce
- Search Engine Optimization (SEO)
- Shipping Solutions and Related Logistic Software
- Slack Communication Systems
- Social Media For Business
- Software Applications
- Solid Works Modeling
- SQL Server
- World-Wide Web

COMMERICAL SKILLS

- Abuse Prevention
- Activities of Daily Living
- Acute Care Nurse Assistant Responsibilities
- Annual Skills Updates
- Basic Life Support (BLS)
- Biofeedback
- Body Mechanics
- Brain Injury Rehabilitation
- Cardiac Rehabilitation
- Cleaning and Care Tasks in the Home
- Cold Laser
- Communication – Documentation
- Conditioning Protocol for Therapy Patients
- Construction Management Skills
- Coordination of Care
- Dementia Care
- Discharge Planning
- Drone Technology Skills
- Emergency Procedures
- Equipment Skills
- Functional Capacity/Restoration
- Geriatric Care
- Home Health
- Honda Brakes Honda Electrical Advanced

- Honda Electrical Fundamentals
- Honda Electrical Systems
- Honda Engine
- Honda Express Service Technician
- Honda Fuel and Emissions advanced
- Honda Fuel and Emissions basic
- Honda Hybrid
- Honda New Model updates
- Honda Steering and suspension
- Honda Transmissions and Drive Trane's
- HVAC (Heating, Ventilation, & Air Condition)
- Hyperbaric Oxygen
- Individualized Clinical Experiences
- Infection Control
- Interpersonal Skills
- Laboratory Skills
- Long-Term Patient
- Medical and Social Needs of Clients
- Mobility Assessment
- Nutrition
- Observation and Charting
- Occupational Therapy Skills
- Parkinson's' Disease Care
- Passy-Muir Valve (PMV) Placement
- Patient Assessment
- Patient Care Procedures
- Patient Care Skills
- Patient Rights
- Personal Care Services and Nursing Procedures
- Photovoltaic and Solar Panel Applications
- Physical Therapy Skills
- Post-Traumatic Stress Disorder Care
- Preceptor Skills
- Prevention and Management of Catastrophe and Unusual Circumstances
- Rehabilitative Skills
- Role and Responsibilities of the Certified Nurse Assistant (CNA)
- Safe Patient Handling
- Safe, Secure Environment
- Special Needs Patients
- Speech & Language Pathology Skills
- Splint Assessments & Measurements
- Telemedicine
- Ventilator & Tracheotomy Care
- Vital Signs
- Weights and Measures
- Wheelchair Assessment
- Wound Care

CONTINUOUS IMPROVEMENT

- A3/Plan-Do-Check-Act (PDCA): Problem Solving Practices
- Business Process Mapping

- Change Over
- Equipment Inspection and Management
- Good Agriculture Practices (GAP)
- Good Manufacturing Practices (GMP)
- Hazard Analysis & Critical Control Points
- Internal Auditor
- ISO 9000 Lean Enterprise
- Kaizen
- Kanban
- Kata Coaching
- Lean Principles & Waste Identification
- Managing the Metrics
- Marketing, Website Training
- Maximizing Team Performance
- Process Improvement: Safety Incident Interview
- Quality Systems Program Monitoring
- Shift Management: Schedule Forecasting and Planning
- SQF Quality Systems
- Standardized Work
- Training Within Industry (TWI)
- Visual Management/Workplace Organization

HAZWOPER (Certified OSHA Instructor)

- Hazardous Waste Operations and Emergency Response Certification

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

LITERACY SKILLS

- Vocation English as Second Language: Basic English Language Skills/Reading/Comprehension and Basic Mathematics

MANAGEMENT SKILLS (Managers/Supervisors Only)

- Advanced Supervisor Development
- Building Trust
- Coaching Series
- Communicating for Leadership Success
- Decision Making
- Delegating
- Developing Safety Plans and Procedures
- Driving Change
- Effectively Managing Challenging People
- Employee Engagement
- Employee Relations
- Engaging and Retaining Talent
- Facilitating with Impact
- Fostering Innovation
- Leadership
- Making Meetings Work
- Performance Management

- Planning and Managing Resources
- Project Management
- Risk Management/Disaster Preparation
- Root Cause Analysis for Managers
- Supervisor Development Series
- Team Leader and Supervisor Readiness
- Your Leadership Journey

MANUFACTURING SKILLS

- Automation Systems
- Electrical
- Electronics
- Fluid Power
- HVAC
- Inventory Control
- Laser Equipment
- Machining
- Manufacturing Basics
- Manufacturing Job Breakdown and Instruction
- Materials
- Mechanical
- Operations
- Packaging
- PLC Controls
- Process Control
- Quality Assurance
- Robotics
- Safety Fundamentals
- Solidworks and Gcode
- Thermal
- Warehousing
- Welding

MEDICAL SKILLS – DIDACTIC

- CNA Module 1: Introduction to CNA
- CNA Module 2: Patients' Rights
- CNA Module 3: Communication/Interpersonal Skills
- CNA Module 4: Prevention and Management of Catastrophe and Unusual Occurrences
- CNA Module 5: Body Mechanics
- CNA Module 6: Medical and Surgical Asepsis
- CNA Module 7: Weights and Measures
- CNA Module 8: Patient Care Skills
- CNA Module 9: Patient Care Procedures
- CNA Module 10: Vital Signs
- CNA Module 11: Nutrition
- CNA Module 12: Emergency Procedures
- CNA Module 13: Long Term Care Patient
- CNA Module 14: Rehabilitative Nursing
- CNA Module 15: Observation and Charting
- CNA Module 16: Death and Dying

CBT Hours

0-32

BUSINESS SKILLS

- Advertising: Achieving Scale with the Reach Objective (2 hours)
- Advertising: Ad Auction and Delivery Overview (2 hours)
- Advertising: Ad Policies for Content (2 hours)
- Advertising: Ads Manager (2 hours)
- Advertising: Audience Insight (2 hours)
- Advertising: Boost Your Posts (2 hours)
- Advertising: Brand Awareness (2 hours)
- Advertising: Business Manager (2 hours)
- Advertising: Campaign Structure (2 hours)
- Advertising: Create Ads (2 hours)
- Advertising: Drive Store Visits/Store Visits Objectives (2 hours)
- Advertising: Edit and Manage Ads (2 hours)
- Advertising: Measure Campaign Performance With Ads (2 hours)
- Advertising: Offers – Attract, Convert, and Reward (2 hours)
- Advertising: Plan, Reach, and Frequency Campaigns (2 hours)
- Advertising: Targeting Core Audiences (2 hours)
- Advertising: Targeting Custom Audiences (2 hours)
- Advertising: Targeting Lookalike Audiences (2 hours)
- Basic Accounting Practices and Framework (1.5 hours)
- Being an Effective Team Member (1.5 hours)
- Brewing History – Customer Experience (1.5 hours)
- Business Coaching: Conducting Coaching Sessions (1.5 hours)
- Business Presentations (5 hours)
- Coaching: Fundamentals of Feedback (0.5 hours)
- Coaching: Giving Positive Feedback (0.5 hours)
- Communication Skills (5 hours)
- Conflict Resolution (2.5 hours)
- Conflict: Choosing a Conflict Resolution Tactic (0.5 hours)
- Conflict: Mediating a Conflict (0.5 hours)
- Conflicts of Interest in the Workplace (1.5 hours)
- Core Brands (1.5 hours)
- Customer Service Fundamentals: Building Rapport in Customer Relationships (1.5 hours)
- Decision Making: The Fundamentals (1.5 hours)
- Generating Creative and Innovative Ideas (1.5 hours)
- Hopline Sales Training (1.5 hours)
- Intrapersonal Communication (1.5 hours)
- Leadership Essentials: Building Influence (1.5 hours)
- Leadership Essentials: Motivating Employees (1.5 hours)
- Managing Change: Building Positive Support (1.5 hours)
- Paperless Payroll (1.5 hours)
- Problem Solving: The Fundamentals (1.5 hours)
- Productive Interactions (0.5 hours)
- Project Management Fundamentals (1.5 hours)
- Sales Techniques (1.5 hours)
- Setting Job Goals (0.5 hours)
- Talent Management: Basics (1.5 hours)
- Team Concepts (5 hours)

- Time Management (1.5 hours)
- Training for Intervention Procedures (TIPS): Behavioral Cues (1.5 hours)
- Working in Groups (5 hours)

COMPUTER SKILLS

- Savant Warehouse Management System (WMS) Overview (1.5 hours)
- Savant WMS System Overview Part II (1.5 hours)

CONTINUOUS IMPROVEMENT

- Achieving Leadership Potential (2 hours)
- Adopting Your Leadership Approach (0.5 hours)
- Advanced Coaching (2 hours)
- Authenticity and Transparency (SHARE) (0.5 hours)
- Back Safety (1.5 hours)
- Boosting Business Results (0.5 hours)
- Building a Motivational Environment (0.5 hours)
- Building an Environment of Trust (2 hours)
- Building Relationships (ESTEEM) (0.5 hours)
- Building Trust in Your Work Environment (0.5 hours)
- Choosing a Conflict Resolution Tactic (0.5 hours)
- Coaching for Improvement (2 hours)
- Coaching for Peak Performance (2 hours)
- Coaching for Success (2 hours)
- Communicating for Leadership Success (2 hours)
- Communicating with Impact (2 hours)
- Contributing to Meeting Success (0.5 hours)
- Cultivating Effective Business Networks (0.5 hours)
- Delegating Effectively (0.5 hours)
- Delegating for Results (2 hours)
- Delegating with Purpose (2 hours)
- Developing Individual Team Members (0.5 hours)
- Developing Others (2 hours)
- Discussing Performance Expectations (0.5 hours)
- Discussing Performance Progress (0.5 hours)
- Discussions to Get Results (0.5 hours)
- Driving Change (2 hours)
- Embracing Change (0.5 hours)
- Essentials of Leadership (2 hours)
- Facilitating a Virtual Meeting (0.5 hours)
- Fundamentals of Feedback (0.5 hours)
- Getting Started as a New Leader (2 hours)
- Giving Feedback for Improvement (STARR/AR) (0.5 hours)
- Giving Positive Feedback (STARR) (0.5 hours)
- Going Beyond Customer Expectations (0.5 hours)
- Handling Common Coaching Challenges (0.5 hours)
- Handling Customer Dissatisfaction (0.5 hours)
- Helping Others Manage Performance (0.5 hours)
- Helping your Team Achieve High Performance (0.5 hours)
- Improving Your Processes (0.5 hours)
- Influencing Others to Make Things Happen (0.5 hours)
- Influencing Without Position Power (0.5 hours)

- Keeping Discussions Moving (0.5 hours)
- Keeping on Track and on Time (0.5 hours)
- Keeping Organizational Talent (0.5 hours)
- Launching a Successful Team (0.5 hours)
- Leading Change (2 hours)
- Leading Through Vision and Values (0.5 hours)
- Leading Virtually (2 hours)
- Lean Manufacturing 100: Overview and Workplace (5 hours)
- Lean Manufacturing 101: Introduction (5 hours)
- Lean Manufacturing 102: 5S (5 hours)
- Lean Manufacturing 103: Total Productive Maintenance (5 hours)
- Lean Manufacturing 104: Poka-Yoke (5 hours)
- Lean Manufacturing 203: Theory (5 hours)
- Lean Manufacturing 204: Process Flow (5 hours)
- Lean Manufacturing 205: Visual Workplace (5 hours)
- Lean Manufacturing 206: Standardized Work (5 hours)
- Lean Manufacturing 307: Kaizen (5 hours)
- Lean Manufacturing 308: Value Stream Mapping (5 hours)
- Lean Manufacturing 409: Set-Up Reduction (5 hours)
- Letting Go and Delegating More (0.5 hours)
- Making Accelerated Decisions (0.5 hours)
- Making Change Happen (0.5 hours)
- Making Meetings Work (0.5 hours)
- Making Quality Decisions (0.5 hours)
- Making Things Happen (0.5 hours)
- Overcoming Barriers to Productivity (0.5 hours)
- Overcoming Resistance to Change (0.5 hours)
- Planning to Lead a Virtual Meeting (0.5 hours)
- Productive Interactions (Interaction Guidelines) (0.5 hours)
- Providing Everyday Service Excellence (0.5 hours)
- Pulling your Team out of a Slump (0.5 hours)
- Quality Assurance Training (1.5 hours)
- Reaching Group Agreement Sparking Accountability and Action (SUPPORT) (0.5 hours)
- Rescuing Difficult Meetings (0.5 hours)
- Resolving a Conflict You're Involved In (0.5 hours)
- SMART Goals (0.5 hours)
- Spill Prevention, Control and Countermeasure Plan (1.5 hours)
- Strengthening Relationships (0.5 hours)
- Strengthening Your Partnerships (0.5 hours)
- Strengthening Your Work Group (0.5 hours)
- Supporting Development Efforts (0.5 hours)
- Sustainability 101 (1.5 hours)
- Your Leadership Journey (0.5 hours)

MANAGEMENT SKILLS (Managers/Supervisors Only)

- Achieving Leadership Potential (2 hours)
- Advanced Coaching (2 hours)
- Building an Environment of Trust (2 hours)
- Coaching for Improvement (2 hours)
- Coaching for Peak Performance (2 hours)

- Coaching for Success (2 hours)
- Communicating for Leadership Success (2 hours)
- Communicating with Impact (2 hours)
- Delegating for Results (2 hours)
- Delegating with Purpose (2 hours)
- Developing Others (2 hours)
- Driving Change (2 hours)
- Essentials of Leadership (2 hours)
- Getting Started as a New Leader (2 hours)
- Keeping Discussions Moving (0.5 hours)
- Keeping on Track and on Time (0.5 hours)
- Keeping Organizational Talent (0.5 hours)
- Leading Change (2 hours)
- Leading Virtually (2 hours)
- Making High-Quality Decisions (2 hours)
- Making Meetings Work (2 hours)
- Mediating a Conflict (0.5 hours)
- Resolving Conflict (2 hours)
- Retaining Talent (0.5 hours)
- Setting Goals and Reviewing Results (0.5 hours)
- Setting Job or Performance Goals (0.5 hours)
- Setting Team Goals (0.5 hours)
- Sparking Accountability and Action (SUPPORT) (0.5 hours)
- Taking the HEAT (2 hours)
- Unleashing Employee Initiative (INVOLVEMENT) (0.5 hours)
- Your Leadership Journey (2 hours)

MANUFACTURING SKILLS

- AC Heat Pump Operations (5 hours)
- AC Heat Pump Troubleshooting (5 hours)
- AC/DC Electrical (5 hours)
- Advanced AC Electronics (5 hours)
- Advanced Hydraulic Troubleshooting (5 hours)
- Advanced Hydraulics (5 hours)
- Advanced Pneumatic Troubleshooting (5 hours)
- Advanced Pneumatics (5 hours)
- Analytical Process Control (5 hours)
- Barcodes (5 hours)
- Basic AC Drives (5 hours)
- Basic Hydraulic Troubleshooting (5 hours)
- Basic Hydraulics (5 hours)
- Basic Measurement Tools (5 hours)
- Basic Pneumatic (5 hours)
- Basic Pneumatic Troubleshooting (5 hours)
- Basic Wiring (5 hours)
- Central Lubrication (5 hours)
- Centrifugal Pumps (5 hours)
- CIM & MINICIM Applications (5 hours)
- CNC Machine Operation (5 hours)
- CNC Machine Tools (5 hours)
- CNC Mill (5 hours)

- Computer Numerical Control (CNC) Lathe (5 hours)
- Computer-Aided Design Solidworks (5 hours)
- Computer-Aided Machining (5 hours)
- Computer-Integrated Manufacturing Siemens (5 hours)
- Contamination (5 hours)
- Conveyors (5 hours)
- Coolants and Oils (5 hours)
- Data Acquisition (5 hours)
- DC Electronic Drives (5 hours)
- Device Level Networks (5 hours)
- Distributed I/O (5 hours)
- Electrical Control Wiring (5 hours)
- Electrical Motor Control 1 (5 hours)
- Electrical Motor Control 2 (5 hours)
- Electrical Relay Control (5 hours)
- Electro Fluid Power (5 hours)
- Electronic Sensors (5 hours)
- Ethernet & Analog Wiring (5 hours)
- Fanuc CNC Control (5 hours)
- Fasteners (5 hours)
- Ferrous Metals/Non Ferrous Metals/Heat Treatment (5 hours)
- Flexible Manufacturing 1 (5 hours)
- Foundation Fieldbus (5 hours)
- Gaskets (5 hours)
- Gear Manufacturing (5 hours)
- Geometric Dimensioning & Tolerance Gauging (5 hours)
- Geothermal (5 hours)
- Geothermal Flush Cart (5 hours)
- Geothermal Troubleshooting (5 hours)
- Good Manufacturing Practices (1.5 hours)
- Grinding (5 hours)
- Hart (5 hours)
- Highway Addressable Remote Transducer Protocol (5 hours)
- HMI Terminal (5 hours)
- Human Machine Interface (HMI) Safety PLC (5 hours)
- Hydraulic Maintenance (5 hours)
- Industrial Machine Vision System (Vision) (5 hours)
- Industrial Soldering (5 hours)
- Intermediate Hydraulics (5 hours)
- Intermediate Pneumatics (5 hours)
- Inventory Storage (5 hours)
- ISO 9000 - Statistical Process (5 hours)
- Laser Alignment (5 hours)
- Level & Flow Process Control (5 hours)
- Machine Tool Axis (5 hours)
- Machining Center (5 hours)
- Manual Machine Tools 1 (5 hours)
- Materials Engineering (5 hours)
- Mathematics (5 hours)
- Mechanical Drives 1 (5 hours)

- Mechanical Drives 2 (5 hours)
- Mechanical Drives 3 (5 hours)
- Mechanical Drives 4 (5 hours)
- Mechanical Fabrication (5 hours)
- Mechatronics 870- Siemens (5 hours)
- Mechatronics 870-Akken Bradley (5 hours)
- Mechatronics Analog (5 hours)
- Mechatronics Troubleshooting (5 hours)
- MINICIM & CIM Options (5 hours)
- MINICIM Siemens (5 hours)
- Mold Design (5 hours)
- Motion Control (5 hours)
- Multiple Stage Pumps (5 hours)
- Networking Ethernet - AB Compactlogix (5 hours)
- Non-Hydraulic Pumps (5 hours)
- Non-Servo Robotics (5 hours)
- Packing Switchboards 101 (1.5 hours)
- Piping Fabrication (5 hours)
- Plastics (5 hours)
- PLC Motor Control (5 hours)
- PLC Networking Options (5 hours)
- PLC Operator Interfaces (5 hours)
- PLC Process Control Compactlogix (5 hours)
- PLC Programming (5 hours)
- Pneumatic Fitting Construction (5 hours)
- Power and Control Electronics (5 hours)
- Power Distribution (5 hours)
- Precision Gauging (5 hours)
- Pressure Process Control (5 hours)
- Principles of Advanced Manufacturing (5 hours)
- Principles of CNC Machining (5 hours)
- Print Reading (5 hours)
- Product Design (5 hours)
- Product Finishing (5 hours)
- Production Assembly (5 hours)
- Profinet (5 hours)
- Profinet Pneumatic Safety PLC (5 hours)
- Program Logic Control (PLC) Analog Control (5 hours)
- Programmable Controllers (5 hours)
- Radio Frequency Identification (RFID) (5 hours)
- Rail Spur (1.5 hours)
- RFID Safety PLC (5 hours)
- Rigging 1 (5 hours)
- Rigging 2 (5 hours)
- Rigging 3 (5 hours)
- Robotics Assembly (5 hours)
- Rotating Machines 1 (5 hours)
- Rotating Machines 2 DC Generators (5 hours)
- SA101 – Safety Practices & Regulations (5 hours)
- SA102 – Personal Protective Equipment (5 hours)

- SA103 – Hazardous Communication (5 hours)
- SA104 – Confined Spaces (5 hours)
- SA105 – Lockout/Tagout (5 hours)
- SA106 – Accident Response (5 hours)
- SA206 – Overhead Crane Safety (5 hours)
- Safety I/O with Variable Frequency Drive (5 hours)
- Safety Input/Output with Reversing Starter (5 hours)
- Servo Robotics (5 hours)
- Siemens Safety PLC (5 hours)
- Smart Flow Transmitter (5 hours)
- Stacklight Signaling Safety PLC (5 hours)
- Statement List & Grafset Programming (5 hours)
- Statistical Process Control (5 hours)
- Steam Systems (5 hours)
- Tabletop Mechatronics (5 hours)
- Thermal Applications (5 hours)
- Thermal Process Control (5 hours)
- Thermal Science (5 hours)
- Tooling (5 hours)
- Tooling for Grinding (5 hours)
- Tooling for Machining (5 hours)
- Tooling for Tapping (5 hours)
- Tooling for Turning Center (5 hours)
- Trigonometry (5 hours)
- Turning (5 hours)
- Ultrasonic Liquid Level (5 hours)
- VFD/PLC Wiring (5 hours)
- Vibrations Analysis (5 hours)
- Vision (5 hours)
- Visualization Process Control (5 hours)
- Welding (5 hours)
- Wiring Harness Assembly (5 hours)
- Work Holding (5 hours)

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

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. Reimbursement for new hire training is capped at 260 total training hours per trainee.

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Butte-Glenn Community College District
Reference No: 19-0237

CCG No.: ET19-0425
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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Alternative Energy Systems

Address: 13620 CA Hwy 99

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 58

Total # of full-time company employees worldwide: 77

Total # of full-time company employees in California: 77

Company: Andersen & Sons Shelling

Address: 5430 Rowles Road

City, State, Zip: Vina, CA 96092

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 152

Total # of full-time company employees worldwide: 155

Total # of full-time company employees in California: 155

Company: Avalon Care Center-Merced Hy-Lond LLC

Address: 3170 M St.

City, State, Zip: Merced, CA 95348

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 89

Total # of full-time company employees in California: 89

Company: California Olive Ranch, Inc.

Address: 1367 East Lassen Ave., Ste. A-7

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 135

Total # of full-time company employees in California: 129

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Butte-Glenn Community College District
Reference No: 19-0237

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Company: California Walnut Company, Inc.

Address: 24490 Joseph Ave.

City, State, Zip: Los Molinos, CA 96055

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 56

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

Company: CalPlant1, LLC

Address: 6101 State Highway 162

City, State, Zip: Willows, CA 95988

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 87

Total # of full-time company employees in California: 87

Company: Carriere Family Farms, Inc.

Address: 1640 State Highway 45

City, State, Zip: Glenn, CA 95943

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 5

Total # of full-time company employees worldwide: 80

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

Company: Cascade Orthopedic Supply, Inc.

Address: 2638 Aztec Dr.

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 67

Total # of full-time company employees worldwide: 131

Total # of full-time company employees in California: 67

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Butte-Glenn Community College District
Reference No: 19-0237

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Company: Chico Heights Rehabilitation & Wellness Centre LP (Chico Creek RC)

Address: 587 Rio Lindo Ave.

City, State, Zip: Chico, CA 95926

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 196

Total # of full-time company employees in California: 196

Company: Chico Natural Foods Cooperative, Inc.

Address: 818 Main St.

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 22

Total # of full-time company employees in California: 22

Company: Chico Terrace Healthcare & Wellness Centre LP (Windsor Care)

Address: 188 Cohasset Lane

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 67

Total # of full-time company employees worldwide: 195

Total # of full-time company employees in California: 195

Company: ChicoBag Company, Inc.

Address: 747 Fortress St.

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 25

Total # of full-time company employees in California: 25

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Butte-Glenn Community College District
Reference No: 19-0237

CCG No.: ET19-0425
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Company: Cleanrite Cleaning & Restoration

Address: 1200 W. East Ave.

City, State, Zip: Chico, CA 95926

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 110

Total # of full-time company employees worldwide: 120

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

Company: Crown Nursery, LLC

Address: 11555 Paskenta Rd.

City, State, Zip: Red Bluff, CA 96080

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 39

Total # of full-time company employees in California: 39

Company: Dryers, Inc. (Sunsweet)

Address: 901 North Walton Ave.

City, State, Zip: Yuba City, CA 95993

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 18

Total # of full-time company employees worldwide: 24

Total # of full-time company employees in California: 24

Company: GC Products

Address: 5730 Roseville Rd., Ste. E

City, State, Zip: Sacramento, CA 95842

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 8

Total # of full-time company employees worldwide: 34

Total # of full-time company employees in California: 34

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Butte-Glenn Community College District
Reference No: 19-0237

CCG No.: ET19-0425
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Company: Golden Valley Bank

Address: 190 Cohasset Rd., Ste. 170

City, State, Zip: Chico, CA 95926

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 23

Total # of full-time company employees worldwide: 30

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

Company: Gonzales Enterprises (Fifth Sun)

Address: 495 Ryan Ave.

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 72

Total # of full-time company employees worldwide: 213

Total # of full-time company employees in California: 213

Company: Graphic Packaging International

Address: 525 Airport Parkway

City, State, Zip: Oroville, CA 95965

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 18,000

Total # of full-time company employees in California: 224

Company: Joy Signal Technology LLC

Address: 1020 Marauder St.

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 33

Total # of full-time company employees worldwide: 46

Total # of full-time company employees in California: 46

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Butte-Glenn Community College District
Reference No: 19-0237

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Company: Lares Research Inc.

Address: 295 Lockheed Ave.

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 24

Total # of full-time company employees worldwide: 33

Total # of full-time company employees in California: 33

Company: Lifetouch National Schools Studios Inc.

Address: 2860 Fair St.

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 110

Total # of full-time company employees worldwide: 1064

Total # of full-time company employees in California: 1064

Company: Lindauer Farm Management, Inc.

Address: 24525 Lindy Lane

City, State, Zip: Red Bluff, CA 96080

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 13

Total # of full-time company employees in California: 13

Company: Lindauer River Ranch

Address: 11790 Tyler Road

City, State, Zip: Red Bluff, CA 96080

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Total # of full-time company employees worldwide: 20

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

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Butte-Glenn Community College District
Reference No: 19-0237

CCG No.: ET19-0425
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Company: Lulus Fashion Lounge, Inc.

Address: 195 Humboldt Ave., Ste. B

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 183

Total # of full-time company employees worldwide: 601

Total # of full-time company employees in California: 601

Company: Maywood Farms

Address: 3635 Mt. Shasta Ave.

City, State, Zip: Corning, CA 96021

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 2

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

Company: MC2 Design Group, Inc.

Address: 1311 Mangrove Ave., Ste. A

City, State, Zip: Chico, CA 95926

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 12

Total # of full-time company employees worldwide: 14

Total # of full-time company employees in California: 14

Company: Norfield, Inc.

Address: 422 Otterson Dr.

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 17

Total # of full-time company employees worldwide: 64

Total # of full-time company employees in California: 64

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Butte-Glenn Community College District
Reference No: 19-0237

CCG No.: ET19-0425
Page 8 of 9

Company: Orthopedic Associates of Northern California

Address: 131 Raley Blvd.

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 41

Total # of full-time company employees worldwide: 52

Total # of full-time company employees in California: 52

Company: Prime Healthcare Services - Shasta, LLC

Address: 1100 Butte St.

City, State, Zip: Redding, CA 96001

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 870

Total # of full-time company employees in California: 870

Company: Riverside Point Healthcare & Wellness Center

Address: 375 Cohasset Rd.

City, State, Zip: Chico, CA 95926

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 118

Total # of full-time company employees in California: 118

Company: Roplast Industries

Address: 3155 South 5th Ave.

City, State, Zip: Oroville, CA 95965

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 45

Total # of full-time company employees worldwide: 155

Total # of full-time company employees in California: 155

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Butte-Glenn Community College District
Reference No: 19-0237

CCG No.: ET19-0425
Page 9 of 9

Company: Rumiano Cheese Company

Address: 1629 County Rd. E

City, State, Zip: Willows, CA 95988

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 81

Total # of full-time company employees worldwide: 176

Total # of full-time company employees in California: 176

Company: Smucker Natural Foods, Inc.

Address: 37 Speedway Ave.

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 6925

Total # of full-time company employees in California: 350

Company: Social High Rise

Address: 242 Broadway St., #13

City, State, Zip: Chico, Ca 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 12

Total # of full-time company employees worldwide: 12

Total # of full-time company employees in California: 12

Company: Southern Alum Finishing Co., Inc. (SAF West)

Address: 4356 Caterpillar Rd.

City, State, Zip: Redding, CA 96003

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 250

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



**Training Proposal for:
Western Electrical Contractors Association, Inc.**

Contract Number: ET19-0937

Panel Meeting of: February 22, 2019

ETP Regional Office: Sacramento

Analyst: K. Jones

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprenticeship Veterans	Industry Sector(s):	Construction (C) 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 Unilateral Apprenticeship Committee		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$421,890		\$29,274 8%		\$451,164

In-Kind Contribution:	50% of Total ETP Funding Required	Inherent
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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 Apprentice	Commercial Skills, OSHA 10	262	8-210	0	\$1,572	\$24.13
				Weighted Avg: 70			
2	Retrainee Apprentice Veterans	Commercial Skills, OSHA 10	25	8-210	0	\$1,572	\$24.13
				Weighted Avg: 70			

Minimum Wage by County: \$24.13 per hour Statewide (Priority Industry)

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

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

Up to \$9.32 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 and 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Apprentice Wireman Electrician		262
Job Number 2		
Veteran Apprentice Wireman Electrician		25

INTRODUCTION

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

This is WECA's fourth ETP Contract, and the fourth ETP Contract in the last five years.

Veterans Program

The curriculum for Veteran trainees will be the same as Apprentice training and reimbursed at the same rate as other Apprentices.

WECA works in cooperation with Volunteers of America, Honor a Hero, and participates in Hire a Vet job fairs sponsored by EDD. WECA has a hiring preference for, and actively recruits veterans.

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding supplements cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project the program is five years.

For the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$26 to \$21 per class/lab hour. The ETP wage for Apprentices is no less than \$24.13 per hour. However, the actual wages paid are shown in the Training Plan Table for the Panel's information.

PROJECT DETAILS

As demand for qualified Apprentices has grown, WECA has been able to increase its membership base to 257 contractors. To meet member needs, WECA has increased the number of Apprentices by 10% over the last two years, and currently represents more than 425 Apprentices statewide. This increase in Apprentices requires WECA to train staff on the skills needed to be safe and efficient Wireman Electricians.

WECA has developed and customized a Wireman Electrician curriculum to address local needs and projects their Apprentices are involved in. The training will prepare Wireman Electrician's to work on large construction projects including Cache Creek Hotel Expansion in Yolo County, Sutter Roseville ED/Critical Care Expansion in Placer County, Ukiah Valley Medical Center in Mendocino County, The Chawanakee Elementary School in Fresno County, and the Oakley Fire Station in Contra Costa County.

Training Plan

Training will be provided via class/lab in the following:

Commercial Skills: Training will include circuits, transformers, motors, capacitors and basic principles of electricity. Courses will include Ohms Law Review, Magnetic Induction, Motors, Floor Types and Planning Conduit Runs and Commercial Electrical Load Calculations.

OSHA 10: Trainees will receive OSHA 10 training in a series of courses "bundled" by industry sector and occupation. The coursework is geared to construction work, and must be approved by Cal-OSHA. The instructors must be certified by Cal-OSHA as well. Completion of the training results in a certificate that expands employment opportunities. OSHA 10 is not included in the 10% limitation on safety training.

Commitment to Training

ETP funding will not displace WECA's financial commitment to training. Signatory employers will continue to make contributions to the training trust for every hour worked by Apprentices. General

safety training is provided by participating employers in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Operations Director and an Administrative Assistant who were involved in previous ETP Contracts, will oversee administration. The Training Director will schedule training and the Administrative Assistant will review attendance rosters, enroll trainees, and upload training hours into the ETP online sites. The Director of Operations will be responsible for project performance and report progress to WECA's board members bi-monthly. Training will be delivered by in-house experts and vendors.

Trainer Qualifications

The Training Director will recruit, conduct needs assessments and schedule training. Eleven full-time subject-matter experts will provide training.

Impact/Outcome

Apprentices trained under this proposal will be certified as Journeymen Wireman Electricians once they complete the entire apprentice curriculum. Trainees will also receive OSHA 10 certifications once the apprentice curriculum has been completed.

Marketing and Support Costs

WECA will disseminate class information throughout the year to its Apprentice Commercial Electrician and the electrical contractors who employ them. WECA will market through newsletters, personal contacts, telephone calls, advertisements via the Internet, emails, its website and the local Workforce Investment Board.

Some employers have already been recruited and additional recruitment will be on-going for non-member electrical contractors. WECA and its UAC will also assess employer-specific job requirements during the contract term. WECA requests, and staff recommends, 8% support costs for these purposes.

Electronic Recordkeeping

WECA uses a recordkeeping system ("WECA Base") to track the training. This system has been in place since 2005. ETP has reviewed and approved this system for purposes of tracking training.

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes WECA's performance under ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0914	Statewide	11/07/16 - 11/06/18	\$449,248	\$449,248 (100%)
ET15-0914	Statewide	09/02/14 - 09/01/16	\$298,016	\$298,016 (100%)
ET13-0905	Statewide	10/01/12 - 09/30/14	\$298,620	\$298,620 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Cintas of Sacramento will provide Health and Safety training for a fee of \$79 per trainee.

Safewest of La Mesa will provide Health and Safety training for a fee of \$50 per trainee.

Other trainers will be identified for ETP record-keeping purposes, as they are retained by WECA.

Exhibit B: Menu Curriculum

Class/Lab Hours

8-210 Apprentices may receive any of the following:

COMMERCIAL SKILLS

2nd Year 1st Semester:

- Day 1 - Branch Circuits & Feeders
- Day 2 - Conductors & Over Current Protection
- Day 3 -Wiring Methods, Wiring Materials, Raceways & Boxes
- Day 4 - Grounding
- Day 5 - Midterm Review
- Day 6 - Wiring Materials Switches Panel & Switchboards
- Day 7 - Dwelling Load Calculations
- Day 8 - Load Calculations Cont. Demand Factor Calculations
- Day 9 - Introduction to Motors
- Day 10 - Semester Review

2nd Year 2nd Semester:

- Day 1 - Ohms Law Review, Parallel Circuit, Triangles
- Day 2 - Magnetic Induction, AC Inductance, Resistive Inductive Series Circuits/Parallel Circuits
- Day 3 - Capacitors, AC Circuit, Series Circuit/Parallel
- Day 4 - Resistive Inductive Capacitance Series/Parallel Circuits
- Day 5 - Midterm Exam
- Day 6 - Three Phase Circuits/Transformers
- Day 7 - Transformers, Size Primary, DC Generators/Motors
- Day 8 -Three Phase Alternators/Phase Motors/Single Phase Motors, Code and Sizing the Circuit
- Day 9 - Motors, Wiring a Single and Three Phase Motor

3rd Year 1st Semester:

- Day 1 - Welcome and Course Overview, Harassment Prevention, Using the NEC, Hazard Communications (reading MSDS), CPR
- Day 2 - The Design-Construction Process, Construction Documents: Types and Functions, In-Class Assignment: Using Construction Documents, Construction Plans Walk-Through
- Day 3 - Scales, In-Class Lab: Using Architectural Scales, Plans, Elevations, and Symbols, In-Class Assignment: Civil Plans, Preparing for Electrical Underground, Optional In-Class Lab: POCO Primary Conduit Material Estimation
- Day 4 - Structural Sheets, Footings, Foundations, Walls, Parallel Conductors, Conduit Sizing, and Equipment Grounding in Parallel, In-Class Assignment: Conductors in Parallel, Grounding Electrode Systems & Main Bonding Jumpers, In-Class Activity: Conductors in Parallel and Grounding

- Day 5 - Midterm Exam, Coordinating Electrical Circuit Ampacity Factors
- Day 6 - Introduction to Laguna Pointe Plans, In-Class Lab: Finding Walls for Conduit Layout, Working Clearances and Services, Sight Lighting, In-Class Lab: Site Lighting
- Day 7 - Floor Types and Planning Conduit Runs, Busway Systems
- In-Class Activity: Busway Systems, Mechanical Sheets
- Day 8 - Commercial Electrical Load Calculations and Sizing Electrical Equipment, Plumbing Sheets and Basic Fire Protection, Coordinating Plan Information Prior to Completing Electrical, Rough-In
- Day 9 – Elevators, Coordinating Before Completing Electrical Rough-in for Lighting Circuits, In-Class Lab: Creating Installation Plan for Corridor Lighting for One Floor of a Commercial Structure, Preparation for Final Exam: Q & A and Open Discussion
- Day 10 - Semester Review

3rd Year 2nd Semester:

- Day 1 - Welcome and Course Overview, Electrical Quantities and Circuits, Electrical Quantities, Ohm's Law, Series & Parallel Circuits and Calculations Review, Electrical Tools and Test Instruments, Electrical Safety, Solenoids, Shading, Coils, Sizes, and Specifications
- Day 2 - Coordinating Electrical Circuit Ampacity Factors, Conductor Ampacities and Derating, Sizing Single Motor Systems Using the NEC, In-Class Assignment: Motors Worksheet, Contactors and Magnetic Motor Starters, In-Class Activity: Lighting Contractors and Motor Starters, In-Class Activity: Motor Starters and Overload/ "Heater" Selection
- Day 3 - Using the NEC for Voltage Drop, Conductors, and Raceways, Electrical Symbols & Diagrams, Control Devices, Ladder Diagrams and Wiring Diagrams, Lab Prep: Rules and Operating Procedures, Lab: Basic Control Circuits - Assemble, Operate, Test, and Trouble-Shoot
- Day 4 - In-Class Assignment: Motors Worksheet, Control Devices – Continued, Control Logic, Review of Control Circuit Labs, Lab Prep: Motor Control Circuits, Lab: Motor: Motor Control Circuits – Multi Start-Stop Stations - Assemble, Operate, Test, and Trouble-Shoot
- Day 5 - Review for Midterm Exam, Midterm Exam, Optional Lab (Time Permitting): Motor Control Circuits – HOA – E-Stop – Limit Switch - Assemble, Operate, Test, and Trouble-Shoot
- Day 6 - Review: Junction & Pull Boxes, Conduit Bodies & Enclosure Sizing and Fill Requirements, NEC Definitions, AC Generators, Transformers and Motors, Reversing Motor Circuits, Optional: In-Class Reversing Motor Demonstration, Lab Prep: Motor Control Circuits, Labs: Reversing Motor Control Circuits - Assemble, Operate, Test, and Trouble-Shoot
- Day 7 - In-Class Assignment: Grounding, Bonding, Parallel Conductors and NEC Review, In-Class Activity: Using the NEC to Size Parallel Conductors & Raceways, Sizing Main Bonding Jumper, Grounding Electrode Conductor and Equipment, Grounding Conductors, etc., General-Purpose Relays and Timing & Counting

Functions, Labs: Relay and Timer Function Motor Control Circuits - Assemble, Operate, Test and Trouble-Shoot

- Day 8 -Common Alternating Current Circuit Configurations, Adjustment & Correction Factors for Exposed Raceways Installed on or Above Rooftops – Review, Using the NEC: Sizing Parallel Feeder Conductors & Raceways, Sizing Overcurrent Protection (for Transformers), Sizing System Bonding Jumpers, Grounding Electrode Conductors and Equipment Grounding Conductor, etc., Labs: Additional Timer Function Motor Control Circuits - Assemble, Operate, Test and Trouble-Shoot
- Day 9 - Review of Blue Prints and Construction Documents, Lab: Motor Control Circuit Design Using Constructor™ Software, Optional Lab: Trouble-Shoot a Lighting Control Circuit with SIMUTECH Software
- Day 10 - Review for Final Exam, Lab (Time Permitting): Additional Motor Control Circuits or Additional SIMUTECH Troubleshooting

4th Year 1st Semester:

- Day 1 – Orientation, Electrical Safety & First Aid, Arc Flash, PPE & Clothing, Power Generation, Transmission, Distribution, Types and Differences between Electrical Systems, Single Phase/Three Phase Systems, High Voltage Systems, Wye- Delta/Open Delta Concepts Article 408,230 Code Practice Service requirements and Article 100, 110 Code Practice Working Clearances
- Day 2 - Electromechanical and Solid State Relays: Types & Applications, Operating Characteristic and Relay Construction – Poles-Throws- Breaks, Contact Protection, and Transient Voltage Protection, Electrically Held and Mechanically Held Relays and Contactors, Lab Exercises: Lighting Automation Control Circuits
- Day 3 - Capacito Article 300, 310 Code Practice, Conductor Insulation and Ampacity ratings, Derating applications and Worksheets, Terminal Ratings with Regards to Ampacity Ratings for Conductors, Overcurrent Conditions, Article 240 Code Practice, Short Circuit, Ground Fault and Overload Defined, Differences between Fuses and Breakers, Long and Short Time Current Ratings for Conductors, Differences between a Power Panel and Lighting and Appliance Panel regarding Secondary Conductor and Panel Bussing Protection, Lab Exercises: Forward Reverse Motor Starting Review, Forward Reverse Motor Starting Using General Purpose Relays for Electrical Interlock, Local & Remote Switching with Automatic Motor Restart, Electric Lift
- Day 4 - Photoelectric and Proximity Controls (Hall Effect Sensors), Different type Detectors, Detection Applications and Installation Techniques, Lab Exercises: Grain Silo and Conveyor System
- Day 5 - Lab Exercise: Electric Gate, First Quarter Review and Midterm Exam
- Day 6 - Article 200, 250 Code Practice, Grounding, Applications for the Line Side of the Service, Grounding Applications for the Load Side of the Service, Article 250 Terminology, The Differences Between Grounding and Bonding, The Requirements for Bonding, Parallel

Service Requirements and Adjustments Made for Voltage Drop Corrections, Lab Exercise: Control for an Automatic Car Wash

- Day 7 - Reduced Voltage Motor Starting Methods & Applications, When to apply Voltage Reduction, The Differences between the Starting Methods, Lab Exercises: Wye-Delta, Part Winding, Primary Resistor Reduced Voltage Starting Applications
- Day 8 - Article 430 Code Practice, Short Circuit, Ground Fault and Overload Applications and Requirements for a Single Motor, Service Factor Ratings, Integral Overload Protection, Supplementary Overload Protection, Fuse Ratings and Breaker Ratings for Motors, Locked Rotor Current Calculations, Lab Exercise Plugging, Brake Motor Braking Applications
- Day 9 - Article 440 Code Practice, Sizing Motor Feeder Circuit Conductors, Controllers, and Disconnecting Means, Lab Exercise Motor Braking Applications Continued DC Injection Circuit.
- Day 10 - Semester Review

4th Year 2nd Semester:

- Day 1 – Orientation, Designing and Installing Wiring Methods, Sizing Auxiliary Gutters, Pull Boxes, Box Fill, Branch Circuits, Feeders, & Wiring Methods, NEC Articles 210, 215, 312, 314 Chapter 3 NEC, Code Practice
- Day 2 - Review Motors and Compressor Motors, NEC Articles 430, 440, Code Practice, Accelerating/Decelerating Circuit Logic Along With Braking Application Review, Compelling, Accelerating and Decelerating Applications and Lab Exercises: Compelling, Accelerating and Decelerating Circuits
- Day 3 - Variable Frequency Drives, Lab Exercises: Installing & Programming a Variable Frequency Drive
- Day 4 - Programmable Controllers Introduction, Theory and Applications, Lab Exercises: Computer Lab Design a PLC Diagram for a Pump House to Control General Lighting Circuits and all Motor Operations for Two Motors, Apply the Circuit to a PLC Lab Board and Operate
- Day 5 - Review for Midterm, Midterm Exam, Code Practice
- Day 6 - Solid State Devices: Types and Applications, Photovoltaic & Renewable Energy Concepts, Electronics Lab Exercises: Building Electronic Circuits, Half Wave, Full Wave, Full Wave Bridge Rectifiers, SCR Circuit, Triac Light Dimmer Circuit
- Day 7 - Solid State Devices Theory & Applications (cont), Lab Exercises: Transistor Circuits, DC Speed Control, Photo Cell, Alternating LED Circuit, Electronic Motor Controls Circuits, Review Solid-State Relays and Solid-State Starters, Relay Contact Protection Circuits, Current Sinking and Current Sourcing Applied to Signaling Devices, Introduction to Photovoltaic Systems
- Day 8 - Working Safely and Competently with Solar Energy, Practice Worksheet Exercises on PV- Array formations, PV System Sizing and Installation Requirements per NEC Article 690, Preventative Maintenance and Troubleshooting, Metering Equipment, Lab

- Exercises: Troubleshooting Simulation and LOGO Car Wash Lab Exercise, Program the Ladder Diagram and Hard Wire Circuit in Lab
- Day 9 - Articles 220, 404, 406, 410 and 422 Code Practice Receptacle and Luminaire Installation Requirements, Demand Factors for Residential Ranges, Commercial Demand Factors, Determining Required Lighting and Receptacle Loads, Lab Exercises: Troubleshooting Circuits using Computer Simulations for Variety of Situations, Lab Exercise Hard Wire a Garage Door Circuit, Complete any Unfinished Lab Exercises
 - Day 10 - Lab Exercise: Security Alarm System, 4th yr 1st and 2nd Semester Review on Theory and Code

5th Year 1st Semester:

- Day 1 - Orientation, Purpose & Scope of the NEC Code NEC Articles 90-110: Definitions, General Wiring Installations, CPR Training
- Day 2 - Identification and Application of Rules for the Grounded Conductor, Branch Circuit Requirements and Layouts, Feeders & Service Calculations, Practice Activity: Calculating Demand Factors, Overcurrent Protection; Overview of Tap Rules, Requirements for Grounding & Bonding, Surge Arrestors and Transient Voltage Suppressors
- Day 3 - Wiring Methods: General Requirements, Conductors, Meter sockets, Outlet Boxes & Enclosures, Raceways & Cables, Practice Exercises: Box Fill Calculations, Practice Exercises: Conductor De-Rating/Ambient Temperature Correction, Conductor/Cable Burial Depth, Calculate Requirements for Conductors in a Vertical Raceway
- Day 4 - Equipment for General Use, Identification and Uses of Flexible Cord Cables, Identification & Uses of Fixture Wires, General Installation Requirements for Switches, Receptacles, Switchboards, Panel Boards, & Light Fixtures, General Requirements for Appliances
- Day 5 – Midterm Exam
- Day 6 - Electric Heating, & Snow Melting & De-Icing, Motors, Motor Circuits, & Controllers, Practice Exercise: Sizing Conductor for Overload, Short Circuit and Ground Fault Protection, Comparison of Refrigeration-Type Motors, Sizing Overcurrent Protection for Transformers, Installation Requirements for Generators, Capacitors, & Storage Batteries, Defining Hazardous Locations & Wiring Requirements, Practice Activity: Sizing Sealing Fittings
- Day 7 - Defining Hazardous Locations & Wiring Requirements Cont., Special Considerations for Healthcare Facilities, Places of Assembly, Theaters, Carnivals
- Day 8 - Agricultural Buildings, Mobile Homes, Floating Buildings, Special Equipment Installation Requirements Including Swimming Pool, Elevator, & Crane Installations
- Day 9 - Special Conditions: Back-Up Electrical Systems, Class 1-2-3 Low Voltage Circuits, Fire Alarm Considerations, Communication Systems, Review of NEC Tables

OSHA 10 (Certified OSHA Instructor)

- Module 1: Introduction to OSHA and the OSH Act
- Module 2: General Safety and Health Provisions
- Module 3A: Health Hazards: Hazard Communication
- Module 3B: Health Hazards: Hazardous Materials
- Module 4: Cranes and Rigging
- Module 5: Focus Four: Electrical Safety
- Module 6: Struck- By and Caught in Between
- Module 7: Fall Protection
- Module 8: Personal Protective Equipment
- Module 9: Hand and Power tools
- Module 10: Scaffolds
- Module 11: Stairways and Ladders

Safety Training cannot exceed 10% of total training hour's per-trainee
(This cap does not apply to OSHA 10)

Note: Reimbursement is capped at 210 total training hours per trainee, regardless of the method of delivery.



**Training Proposal for:
Contract Services Administration Training Trust Fund**

Contract Number: ET19-0368

Panel Meeting of: February 22, 2019

ETP Regional Office: Sacramento

Analyst: V. Awad

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	MEC (H) Multimedia/Entertainment (51+) Services (61,71,72,81,92) 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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Alliance of Theatrical Stage Employees (I.A.T.S.E.), Moving Picture Technicians Artists and Allied Crafts of the United States, its territories, and Canada (M.P.T.A.A.C.), Producers and the Basic Craft Locals.		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$314,600		\$21,780 8%		\$336,380

In-Kind Contribution:	50% of Total ETP Funding Required	Inherent
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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	Commercial Skills	605	8-200	0-17.5	\$556	\$18.56
				Weighted Avg: 20			

Minimum Wage by County: \$18.56 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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Electrician		50
Set Designer		52
Plumber		30
Grip Staff		35
Craft Services Staff		20
Auto Services Staff		25
Location Manager		20
Camera/Video Operator		40
Technician		40
Costumer		35
Make-Up/Hair Stylist		35
Laborer		33
Studio Electrician		40
Painter/Signwriter		30
Plasterer/Sculptor		35
Artist		30
Script Supervisor		25
Studio Teacher		30

INTRODUCTION

Founded in 1995 and Located in Burbank, Contract Services Administration Training Trust Fund (Contract Services) (<https://csattf.org>) is a non-profit organization that administers and provides training for workers in the entertainment industry (motion picture and television). Contract Services is provided for and governed by the collective bargaining agreement between the Producers, The International Alliance of Theatrical Stage Employees (I.A.T.S.E.), the Moving Picture Technicians Artists and Allied Crafts of the United States, its territories, and Canada (M.P.T.A.A.C.), and the Producers and the Basic Crafts Locals. Trainees are based in the Los Angeles region.

Contract Services's curriculum is developed with input from labor and management that is later approved by a committee of studio representatives. Participating Employers provide feedback, and subject matter experts ensure course offerings are current and adhere to industry standards. Course offerings include Animation, Costume Design, Digital Painting, Prop and Design, and 3D software programs. Contract Services also offers two Trust trainings: Motion Picture Studio Electrician and Maintenance Air Conditioning Mechanic.

This will be Contract Services' first ETP project.

PROJECT DETAILS

As the entertainment industry evolves, business and workforce skills must keep current with technological developments. Contract Services provides cost efficient, industry-wide training to certify vital behind-the-scenes functions are carried out efficiently and safely. Contract Services collaborates with studio representatives to develop curriculum and training plans that ensure skilled workers can meet employer needs. As a result, Producers have immediate access to a well trained workforce.

In this proposal, Commercial Skills training will be provided, including intensive skills training in safety procedures such as equipment operation (forklifts, aerial, boom, and scissor lifts), location/environmental safety, and rigging safety. All occupations are required to complete these training courses to perform job duties on entertainment studios/lots. Trainees will complete approximately 20 hours of training.

Training Plan

Commercial Skills: Training will be offered to all occupations to ensure entertainment staff has completed safety process training. Training courses will include Scaffold Use, Portable Power Systems, Workplace Electrical Safety, and Special Aerial Lift Rigging.

Computer Based Training: Trainees may receive up to 17.5 hours of training via CBT. Fall Protection, Lockout/Tagout, and Confined Space Safety will be provided to trainees online without live instruction.

Commitment to Training

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

➤ Training Infrastructure

The Director of Contract Services and the Finance Manager will oversee administration of this training project. A team of six administrative workers will assist with project administration. Training will be delivered by in-house instructors.

Marketing and Support Costs

Contract Services reports annually on its services and training statistics for the prior year. In addition, Contract Services prints quarterly newsletters for industry unions and producers. Class schedules, training requirements, and course descriptions are provided to members through mailings and are also available on the Company website. Training content is continually updated with feedback from labor and studio representatives, ensuring curriculum content meets employer needs and new regulations. Such feedback and trainee assessments are used to improve course offerings in an effort to increase skill sets of those in the entertainment industry.

Contract Services will continue to market its training program to employers during the entirety of the Contract. As a result, the Company is requesting 8% support costs to assess employer training needs and recruit trainees for this training proposal.

Electronic Recordkeeping System

Contract Services will use its electronic recordkeeping system to document training. This system has been reviewed and approved by Staff.

Trainer Qualifications

All instructors are subject matter experts in the fields of entertainment, construction, and other related fields. Instructors have hands-on experience, and the knowledge and skills to teach safety related courses. Once hired, trainers are provided additional outside training for certifications in OSHA and other applicable areas.

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

TBD

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

8-200

Trainees may receive any of the following:

COMMERCIAL SKILLS**SAFETY PROCESS TRAINING**

- Advanced Fall Protection
- Blood borne Pathogens
- Boom Lift/Scissor Lift Operator Safety
- Excavation and Trenching
- Fire Extinguisher Safety
- Firearm Safety
- Forklift Operator Refresher Course
- Forklift Operator
- Lighting Safety: Portable Power Systems
- Location Safety
- Noise Exposure
- Rigging Safety
- Rough Terrain Forklift Refresher
- Rough Terrain Forklift
- Scaffold Erection and Dismantling
- Scaffold Use
- Special Aerial Lift Rigging: For Set Lighting Technicians
- Special Aerial Lift Rigging: For Studio Grips
- Traditional Insert Car Safety
- Workplace Electrical Safety: Facilities and Other Permanent Installations

CBT Hours

0-17.5

COMMERCIAL SKILLS

- Compressed Gas and Fuel Cylinders (1.5)
- Confined Space Safety (1.0)
- Environmental Safety (3.0)
- Fall Protection (2.5)
- General Safety and Injury and Illness Prevention Program (IIPP) (1.0)
- Hand and Power Tool Safety (1.5)
- Hazard Communication (3.0)
- Lockout/Tagout (1.0)
- Respiratory Protection (1.5)
- Welding and Cutting (1.5)

Safety Training will be limited to 10% of total training hours per-trainee.
This cap does not apply to OSHA 10/30.

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



**Panel Amendment #2 Proposal for:
Employers Group Service Corp.
Contract Number: ET18-0166**

Amendment Effective Date: November 26, 2018

Panel Meeting of: February 22, 2018

ETP Regional Office: San Diego

Analyst: Kellen Hernandez

CURRENT PROJECT PROFILE

Contract Type:	Retrainee Priority/Retrainee Priority/SB<100	Industry Sector(s):	Manufacturing Engineering Transportation/Logistics
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	Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Current Contract Term:	March 1, 2018 to February 28, 2020	Substantial Contribution:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

CURRENT FUNDING

Current Funding
\$949,060

AMENDMENT FUNDING

Requested Funding	Total Funding
+\$322,480	\$1,271,540

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 Priority Rate	Business Skills, Computer Skills, Cont. Imp., Literacy Skills, Mfg. Skills	795	8-200	0-40	\$808	\$16.70
				Weighted Avg: 42			
2	Retrainee	Business Skills, Computer Skills, Cont. Imp., Literacy Skills, Mfg. Skills	45	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	245	8-200	0-40	\$778	\$16.70
				Weighted Avg: 28			
4	Retrainee SB<100	Business Skills, Computer Skills, Cont. Imp., Literacy Skills, Mfg. Skills	100	8-200	0-40	\$800	\$16.70
				Weighted Avg: 34			
5	Priority Retrainee PHASE II	Business Skills, Computer Skills, Continuous Impr, Literacy Skills, Mfg Skills	200	8-200	0-40	\$756	\$17.70
				Weighted Avg: 42			
6	Retrainee PHASE II	Business Skills, Computer Skills, Continuous Impr, Literacy Skills, Mfg Skills	20	8-200	0-40	\$750	\$17.70
				Weighted Avg: 50			
7	Priority SB<100 PHASE II	Business Skills, Computer Skills, Continuous Impr, Literacy Skills, Mfg Skills	80	8-200	0-40	\$754	\$17.70
				Weighted Avg: 29			

Minimum Wage by County: Job Numbers 1-4: \$18.22 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. Job Number 5-7 (Phase II): **\$19.31 Alameda, Contra Costa, Marin, San Francisco, San Mateo and Santa Clara counties; \$18.56 for Los Angeles County; \$18.14 for Orange County; \$17.70 for San Diego County; \$17.70 for Sacramento County, and \$17.70 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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Numbers 1-7.
Participating Employers may use Health Benefits to meet Post-Retention Wage.

Wage Range by Occupation	
Occupation Title	Wage Range
Lead (non supervisory)	\$16.50 - \$25.00
Machine Operator	\$17.25 - \$40.00
Manufacturing Production Staff I	\$16.06 - \$21.00
Manufacturing Production Staff II	\$19.00 - \$25.00
Project Manager	\$25.00 - \$50.00
Supervisor I	\$16.50 - \$25.00
Supervisor II	\$18.50 - \$40.00
Manager I	\$22.00 - \$50.00
Manager II	\$50.00 - \$75.00
Manager	\$50.00 - \$75.00
Supervisor	\$18.00 - \$38.00
Manufacturing Production Staff	\$19.00 - \$25.00

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.

AMENDMENT DETAILS

Employers Group is requesting additional funding for new participating employers. During development, Employers Group Service Corporation (Employers Group) anticipated delivering a comprehensive training plan with an anticipated number of participating employers. However, as a result of continuous marketing and training plan development, Employers Group has recruited new participating employers in the manufacturing, construction, and payroll services industries (new Participating Employers have been verified by ETP staff).

The requested funds will be added as a Phase II addition.

- Adds an additional \$322,480 (\$301,860 in training costs and \$20,620 in marketing support) as Phase II funding. Total Agreement amount will be \$1,271,540;
- Creates a New Job Number 5 for 200 new priority retrainees;
- Creates a New Job Number 6 for 20 new retrainees; and
- Creates a New Job Number 7 for 80 new priority small business retrainees.

RECOMMENDATION

Staff recommends approval of this Amendment.

SUMMARY OF PRIOR MODS/AMDS

- Revision 1: Redistribute funding from Job Numbers 2 & 4 to Job Numbers 1 & 3;

CURRENT CONTRACT PERFORMANCE

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

Contract No.	Approved Amount	Term	No. Trainees Enrolled	No. Completed Training	No. Retained
ET18-0166	\$949,060	3/01/2018- 2/28/2020	942	46	46

Based on ETP Systems, 36,839 reimbursable hours have been tracked for potential earnings of \$696,444 (73%).

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 1

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Acushnet Company

Address: 2819 Loker Avenue East

City, State, Zip: Carlsbad, CA 92008

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 449

Total # of full-time company employees in California: 444

Company: Aryzta

Address: 15963 Strathern Street

City, State, Zip: Van Nuys, CA 91406

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 6300

Total # of full-time company employees in California: 581

Company: Pelican Express

Address: 23215 Early Avenue

City, State, Zip: Torrance, CA 90505

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 1347

Total # of full-time company employees in California: 439

Company: The TEAM Companies

Address: 901 W. Alameda Avenue #100

City, State, Zip: Burbank, CA 91506

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 180

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



**Amendment Proposal #3 for:
Greater San Fernando Valley Chamber of Commerce
Contract Number: ET18-0136**

Amendment Effective Date: December 27, 2018

Panel Meeting of: February 22, 2019

ETP Regional Office: North Hollywood

Analyst: L. Vuong

CURRENT PROJECT PROFILE

<p>Contract Type: Priority/Retrainee SB<100 SET/HUA</p> <p>Counties Served: Los Angeles, Orange, Ventura, Santa Barbara, San Bernardino</p> <p>Union(s): <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	<p>Industry Sector(s): Manufacturing Construction Engineering Healthcare</p> <p>Repeat Contractor: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
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Current Contract Term: October 30, 2017 to October 29, 2019

Current Funding	In-Kind Contribution
\$354,758	\$198,480

AMENDMENT FUNDING

Requested Funding	Support Costs	Amendment Funding	In-Kind Contribution
+\$233,100	+\$16,105	+\$249,205	+\$198,480

Total Funding
\$603,963

AMENDMENT TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimate d No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Deleted per Amendment 2						
2	Priority Retrainee SB<100	Business Skills, Computer Skills, Cont. Imp.	224	8-200	0	\$834	\$16.16
				Weighted Avg: 30			
3	Deleted per Amendment 2						
4	Deleted per Amendment 2						
5	Priority Retrainee	Business Skills, Computer Skills, Cont. Imp.	265	8-200	0	\$577	\$16.16
				Weighted Avg: 30			
6	Retrainee	Business Skills, Computer Skills, Cont. Imp.	50	8-200	0	\$481	\$16.16
				Weighted Avg: 30			
7	Priority Retrainee SB<100	Business Skills, Computer Skills, Cont. Imp.	288	8-200	0	\$834	\$16.16
				Weighted Avg: 30			

Minimum Wage by County: Job Numbers 2, 5, 6 & 7: \$16.96 per hour for Los Angeles County; \$17.22 per hour for Orange County; and \$16.16 per hour for Ventura, Santa Barbara and San Bernardino counties

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

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

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

Wage Range by Occupation	
Occupation Title	Wage Range
Job Numbers 2, 5, 6 & 7	
Administration Staff	
Operator	
Production Worker	
Engineer I	
Engineer II	
Manager/Supervisor I	
Manager/Supervisor II	
Shop Lead I	
Shop Lead II	
Customer Service Staff	
Small Business Owner (Jobs 2 and 7)	

INTRODUCTION

Founded in 1911 and located in Van Nuys, the Greater San Fernando Valley Chamber of Commerce (Greater San Fernando Chamber) (www.sanfernandovalleychamber.com) is a nonprofit membership organization whose mission is to create and foster a sustainable business environment in the San Fernando Valley region through networking opportunities, advocacy, promotion and community projects. Greater San Fernando Chamber partners with other chambers within Los Angeles County, including Valley Industry & Commerce Association and The Valley Economic Alliance. These partnerships help identify the needs of manufacturers and connect employers to the tools needed to help them become more successful.

AMENDMENT DETAILS

The initial training plan was conservative, and now funds have been depleted with more training needed. Greater San Fernando Chamber is requesting additional funding of \$249,205 to train additional 325 incumbent workers in Job Numbers 5 and 7. The additional funding will allow current participating employer employees receive the training they need. In addition, the funds will allow Greater San Fernando Chamber to accommodate the initial participating employers' demands.

The Chamber has already entered 101% of eligible hours into ETP Online Tracking and anticipates 100% performance based on training already provided. Trainees are going through an aggressive training plan, including multi-day and multi-week classes. With five months of training remaining in the contract term, Greater San Fernando Chamber is confident it will utilize all requested funding. There will be no changes to curriculum or trainee wages.

This Amendment will:

- Increase Contract amount by \$249,205, from \$354,758 to \$603,963;
- Increase Support Costs by \$16,105 from \$22,898 to \$39,003;
- Increase In-Kind amount by \$198,480, from \$198,480 to \$396,960; and
- Increase estimated number of trainees by 325, from 502 to 827.

RECOMMENDATION

Staff recommends approval of this Amendment.

SUMMARIZE PRIOR MODS/AMENDS

- Revision 1: Increases Contract amount and trainees;
- Revision 2: Deleted Job Numbers 1, 3 & 4; and redistributed funds/trainees from Job Numbers 1, 3 & 4 to Job Number 2.

CURRENT CONTRACT PERFORMANCE

The following table summarizes performance by Greater San Fernando Chamber under the current ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees Enrolled	No. Completed Training	No. Retained
ET18-0136	\$354,758	10/30/17 – 10/29/19	281	122	122

ET18-0136: To date, 281 trainees have been enrolled and 159 trainees are still in training. The ETP Class/Lab Tracking System shows 15,204 eligible hours for potential earnings of \$403,610 (114% of the Agreement amount). The Contractor projects final earnings of 100% based on training already provided and in progress to the end of the training period 07/30/2019.

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Writing Skills
- Communication Skills
- Sales Skills
- Social Media Marketing
- Project Management
- Leadership Skills
- Finance for Non Finance People
- Goal Setting
- Managing Change
- Performance Management Skills
- Problem Solving
- Team Building
- Time and Priority Management

COMPUTER SKILLS

- E- Commerce
- QuickBooks and Accounting Software
- Search Engine Optimization (SEO)
- Social Media Networking Training
- Microsoft Office Suite (Word, Excel, Access, PowerPoint)

CONTINUOUS IMPROVEMENT

- ISO Auditor Training
- Quality Engineering
- Six Sigma
- Statistical Process Control Team Building
- Lean Enterprise
- Lean Manufacturing
- Lean Office
- Kaizen 7S
- Process Improvement
- Process Mapping
- Problem Solving
- Root Cause Analysis
- Set Up Time Reduction

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

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Greater San Fernando Valley Chamber of Commerce CCG No.: ET18-0136
Reference No: 17-275 Page 1 of 3

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: American Jerky

Address: 2400 E. Francis St.

City, State, Zip: Ontario, CA 91761

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 63

Total # of full-time company employees in California: 63

Company: Breezeway Thrifty Glass

Address: 7312 Murdy Circle

City, State, Zip: Huntington Beach, CA 92647

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: Butler Inc.

Address: 1600 West 166th Street

City, State, Zip: Gardena, CA 90247

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 12

Total # of full-time company employees in California: 12

Company: De Rigo REM

Address: 10941 La Tuna Canyon Road

City, State, Zip: Sun Valley, CA 91352

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 99

Total # of full-time company employees in California: 99

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Greater San Fernando Valley Chamber of Commerce CCG No.: ET18-0136
Reference No: 17-275 Page 2 of 3

Company: Fleetcrew

Address: 29911 Niguel Road, #7509

City, State, Zip: Laguna Niguel, CA 92607

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 36

Total # of full-time company employees in California: 36

Company: Fox Head Inc.

Address: 16752 Armstrong Ave.

City, State, Zip: Irvine CA 92606

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 500

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

Company: General Networks Corporation

Address: 3524 Ocean View Blvd.

City, State, Zip: Glendale, CA 91208

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 60

Total # of full-time company employees in California: 55

Company: GBH Communications Inc.

Address: 1309 S. Myrtle St.

City, State, Zip: Monrovia, CA 91016

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 46

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

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Greater San Fernando Valley Chamber of Commerce CCG No.: ET18-0136
Reference No: 17-275 Page 3 of 3

Company: Harvest Landscape Inc.

Address: 2339 N. Batavia St.

City, State, Zip: Anaheim, CA 92865

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 425

Total # of full-time company employees in California: 425

Company: Thin Metals

Address: 15047 Sierra Bonita Ln.

City, State, Zip: Chino, CA 91710

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 11

Total # of full-time company employees in California: 11

Company: TFS Corp

Address: 1398 Poinsettia Ave., #101

City, State, Zip: Vista, CA 92081

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 56

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



TRAINING PROPOSAL AMENDMENT
PYRAMID LA MANAGEMENT L.P.
Approval Type: N/A
Reference Number: 17-0878
Contract Number: 18CS-0179-000

Panel Meeting Date: February 22, 2019
Regional Office: North Hollywood Regional Office
Analyst Name: Romero, Jela
Contract Term Date: 12/18/2017 - 12/17/2019

Revision Number: 1
Requested Date: 10/23/2018
Revision Status: In Contract Review Unit
Effective Date: February 23, 2019

Proposal Type: Single Employer Contract (SE)
Critical Proposal: No
Funding Source: OSC

FUNDING AMENDMENT:

Current Funding (\$)		Requested Funding Increase (\$)		Revised Funding (\$)	
221,550.00		221,550.00		443,100.00	
Training Cost	Admin Cost	Support Cost	Substantial Contribution	Total In Kind	
385,305.00	57,795.00	N/A	0.00	240,000.00	

PROJECT PROFILE

Repeat Contractor:	No			
High Unemployment Area:	No	Turn Over Rate(Applicant):	8.00 %	
Industry Sector		Priority Industry		
Services (Other)		No		
Union	Union Local	No. of Trainees		
Hotel and Restaurant Workers	Local 11	210		

AMENDMENT REQUEST DETAILS:

Reason for the Amendment Request:

Pyramid LA Management L.P. (Pyramid) requests an additional funds of \$221,550. The Company has used its allotted hours in less than 10 months and needs to continue training at the current rate to maintain the process of change initiated at the beginning of the year. Pyramid also requests to increase the weighted average of hours per employee from 35 hours to 70 hours.

REVISED ITEMS:

Costing Group

Attribute	Job Title	No. Trainees		Min Training Hours		Max Training Hours		Estimated Training Hours	
		From	To	From	To	From	To	From	To
Group No. 1 Location: PYRAMID LA MANAGEMENT L.P.									
S-RET	Accounting	13	13	8.00	8.00	200.00	200.00	35.00	70.00
	Administration	12	12	8.00	8.00	200.00	200.00	35.00	70.00

Engineer	13	13	8.00	8.00	200.00	200.00	35.00	70.00
Food & Beverage	157	157	8.00	8.00	200.00	200.00	35.00	70.00
Front Desk	40	40	8.00	8.00	200.00	200.00	35.00	70.00
Housekeeping	142	142	8.00	8.00	200.00	200.00	35.00	70.00
Sales	7	7	8.00	8.00	200.00	200.00	35.00	70.00
Manager/Supervisor	38	38	8.00	8.00	200.00	200.00	35.00	70.00

Amended Funding Detailed

Funding	Group No.	Attributes	Number Of Trainees	Weighted Average Hours	Reimbursement Rate	Cost Per Trainee	Cost Per Group
OSC	1	S-RET	422	70	\$15.00	\$1,050.00	\$443,100.00
		Funding Total:	422				\$443,100.00
		Grand Total:	422				\$443,100.00

Legend of Attributes	
Code	Description
S	Single Employer
RET	Retrainee

Introduction

Pyramid Hotel Group was founded in 1999 and is headquartered in Boston, MA. It manages over 71 hotels and resorts throughout the continental United States, Hawaii, the Caribbean, Ireland and the United Kingdom. Pyramid Hotel Group is the employer of Pyramid LA Management L.P. dba Sheraton Gateway Los Angeles Hotel (Pyramid-Sheraton) and Pyramid-Sheraton is the Contract holder. Training is solely for the benefit of employees at Pyramid-Sheraton. The Company's goal is to improve its Guest Service Score (GSS) that is critical in maintaining its current 4-Star Forbes rating. To achieve this, employee skills must be upgraded by training them in Business, Computer, Continuous Improvement and Management Skills.

Amendment Details

Pyramid-Sheraton is requesting funding for additional 35 hours per trainee, from 35 to 70 hours. The Company has exhausted its training funds within the first 10 months of the contract term and trainees require more training. The additional funding will allow employees to continue training in the skills required to improve cost and quality of service including good operations practices and leaner work processes.

Recommendations

Staff recommends approval of this Amendment.

ACTIVE CONTRACT PERFORMANCE

This table summarizes active contract(s) performance for Pyramid-Sheraton:

Contract Number	Approved Amount	Term	Total No. Trainees (Estimated)	Trainees Enrolled	Trainees Completed Training	Total Trainees Retained
18CS-0179-000	\$221,550.00	12/18/2017 - 12/17/2019	422	424	0	0

Based on the ETP System, 14,886 reimbursable hours have been tracked for potential earnings of \$223,303 (over 100% of approved amount)

Curriculum

Exhibit B

Classroom /Simulated Laboratory

Training Type (Level)	Course/Class Topic
Business Skills	Business Processes
Business Skills	Communication & Interpersonal Skills
Business Skills	Dealing With Difficult People
Business Skills	Guest Service Skills
Business Skills	Hospitality and Communication Skills
Business Skills	Identifying/Meeting Guest Needs
Business Skills	Negotiating Skills
Business Skills	Operating Procedures
Business Skills	Putting the Guest First
Business Skills	Resolving Guest Complaints
Business Skills	Service Values
Computer Skills (Standard)	Accounting Skills
Computer Skills (Standard)	Computer Application Skills
Computer Skills (Standard)	Customer Information Systems
Computer Skills (Standard)	Internal Customer Applications
Computer Skills (Standard)	MS Office (Intermediate and Advances)
Computer Skills (Standard)	Point of Sale Applications
Computer Skills (Standard)	Procurement Software
Computer Skills (Standard)	Reservation Systems
Computer Skills (Standard)	Sales Reports & Scheduling Software
Computer Skills (Standard)	Smartphone Technology and Application Skills
Computer Skills (Standard)	Tablet Technology and Application Skills
Continuous Improvement Skills	Critical Thinking Skills
Continuous Improvement Skills	Measuring for Success
Continuous Improvement Skills	Problem Solving and Resolution
Continuous Improvement Skills	Standard Work Procedures
Continuous Improvement Skills	Team Building Skills
Continuous Improvement Skills	VESL
Management Skills	Accountability & Taking Responsibility
Management Skills	Change Management
Management Skills	Coaching & Mentoring
Management Skills	Communication Skills
Management Skills	Conflict Resolution
Management Skills	Empowerment
Management Skills	Motivation & Attitude Improvement
Management Skills	Professionalism
Management Skills	Relationship Building
Management Skills	Supervisory Skills
Management Skills	Teamwork



**Amendment Proposal #3 for:
Studio Arts, Ltd.
Contract Number: ET18-0158**

Amendment Effective Date: February 23, 2019

Panel Meeting of: February 22, 2019

ETP Regional Office: Central Office - Program Projects Unit

Analyst: E. Testa

CURRENT PROJECT PROFILE

Contract Type:	Priority Retrainee SB<100	Industry Sector(s):	Multimedia/Entertainment
Counties Served:	Los Angeles, Orange	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: January 25, 2018 to January 24, 2020

Current Funding	In-Kind Contribution
\$949,477	\$1,092,500

AMENDMENT FUNDING

Requested Funding	Support Costs	Amendment Funding	In-Kind Contribution
+\$234,208	+\$16,214	+\$250,422	+\$250,000

Total Funding
\$1,199,899

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	Priority Retrainee	Advanced Technology	299	8-240	0	\$2,502	\$17.50
				Weighted Avg: 90			
2	Priority SB<100	Advanced Technology	301	8-240	0	\$1,501	\$17.50
				Weighted Avg: 54			

Minimum Wage by County: \$17.54 for Los Angeles County and \$17.50 for Orange County.

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

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

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

Wage Range by Occupation	
Occupation Title	Wage Range
Animator	
Art Director	
Artist	
Composer	
Construction Coordinator	
Costume Designer	
Editor	
Hair Stylist	
Illustrator/Storyboard	
Lighting Tech	
Makeup Artist	
Matte Artist	
Model Maker	
Modeler	
Ornamental Plasterer	
Production Designer	
Prop Designer/Animation	
Prop Maker	
Set Decorator	
Set Designer	
Technical Director	
Textures Artist	
Visual Development	

INTRODUCTION

Founded in 2001, Studio Arts, Ltd. (Studio Arts) (www.studioarts.com) 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.

AMENDMENT DETAILS

Studio Arts requests additional funds to complete ongoing training. In the initial proposal, the Company focused on a conservative approach to maximize training to meet demand for all employers. As training progressed, trainees and employer's interest in the Skills Mastery Program offered by the Company increased. Due to the success of this program, the Company is projected to meet the contract funding amount, prior to trainees' completion of the program.

This Amendment will:

- Increase the total contract amount by \$250,422, from \$949,477 to \$1,199,899
- Increase the total number of trainees by 1, from 599 to 600
- Increase the weighted hours of training in Job Number 1 by 20, from 70 to 90; and in Job Number 2 by 10, from 44 to 54
- Increase the average cost per trainee in Job Number 1 by \$556, from \$1,946 to \$2,502; and in Job Number 2 by \$278, from \$1,223 to 1,501.

RECOMMENDATION

Staff recommends approval of this Amendment.

SUMMARIZE PRIOR MODS/AMENDS

- Revision 1: Increased contract amount by \$326,456
- Revision 2: Added E-Learning as a training method

CURRENT CONTRACT PERFORMANCE

The following table summarizes performance by Studio Arts under the current ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees Enrolled	No. Completed Training	No. Retained
E18-0158	\$949,477	1/25/18 – 1/24/20	797	689	92

Based on ETP Systems to date, 23,058 reimbursable hours have been tracked for potential earnings of \$599,887.60 (63% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through October 2019.

Exhibit B: Menu Curriculum**Class/Lab/E-Learning Hours**

8-240

Trainees may receive any of the following:

ADVANCED TECHNOLOGY

- 2D Digital Animation
- 3D Storyboarding and Rough Layout
- Adobe Lightroom
- After Effects
- Avid
- AutoCAD
- CG Animation
- Character Design
- Cinema 4D
- Comic Book Illustration
- Compositing
- Concept Design
- Corel Painter
- Costume Plot Pro
- Creature Design
- DaVinci Resolve
- Demo Reels
- Digital Design and Illustration
- Digital Drafting
- Digital Storyboarding
- Entertainment Design
- Environmental Design
- Eyeon Digital View
- Final Cut
- Filemaker Pro
- Fusion
- FX Dynamics and Systems
- Game Design
- Graphic Design and Illustration
- Houdini
- InDesign
- Illustrator - Advanced Tools
- Lighting, Dynamics and VFX
- MARI
- Mac OS
- Marvelous Designer
- Maya
- Mobile Gaming
- Modeling
- Modo
- Motion Capture
- Motion Graphics

- Motion Tracking
- NUKE
- Painting and Textures
- Photoshop for Art and Costume Designs
- Photoshop Compositing
- Production Design
- Rapid Prototyping
- Red Camera
- Renderman
- Revit
- Rhino
- Rigging
- Roto & Tracking with MOCHA
- Scripting (Unity, Python, Unreal)
- SketchUp Pro
- Solidworks
- Special Effects Makeup
- Substance Designer
- Textures
- Toon Boom
- Topography Graphic Design
- Unity
- Vectorworks
- Virtual Reality (VR) Production, Design, Animation, Gaming
- Visual Effects
- ZBrush

Note: Reimbursement for retraining is capped at 240 total training hours regardless of the method of delivery.



**Training Proposal for:
Alturas Ranches, LLC**

Small Business

ET19-0376

Approval Date: December 19, 2018

ETP Regional Office: Sacramento

Analyst: K. Mam

CONTRACTOR

- Type of Industry: Agriculture (B)
Priority Industry: Yes No
- Number of Full-Time Employees
California: 42
Worldwide: 42
Number to be trained: 46
Owner Yes No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 1%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$23,920
- In-Kind Contribution: \$15,600

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 SB <100	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., Mfg. Skills	31	8-200	0	\$520	*\$12.53
				Weighted Avg: 20			
2	SB<100 Seasonal Priority Rate HUA SET	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., Mfg. Skills	15	8-200	0	\$520	*\$12.53
				Weighted Avg: 20			

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

- Reimbursement Rate: Job #'s 1&2: \$26 Small Business Rate
- County(ies): Modoc
- Occupations to be Trained: Hay Crew, Cattle Operations, Development Staff, Mechanic, Mill Staff
- Union Representation: Yes
 No
- Health Benefits: N/A

SUBCONTRACTORS

- Development Services: Lori Behle, of Alturas, assisted with development at no cost.
- Administrative Services: Lori Behle will also assist with administrative services for a fee not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

OVERVIEW

Founded in 1996 and headquartered in Alturas, Alturas Ranches, LLC (Alturas) (www.alturasranches.com) is a farming/ranching operation that produces wild rice, alfalfa, and feed products to hay exporters, dairy producers, and feed stores. Training under this proposal will be for its single location in Modoc County. This will be Alturas' first ETP Contract.

Need for Training

As the agricultural industry becomes more tech-dependent, the Company has developed a training plan focusing on increasing skills in upgraded software companywide. Staff must be trained on upgraded software including Ag Software, a field data and soil mapping software for rice harvesting combines; and AssetEssentials, which keeps track of parts and time spent on repairs. Training under this proposal will increase knowledge, efficiency and core competencies.

The Company has also invested over 20K on a new rice harvester and a new Yeoman Plow. Staff must be cross-trained on equipment operation and maintenance to ensure production remains efficient.

Training Plan

Business Skills: Training will be offered to all occupations and will focus on improving communication and sales skills. Training topics include Communication Skills, Negotiating Skills and Sales Skills.

Commercial Skills: Training will be offered to Hay Crew, Cattle Operations, Mechanics and Mill Staff. Training will focus on equipment operation and include Equipment Repairs, Equipment Operation and Inspection Techniques.

Computer Skills: Training will be offered to all occupations and focus on the Company's operating systems. Training topics include Ag Software, AgWorld and Ranch Software.

Continuous Improvement: Training will be offered to all occupations and focus on improving workflow processes. Training topics include Decision Making, Problem Solving and Workflow Processes.

Manufacturing Skills: Training will be offered to Hay Crew, Mechanics and Mill Staff and focus on manufacturing operations. Training topics include Alfalfa Pellets Production, Manufacturing Control, and Parts and Product Manufacturing.

High Unemployment Area (HUA)

All trainees work in a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. The Panel may modify the ETP Minimum Wage by up to 25% if post retention wages exceed the start-of-training wages. Alturas requests this wage modification from \$16.70 per hour to \$12.53 per hour.

Seasonal Worker/Retention Modification

The seasonal workers (Job Number 2) are employed approximately seven months out of the year in keeping with the crop production cycle. These workers qualify for a modified retention period: no less than 500 hours within 12 months of the end-of-training. Alturas requests this retention modification for trainees in Job Number 2.

Training Infrastructure

Alturas is ready to start training upon approval. The Operations Manager will oversee all project administration. A support staff will coordinate all training. The Company retained a third-party administrator to work closely with staff to complete the project successfully. Training will be provided by in-house experts and vendors as needed.

RECOMMENDATION

Staff recommends approval of this proposal.

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

8-200 Trainees may receive any of the following:

BUSINES SKILLS

- + Business Planning
- + Business Writing
- + Communication Skills
- + Conflict Resolution
- + Financial Strategies
- + Inventory Control
- + Marketing Skills
- + Negotiating Skills
- + Project Management
- + Sales Skills

COMMERCIAL SKILLS

- + Equipment Repairs
- + Equipment Operation
 - o Rice Harvester
 - o Yeoman Plow
- + Inspection Techniques

COMPUTER SKILLS

- + Ag Software
- + AgWorld
- + AssetEssentials
- + Microsoft Office
- + Ranch Software (field data and soiling mapping)

CONTINUOUS IMPROVEMENT

- + Decision Making
- + Leadership Skills
- + Motivation
- + Organization/Planning
- + Problem Solving
- + Team Building
- + Workflow Processes

MANUFACTURING SKILLS

- + Alfalfa Pellets Production
- + Manufacturing Control
- + Manufacturing Practices
- + Operations Management
- + Parts and Product Manufacturing

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



**Delegation Amendment #2 Proposal for:
Alyn Industries, Inc. dba Electronic
Source Company
Contract Number: ET17-0497**

Amendment Effective Date: January 15, 2019

Approval Date: January 14, 2019

ETP Regional Office: North Hollywood

Analyst: E. Wadzinski

CURRENT PROJECT PROFILE

Contract Type:	Priority/SB<100	Industry Sector(s):	Manufacturing
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input 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:	05/16/17 to 05/15/19	Substantial Contribution:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

CURRENT FUNDING

Current Funding
\$30,420

AMENDMENT FUNDING

Requested Funding	Total Funding
+\$18,252	\$48,672

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 Priority Rate SB<100	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills	26	8-150	0	\$1,872	\$16.96
				Weighted Avg: 72			

Minimum Wage by County: \$16.96 per hour for Los Angeles County.

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

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

Up to \$1.18 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation	
Occupation Title	Wage Range
Production Staff	\$15.78 - \$23.50
Administrative Staff	\$18.00 - \$27.40
Manager/Supervisor	\$24.04 - \$51.92
Owner	N/A

INTRODUCTION

Established in 1994 and located in Van Nuys, Alyn Industries, Inc. dba Electronic Source Company (ESC) (www.electronic-source.com) provides electronic manufacturing and services to aerospace, military, medical, and telecommunication and wireless industries. ESC’s manufacturing services include New Product Introductions, Volume PCB Production, Materials Management, Box Build, Layout Services, Test Services, Over-molding and Conformal Coating.

AMENDMENT DETAILS

ESC is requesting to increase the weighted average of training per trainee from 45 to 72 hours. The additional hours will allow workers to continue training they began from the start of the contract; and to provide course topics that had not been provided. Additionally, ESC is requesting to increase funding to provide an additional 40 hours of Computer Skills training on a software upgrade the Company rolled out in September 2018.

In summary:

- The funding amount will increase by \$18,252 from \$30,420 to \$48,672.
- The weighted average hours in Job Number 1 will increase from 45 to 72.
- The average cost per trainee in Job Number 1 will increase from \$1,070 to \$1,872.
- Add ERP Software training under Computer Skills in the Curriculum.

RECOMMENDATION

Staff recommends approval of this Amendment.

SUMMARY OF PRIOR MODS/AMDS

- Revision 1 – Revised term date and range of training hours.

CURRENT CONTRACT PERFORMANCE

The following table summarizes performance by ESC under the current ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees Enrolled	No. Completed Training	No. Retained
ET17-0497	\$30,420	05/16/17 to 05/15/19	52	1,349	0

To date, 1,349 eligible training hours have been tracked (+100% of the current Contract amount). Although the Contractor has provided training in excess of the Agreement amount, ESC understands that the terms and conditions of the Contract remain the same unless the changes submitted in the Contract Revision are approved by ETP.

Exhibit B: Menu Curriculum

Class/Lab Hours

8- 150

Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting/Finance
- Business Writing
- Coaching & Communication
- Customer Service
- Goal Setting
- Inventory Control
- Leadership
- Product Knowledge
- Sales
- Teamwork

COMPUTER SKILLS

- Command Forecasting
- Estimating
- Manufacturing Execution Software
- Microsoft Office
- What if Queries
- **ERP Software**

CONTINUOUS IMPROVEMENT

- AS 9100
- IPC Certification
- International Standards Organization 9001, 13485
- Lean Manufacturing
- National Aerospace and Defense Contractors Accreditation Program
- Problem Solving
- Process Flow/Mapping/Improvement
- Productivity Improvement
- Quality Improvement
- Sort, Systematize, Sweep, Standardize, Self-Discipline
- Takt Time Studies
- Value Stream Mapping

MANUFACTURING SKILLS

- Automated Optical Inspection and Programming
- Documentation Control
- Engineering Drawing Reading
- Electro Static Discharge
- Equipment Operation, Maintenance & Troubleshooting
- Good Manufacturing Processes
- Hardware Identification and Installation
- Inspection Techniques

- Material Requirements Planning
- National Aeronautics Space Admin Standard
- Parts Identification/Assembly
- Product Knowledge & Demonstration
- Repair Procedures
- Return Material Authorization
- Repairs
- Soldering to J-Std 001
- Surface Mount Technology
- Statistical Process Control

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

Note: Reimbursement for retraining is capped at 150 total hours per-trainee, regardless of method of delivery.



**Delegation Amendment #2 Proposal for:
Alyn Industries, Inc. dba Electronic
Source Company
Contract Number: ET17-0497**

Amendment Effective Date: January 15, 2019

Approval Date: January 14, 2019

ETP Regional Office: North Hollywood

Analyst: E. Wadzinski

CURRENT PROJECT PROFILE

Contract Type:	Priority/SB<100	Industry Sector(s):	Manufacturing
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input 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:	05/16/17 to 05/15/19	Substantial Contribution:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

CURRENT FUNDING

Current Funding
\$30,420

AMENDMENT FUNDING

Requested Funding	Total Funding
+\$18,252	\$48,672

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 Priority Rate SB<100	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills	26	8-150	0	\$1,872	\$16.96
				Weighted Avg: 72			

Minimum Wage by County: \$16.96 per hour for Los Angeles County.

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

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

Up to \$1.18 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation	
Occupation Title	Wage Range
Production Staff	\$15.78 - \$23.50
Administrative Staff	\$18.00 - \$27.40
Manager/Supervisor	\$24.04 - \$51.92
Owner	N/A

INTRODUCTION

Established in 1994 and located in Van Nuys, Alyn Industries, Inc. dba Electronic Source Company (ESC) (www.electronic-source.com) provides electronic manufacturing and services to aerospace, military, medical, and telecommunication and wireless industries. ESC’s manufacturing services include New Product Introductions, Volume PCB Production, Materials Management, Box Build, Layout Services, Test Services, Over-molding and Conformal Coating.

AMENDMENT DETAILS

ESC is requesting to increase the weighted average of training per trainee from 45 to 72 hours. The additional hours will allow workers to continue training they began from the start of the contract; and to provide course topics that had not been provided. Additionally, ESC is requesting to increase funding to provide an additional 40 hours of Computer Skills training on a software upgrade the Company rolled out in September 2018.

In summary:

- The funding amount will increase by \$18,252 from \$30,420 to \$48,672.
- The weighted average hours in Job Number 1 will increase from 45 to 72.
- The average cost per trainee in Job Number 1 will increase from \$1,070 to \$1,872.
- Add ERP Software training under Computer Skills in the Curriculum.

RECOMMENDATION

Staff recommends approval of this Amendment.

SUMMARY OF PRIOR MODS/AMDS

- Revision 1 – Revised term date and range of training hours.

CURRENT CONTRACT PERFORMANCE

The following table summarizes performance by ESC under the current ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees Enrolled	No. Completed Training	No. Retained
ET17-0497	\$30,420	05/16/17 to 05/15/19	52	1,349	0

To date, 1,349 eligible training hours have been tracked (+100% of the current Contract amount). Although the Contractor has provided training in excess of the Agreement amount, ESC understands that the terms and conditions of the Contract remain the same unless the changes submitted in the Contract Revision are approved by ETP.

Exhibit B: Menu Curriculum

Class/Lab Hours

8- 150

Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting/Finance
- Business Writing
- Coaching & Communication
- Customer Service
- Goal Setting
- Inventory Control
- Leadership
- Product Knowledge
- Sales
- Teamwork

COMPUTER SKILLS

- Command Forecasting
- Estimating
- Manufacturing Execution Software
- Microsoft Office
- What if Queries
- **ERP Software**

CONTINUOUS IMPROVEMENT

- AS 9100
- IPC Certification
- International Standards Organization 9001, 13485
- Lean Manufacturing
- National Aerospace and Defense Contractors Accreditation Program
- Problem Solving
- Process Flow/Mapping/Improvement
- Productivity Improvement
- Quality Improvement
- Sort, Systematize, Sweep, Standardize, Self-Discipline
- Takt Time Studies
- Value Stream Mapping

MANUFACTURING SKILLS

- Automated Optical Inspection and Programming
- Documentation Control
- Engineering Drawing Reading
- Electro Static Discharge
- Equipment Operation, Maintenance & Troubleshooting
- Good Manufacturing Processes
- Hardware Identification and Installation
- Inspection Techniques

- Material Requirements Planning
- National Aeronautics Space Admin Standard
- Parts Identification/Assembly
- Product Knowledge & Demonstration
- Repair Procedures
- Return Material Authorization
- Repairs
- Soldering to J-Std 001
- Surface Mount Technology
- Statistical Process Control

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

Note: Reimbursement for retraining is capped at 150 total hours per-trainee, regardless of method of delivery.

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	Priority Initiative Retraining	Business Skills, Commercial Skills, Computer Skills, Continuous Impr	54	8-200	0-30	\$208	\$17.50
				Weighted Avg: 8			

- Reimbursement Rate: \$26 Priority/ Program Initiatives
 - County(ies): Orange
 - Occupations to be Trained: Architects, Project Leads, Job Captains, Designers, Administration Staff
 - Union Representation for Trainees: Yes No
 - Health Benefits: (Employer Paid to Meet ETP Wage) No Yes
- Up to \$2.50 /hour may be included to meet ETP Required Wage for Job Number 1.

OVERVIEW

Year Company Founded:	1974	Company Headquarters: <input checked="" type="checkbox"/> Single location Orange, CA
Facility location(s) where training will occur.		Orange (Orange County)

Nature of Business	Architects Orange (AO) is a full-service architectural and construction planning firm specializing in retail, residential, industrial, food service, and hospitality projects. Services include program development, site planning, architectural building design, project management and scheduling, construction drawings and specifications, construction administration, and jurisdictional construction and development approval processing.
Customer Base:	Real Estate Owners, Developers, and Restaurants.

Business / Industry Needs / Changes	<p>The architectural industry is constantly changing as design technology and tools keep evolving. The Company has invested in new equipment and software to keep up with industry.</p> <p>Additionally, the Company is moving towards a paperless environment, requiring investment and mastery of new forms of digital delivery and collaboration.</p>
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Training Plan:

Need for Training:	<p>The Company has developed a comprehensive training program. Training will improve AO staff knowledge of the proper use of new equipment, computer software, and design and building methods. Training will also be provided to increase efficiency in delivery of service to meet client demands.</p> <p>New Equipment/Software: AO new technology and equipment includes REVIT licensing (a Building Information modeling software for architects, structural engineers, and contractors that allow users to design a building in 3D), 360-degree cameras, point cloud, and new reporting. Training will also include significant upgrades to ERP, CRM, and Microsoft Office 365.</p>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 CBT
 Productive Lab

Business Skills	Commercial Skills	Continuous Improvement
Computer Skills		

Training Infrastructure & Administrative Plan	<ul style="list-style-type: none"> • Trainers: In - house subject-matter experts and vendors, if necessary. • Project Manager: The Director of Operations will oversee administration and implementation (coordinating & scheduling) with assistance of support staff. • Administrative Duties: AO will contract with an administrative subcontractor to assist with project administration.
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Repeat Contract

• Number Of Agreements in last 5 years:	1
• Training provided / focus in last Agreement:	• This will be the third ETP Contract, the second in the last five years. In the last agreement Training focused on standardizing best practices, energy-savings, and sustainable, and green design to meet industry and government mandates.
• Difference in Training Plan:	Training in new equipment/software such as REVIT, Computer Assisted Drawings (CAD), Adobe Creative Suite and Microsoft Outlook 365.

PRIOR PROJECTS

The following table summarizes performance under an ETP Agreement completed within the last five years.

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0341	Orange, CA	2/1/2016 – 1/31/2018	\$212,760	\$11,372 (18%)

Architects Orange documented 632 eligible training hours to equal \$11,372 (18% of the agreement amount in earnings for 37 trainees who completed retention).

Previous ETP Agreement ET16-0341

Poor prior performance was due to poor administration, primarily a lack of efficient training documentation.

In this proposal, AO has taken steps to address administrative issues that occurred in the prior contract to ensure training is successful. AO has hired a Director of Operations to oversee administration and training of the ETP contract. The Director of Operations has experience administering and implementing training programs at previous firms. AO did not use an administrative subcontractor in the prior Contract but has retained one for this project. The Company is committed to the success of this project by hiring an administrative sub-contractor.

RECOMMENDATION

Staff recommends approval of this proposal.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	Training Funding Source	Seal Beach	\$ 900
• Administrative	Training Funding Source	Seal Beach	13%
• Training Vendors			TBD

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

8 -200

Trainees may receive any of the following:

BUSINESS SKILLS

- Client Management
- Contract Management
- Customer Relationship Management (CRM)
- Managing Relationships and Conflict
- Project Management
- Professional Communication
- Presentation
- Sales Process
- Understanding Financial Reporting
- Understanding our organization and Industry
- Upselling and Cross-selling

COMMERCIAL SKILLS

- Capturing Change Orders
- Understanding Building Code/Code Updates
- Working with Other Disciplines
- Understanding Project Reporting

COMPUTER SKILLS

- Adobe Creative Suite
- Building Information Modeling
- Business Strategy
- Computer Assisted Drawing and Standards
- Database Management
- Deltek Vision
- Microsoft 365
- Project Information Management
- Revit and Revit Standards
- Visualization and 3D

CONTINUOUS IMPROVEMENT

- Process and Quality Improvement

CBT Hours

0 – 30

COMPUTER SKILLS

- Bluebeam Revu – Document Management (2hrs)
- Computer Assisted Design – Autodesk Software (8hrs)
- Adobe Creative Cloud (10hrs)
- SketchUp (2hrs)
- Financial Forecasting Software (2hrs)
- Deltek (2hrs)
- Microsoft Office 365 (4hrs)
- Microsoft Project (2hrs)

Reimbursement for retraining is capped at 200 total hours per-trainee, regardless of method of delivery.



**Training Proposal for:
ARO Pistachios, Inc.**

Small Business

ET19-0372

Approval Date: December 5, 2018

ETP Regional Office: Sacramento

Analyst: K. Jones

CONTRACTOR

- Type of Industry: Agriculture (B)
Priority Industry: Yes No
- Number of Full-Time Employees
California: 45
Worldwide: 45
Number to be trained: 29
Owner Yes No
- Out-of-State Competition: Competitors Outside CA 111,335
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 15%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$18,096
- In-Kind Contribution: \$18,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate HUA	Business Skills, Computer Skills, Mfg. Skills, PL - Mfg. Skills	29	8-200	0-14	\$624	*\$12.53
				Weighted Avg: 24			

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

- Reimbursement Rate: Job #1: \$26 Small Business Rate
- County(ies): Tulare
- Occupations to be Trained: Production Staff, Maintenance Staff, Administration Staff, Managers
- Union Representation: Yes
 No
- Health Benefits: Job #1: \$0.85 per hour

SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: Sierra HR of Fresno will provide Business Skills training.

OVERVIEW

Founded in 2008 and located in Terra Bella, ARO Pistachios, Inc. (ARO) (<https://www.aropistachio.com>) is a full-service grower, processor and distributor of pistachio nuts worldwide. The Company produces ready-to-eat pistachios and ingredient pistachios used by pre-packaged food manufactures. The Company’s customers include Trader Joe’s, Sprouts, Marich, Bravo Farms and Plano Jerky. Training will take place at the Company’s sole Terra Bella location.

This will be ARO’s second ETP Contract, the second in the last five years.

Need for Training

ARO's previous ETP Contract focused on newly purchased water efficient technology. Training in this proposal will focus on new production equipment, processes and online retail visibility.

In August 2018, ARO invested over \$1M in new production machinery including hulling, drying, shelling, roasting and packaging equipment. This machinery requires training to ensure trainees have the skills and knowledge to use and maintain the equipment. The equipment also requires that ARO develop new processes to enhance production efficiencies. Training topics include Process Efficiency, Product Quality Improvements and Controls, and Packaging Equipment.

In an effort to expand their online presence and better market its products, ARO recently developed an e-commerce site (www.aronuts.com) to sell its premium line of pistachios. The site was designed, built and is maintained internally by ARO staff. To remain current with market trends and maintain its online presence, the Company must provide workforce training on marketing and online systems. Training topics include E-Commerce, Shopify, Nutware Production and Inventory Database, and FleetTracker. There will be no duplication of training for trainees who participated in the prior ETP contract.

Modifications

The twenty-nine trainees in Job Number 1 work in Tulare, a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. ARO requests a wage modification from \$16.70 to \$12.53 per hour for trainees in Job Number 1.

Training Plan

Training will be provided via Class/Lab, Productive Lab and Computer-Based Training (CBT) by in-house experts and vendors in the following:

Business Skills: Training will be offered to all occupations to enhance client satisfaction, marketing capabilities and leadership. Courses include Communication, Grower Relations, Leadership, and Time and Task Management.

Computer Skills: Training will be offered to all occupations to increase knowledge of internal programs and software. Courses include Salesforce, Shopify and Nutware Production and Inventory Software.

Manufacturing Skills: Training will be offered to Production Staff and Managers to increase production efficiencies. Courses include Equipment Sanitation, Standard Operating Practices, Production Equipment Safety, Product Quality Improvements and Controls, Food Safety and Food Quality Practices, Equipment Operations, and Forklift Training.

Productive Lab

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

ARO will train 25 Production Staff and Managers on Color Sorters, Packaging Equipment, Roasting, Sealer, and Hulling Machinery. This training will be provided at a much slower pace

than regular production, resulting in defects as trainees become proficient in the equipment. Training will be conducted by an on-site subject matter expert. The trainer will demonstrate how to use the equipment and then supervise trainees using the equipment. The trainer will attest to the trainee’s competency after training. Training will be provided at a 1:1 trainer-to-trainee ratio.

Computer-Based Training

CBT courses will consist of Computer Skills courses needed to be successful in internal systems.

Training Infrastructure

The Communications Manager/Owner is responsible for overseeing the training project. Five Department Managers and the Communications Manager will assist with administration. The Human Resources Generalist will coordinate and schedule training for staff and complete all administrative requirements including enrolling trainees and tracking training hours in the ETP online systems. Training will be delivered by in-house experts and vendors as needed. The Company is ready to begin training upon approval.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
*ET17-0504	Terra Bella	06/08/2017 – 06/07/2018	\$35,100	\$18,196 (52%)

*Training was delayed due to production demands during harvest season. This negatively impacted project performance. This new training proposal will begin after harvest. Training will be provided while production is slow. Funding under the proposed Contract has been right-sized to the amount earned under the previous Contract.

Exhibit B: Menu Curriculum

Trainees may receive any of the following:

Class/Lab Hours

8-200

BUSINESS SKILLS

- Accounts Payable/Receivable
- Communication
- Grower Relations
- Invoice Procedures
- Leadership
- Performance Measurement and Accuracy
- Supplier-Chain Distribution Systems
- Team Building
- Time and Task Management

COMPUTER SKILLS

- Client Databases
- E-Commerce
- Excel (Intermediate/Advanced)
- FleetTracker
- Grower Databases
- Inventory Tracking
- Nutware Production and Inventory Software
- Salesforce
- Shopify
- Vendor Databases
- Microsoft Word (Intermediate/Advanced)

MANUFACTURING SKILLS

- Driver Training
- Equipment Maintenance
- Equipment Operations
- Equipment Sanitation
- Food Quality Practices
- Food Safety Practices
- Forklift Training
- Hazardous Materials
- Industry Standards
- Lock-Out Tag-Out
- Process Efficiency
- Product Quality Improvements and Controls
- Production Equipment Safety
- Standard Operating Practices (SOP)

Productive Lab

0-11

PL-MANUFACTURING SKILLS (Ratio 1:1)

- Asperation Floater & Sinker Equipment
- Color Sorters
- Drying Equipment
- Electrical Panels/PLC Panels
- Forklift
- Hand-Sort Line
- Hulling Machinery
- Packaging Equipment
- Pistachio Scanners
- Roasting Machinery
- Sealer Machinery
- Silo Conveyance
- Sorting Procedures and Parameters of Grade Distinctions
- Water Pump

CBT Hours

0-14

COMPUTER SKILLS

- Customer-Response Modules (CRM) (2 hour)
- Databases (3 Hours)
- E-Commerce Sites (1 hour)
- Microsoft Excel (Intermediate and Advanced) (2 hour)
- Microsoft Word (Intermediate and Advanced) (1 hour)
- Operating Devices (1 hour)
- Plug-In Application (1 hour)
- QuickBooks (Intermediate and Advanced) (2 hour)
- Shopify (1 hour)

Safety Training will be limited to 10% of total training hours per-trainee. This cap does not apply to Productive Lab.

Reimbursement for retraining is capped at 200 total hours per-trainee, regardless of method of delivery.



**Retrainee - Job Creation
Training Proposal for:
BMI Mechanical, Inc.**

Small Business

ET19-0374

Approval Date: December 19, 2018

ETP Regional Office: Sacramento

Analyst: A. Townsend

CONTRACTOR

- Type of Industry: Construction (C)
Services (61,71,72,81,92)
Priority Industry: Yes No
- Number of Full-Time Employees
California: 34
Worldwide: 34
Number to be trained: 41
Owner Yes No
- Out-of-State Competition: No OSC
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 9%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$26,650
- In-Kind Contribution: \$79,800

BMI will serve as the lead employer in this proposal with a closely related affiliate BMI-PacWest, Inc. Training under this proposal will include two locations in Kern and Tulare Counties. This is BMI's first ETP Agreement.

Need For Training

BMI's customer base has grown 25% in the last year and recently acquired a contract from a healthcare corporation that is expanding and adding six clinic facilities. Furthermore, the Company plans to open additional offices in Ventura and Fresno to expand current service territory. To meet project demands, the Company has developed a training plan to increase efficiency, productivity, and technical expertise. Courses in Air Side Fundamentals, Proactive Preventive Maintenance, and Strategic/Tactical Planning will provide staff with knowledge and skills to become experts in their craft. Training will also focus on HVAC fundamentals with courses in refrigeration troubleshooting and diagnosis, equipment installation, and proper ventilation.

BMI is also committed to creating a positive work environment to encourage retention and promotion. Training in sales and negotiation strategy, business acumen, and management skills will give trainees transferable skills to grow and become leaders within the organization.

Retrainee - Job Creation

The panel offers incentives to companies that commit to hiring new employees. Trainees will be subject to a lower post-retention wage.

BMI will be expanding business capacity by opening new locations to support growth. The Company will hire seven new employees (Job Number 2), six Technicians and one Manager. 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; Computer Based Training (CBT) will supplement Class/Lab. Trainers will be in-house subject-matter experts and vendors.

Business Skills: Training will be offered to all occupations and focus on negotiation strategy, developing complex technical skills, customer service, and business solutions for customers. Topics include Accelerated Business Systems, Advanced Sales, Boosting Project Sales, and Client-Based Sales.

Commercial Skills: Training will be offered to Business Systems Support, Dispatchers, Sales Representatives, Service Supervisors, and Technicians. Training will focus on maintenance and troubleshooting. Courses include Air Side Fundamentals, Basic Heating, Ventilation, and Air conditioning, Diagnosing Compressor Failures, and Electrical/Technical Service.

Continuous Improvement: Training will be offered to all occupations and focus on improving overall operational efficiency and quality control. Courses include Communicating with Empathy, Effective Coaching, and Leadership Accountability.

Management Skills: Training will be offered to CEO, Managers, and Service Supervisors and focus on leadership and management. Trainees will become better at managing staff. Topics include Service Management and Supervision, Leadership I and II, and Next Gen Leadership.

CBT

CBT allows self-paced reinforcement of Class/Lab training at a trainee's workstation and will supplement Class/Lab training.

SET/HUA

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

➤ Wage Modification

Trainees in Job Numbers 1 and 2 work in a High Unemployment Area (HUA) with unemployment exceeding the state average by 25%. The Company's locations in Kern and Tulare Counties are in an HUA.

Trainees qualify for the ETP Reduced Standard Wage rather than the statewide average hourly wage. BMI is requesting a wage modification from \$22.77 per hour to \$12.53 per hour for Job Number 1 and from \$22.77 per hour to \$11.00 per hour for Job Number 2.

➤ Training Infrastructure

BMI Mechanical has a detailed plan to facilitate and administer training and is ready to begin upon approval of this proposal. The Company has assigned the Human Resources Coordinator to oversee this proposal. Two Sales Managers, one from each location, will oversee training at their respective locations. Training will be delivered by in-house experts and vendors. Southern California Edison (SCE), a vendor, will deliver some courses in Commercial Skills. Other trainers will be identified as they are retained.

RECOMMENDATION

Staff recommends approval of this proposal.

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- + Accelerated Business Systems
- + Advanced Sales
- + Boosting Project Sales
- + Client-Based Sales
- + Maintenance Sales Forum
- + Modern Day Appointment-Setting
- + Overcoming Objections
- + Project Management
- + Project Sales & Negotiation
- + Think! Strategic Negotiation

COMMERCIAL SKILLS

- + Air Side Fundamentals
- + Basic Heating, Ventilation and Air Conditioning Proactive Preventive Maintenance
- + Diagnosing Compressor Failures
- + Electrical/Technical Service & Troubleshooting
- + Equipment Installation
- + Importance of Proper Ventilation
- + Proactive Preventive Maintenance
- + Refrigeration/Technical Service & Troubleshooting
- + Specialty Filtration for Proper Ventilation

CONTINUOUS IMPROVEMENT

- + Communicating with Empathy
- + Effective Coaching
- + Leadership Accountability
- + Vision2020 Strategic/Tactical Planning

MANAGEMENT SKILLS

- + Leadership I & II
- + Next Gen Leadership & Sales Leadership
- + Sales Manager Peer Group Forum
- + Service Management & Supervision

CBT Hours

0-30

BUSINESS SKILLS

- + Think! Strategic Negotiation
 - o Negotiation Blueprint and Application 1 hour
 - o CNA/Trade Database and Application 1 hour
 - o Speaking the Language of Procurement 1 hour
 - o Presenting Multiple Solution Options 1 hour
- + Project Management
 - o Creating a Project Management Culture 1 hour
 - o Standards in Project Management 1 hour
 - o Documentation & Reporting in Project Management 1 hour
 - o Best Practices on Project Management 1 hour
- + BMI Procedures
 - o BMI Sales & Value Differentiation 30 mins
 - o New Contract Set-Up 30 mins
 - o Managing Agreement Performance 30 mins
 - o Operations Report Analysis 30 mins
 - o Theory & Methods 1 hour

COMMERCIAL SKILLS

- + Basic Heating, Ventilation and Air Conditioning
 - o HVAC Terminologies 2 hours
 - o Important Considerations 30 mins
 - o The HVAC System 2 hours
 - o Minimizing AC Costs 1 hour
 - o Rebates & Incentives 1 hour
 - o HVAC Optimization 1 hour
 - o HVAC Review 30 mins
- + Proactive Preventive Maintenance
 - o Creating a Preventive Maintenance Culture 1 hour
 - o Preventive Maintenance Standards 1 hour
 - o Documentation & Reporting in Preventive Maintenance 1 hour
 - o Best Practices on Preventive Maintenance 1 hour
- + Specialty Filtration for Proper Ventilation 2 hours

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



**Training Proposal for:
BMS Holdings, LLC dba Black Mountain Systems, LLC**

Delegation \leq \$75,000 Single Employer

ET19-0389

Approval Date: December 13, 2018

ETP Regional Office: San Diego

Analyst: C. Clady

CONTRACTOR www.blackmountainsystems.com

- Type of Industry: Services (G)
Professional, Scientific Technology (54)
Priority Industry: Yes No
- Number of Full-Time Employees **Small Business**
 - California: 81
 - Worldwide: 200
 - Number to be trained: 60
 - Small Business
 - Owner Yes No
- Out-of-State Competition: Yes No
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 6%
- Repeat Contractor: Yes NO

FUNDING

- Requested Amount: \$49,400
- In-Kind Contribution: \$115,448

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	Priority Initiative Retraining	Business Skills, Commercial Skills, Computer Skills, Management Skills	50	8-200	0-8	\$780	\$17.03
				Weighted Avg: 30			
2	Priority Industry Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills	10	8-200	0-8	\$1040	\$14.19
				Weighted Avg: 40			

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

- Reimbursement Rate: Job #'s 1 & 2: \$26 Priority/ Program Initiatives

- County(ies): San Diego
- Occupations to be Trained: Engineers, Implementation Staff, Network Administrator, Managers, Product Managers, Quality Assurance Staff, and Administrative Staff.

- Union Representation for Trainees: Yes No

- Health Benefits: No Yes

OVERVIEW

Year Company Founded:	2007	Company Headquarters: <input type="checkbox"/> Single location San Diego
Facility Locations Outside CA		<ul style="list-style-type: none"> • New York, London
Facility location(s) where training will occur		<ul style="list-style-type: none"> • San Diego (San Diego)

<p>Nature of Business</p>	<ul style="list-style-type: none"> • BMS Holdings, LLC dba Black Mountain Systems, LLC (Black Mountain), develops and licenses innovative, tailored software solutions for data aggregation, process management, and business reporting. • Global investment firms use Black Mountain's solutions to add operating efficiency and reduce investment risks by eliminating the boundaries between systems, information, and people, allowing employees to focus on high-value activities that drive investment performance.
<p>Customer Base:</p>	<ul style="list-style-type: none"> • Banks, municipal finance, real estate, private equity, hedge fund, and commercial finance companies.

<p>Business / Industry Needs / Changes:</p>	<ul style="list-style-type: none"> • In 2015, Black Mountain was acquired by the private equity firm Stone Solutions. Combining Black Mountain's customizable solutions with Stone Point's business relationships and expertise in financial service has positioned Black Mountain to advance its mission of bringing growth and innovation to investment professionals. • In 2018, Black Mountain will launch two new products/services, Compliance Solutions, and Investment Accounting. These software programs offer a range of professional services to support a diverse and rapidly growing client base. These services can be tailored to the customer and will be constantly evolving to stay current with the ever-changing financial services industry.
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Training Plan:

<p>Need for Training:</p>	<p>To support overall growth, industry changes, and new products Black Mountain will provide the following training:</p> <ul style="list-style-type: none"> • Computer Skills training will make up the largest part of the curriculum due to the highly technical skills required to launch and service new products. Newly hired staff will also receive training on workflows, Apex, Litheo, Trading, and Credit Modules. • All staff will be trained in Information Security via Computer Based Training (CBT)
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	<ul style="list-style-type: none"> • Commercial Skills Training will be provided for, newly hired and existing Implementation and Administrative staff on skills necessary to prepare contracts. All staff will participate in product knowledge training. • Management and Business Skills will also be provided based by occupation and need.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 CBT
 Productive Lab

Business Skills	Commercial Skills	Management Skills
Computer Skills		

<p><i>Training Infrastructure & Administrative Plan</i></p>	<ul style="list-style-type: none"> • Coordination of Training (Oversight): The CFO will oversee administration and implementation of the training project. The Operations Program Manager will coordinate with trainers to ensure training is being performed and tracked accordingly. • Trainers: In-house subject matter experts (Directors and Leaders) will provide training. ETP training will start upon contract approval. • Administrative Duties: Black Mountain will use an administrative subcontractor to assist with the project administration. A three-member team will be responsible for support, implementation, and compliance of the training project. A Human Resource Representative will be responsible for running necessary employee data reports using the Professional Employer Organization (PEO) designated system to provide the consulting team supporting/administration tracking.
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RECOMMENDATION

Staff recommends approval of this proposal and modifications

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	Economic Incentives Advisory Group (EIAG)	Phoenix, AZ	\$4,000
• Administrative	Economic Incentives Advisory Group (EIAG)	Phoenix, AZ	11% of funds earned
• Training Vendors			N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Financial Industry
- Business Communication

COMMERCIAL SKILLS

- Contracts & Invoicing
- Bonds
- Loans
- Project Management Training
- Product Knowledge Training

COMPUTER SKILLS

- Technical Skills Training
- Information Security Training
- Workflows
- Litheo
- Everest
- Trading
- Credit
- Apex
- Investment Compliance (*skills to ensure investments comply with the rules that BMS clients set out for the funds they manage*)
- B2B (Business to Business)
- Subscriptions/Publications
- Warehouse
- Troubleshooting
- Implementation Quality Assurance
- Implementation Development Process

MANAGEMENT SKILLS (Managers Only)

- Leadership Skills

CBT Hours

0 – 8

COMPUTER BASED TRAINING (CBT)

- Information Security Training 1 hour

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



**Training Proposal for:
Brascia Builders, Inc.**

Delegation \leq \$75,000 Single Employer

ET19-0381

Approval Date: January 3, 2019

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

CONTRACTOR www.brasicibuilders.com

- Type of Industry: Construction (c)
Priority Industry: Yes No
- Number of Full-Time Employees **Small Business**
 - California: 26
 - Worldwide: 26
 - Number to be trained: 22Small Business Only:
Owner Yes No
- Out-of-State Competition: Yes No
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 2%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$22,880
- In-Kind Contribution: \$39,600

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	Priority SB<100	Business Skills, Computer Skills, Commercial Skills, OSHA 10/30	22	8-60	0	\$1,040	\$17.54
				Weighted Avg: 40			

- Reimbursement Rate: Job #1: \$26 Priority/Program Initiative
- County(ies): Los Angeles
- Occupations to be Trained: Project Manager, Superintendent, Estimator, Administrative Staff, Carpenter
- Union Representation for Trainees: Yes No

- Health Benefits: (Employer Paid to Meet ETP Wage) No Yes
- Turnover Rate Justification for Waiver N/A

OVERVIEW

Year Company Founded:	2009	Company Headquarters: <input checked="" type="checkbox"/> Single location
Facility location(s) where training will occur		Long Beach (Los Angeles County)

Nature of Business	Brascia Builders, Inc. (BBI) is a general contracting company that provides project planning, pre-construction and construction management, and general contracting services.
Customer Base:	Healthcare, hospitality, and commercial industries.

Business / Industry Needs / Changes	As the economy grows, BBI must train its workforce to remain a viable competitor in the construction industry. With more competitors, BBI must ensure the Company utilizes the latest in technology advances to meet customer expectations.
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Training Plan:

<p>Need for Training:</p>	<p>New Software Program: BBI implemented a new software program, Procure, a cloud-based construction management software application that increases project efficiency and accountability by providing streamlined project communication and documentation. Training in Computer Skills will be provided to all departments to ensure staff can utilize this program to execute job duties accurately.</p> <p>Streamling Operations/Increasing Efficiency: In effort to reduce downtime, BBI will provide cross training to staff to learn the skills necessary to work on as many parts of a construction build as possible. By having employees with multiple skills, BBI will increase flexibility in the field to handle concurrent functions on the job site. In addition, cross training will minimize expenses, improve work flow, and help the Company meet customer deadlines in a timely manner.</p> <p>Leadership in Energy and Environmental Design (LEED): BBI is a LEED qualified company employing workers who are certified in LEED. As a result, the company is able to secure work in LEED projects. Staff is well versed in Design-Build, creating a fluid and efficient collaboration with Architect Engineers. It is vital that BBI maintain a schedule and mitigate additional costs. As such, the pre-construction project phase must include a clear assessment of exposure risks for projects taken on by the company. Hospital build engagements include multi-year, multi-phased structural renovations that are in compliance with ADA. Training provided under this contract will increase worker ability to attain LEED projects and implement new construction techniques and practices.</p> <p>Companywide Objective: The company objective is to progress and evolve, which means to adapt and hone the skills necessary to remain steadfast in the construction industry. The industry does not provide “specialized” services; as a result, BBI must ensure that its staff understands all parts of the business. Through this holistic understanding and training provided under this proposal, each employee will better understand thier vital role in the overall objective and success of the business. In addition, all occupations to receive training will be able to complete projects within a timely manner and learning to utilize construction management software, and following field operational procedures.</p> <p>Carpenters, Project Managers, Superintendents, and Estimators will receive Computer Skills, Commercial Skills, Business Skills, and OSHA 10/30 training. These occupations typically performs the following while on job sites: follow blue prints and building plans to meet client needs, install structures and fixtures such as windows and molding, measure, cut, and shape wood, plastic, and other materials as needed.</p>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 CBT
 Productive Lab

Business Skills	Commercial Skills	Computer Skills
OSHA 10/30		

Certified Safety Training	<input checked="" type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input type="checkbox"/> Hazardous Materials (HAZMAT)
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Training Infrastructure & Administrative Plan	<p>Coordination of Training (Oversight): The company Controller will oversee training and administration for this contract.</p> <p>Trainers: In-House</p> <p>Administrative Duties: Brascia Builders has hired a third party administrator to perform administrative services.</p>
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Active Projects

N/A

Prior Projects

N/A

RECOMMENDATION

Staff recommends approval of this proposal and modifications

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	Training Refund Group	Anaheim	\$ 2,500
• Administrative	Training Refund Group	Anaheim	13% of payment earned
• Training Vendors	N/A	N/A	N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

8-60

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Problem Solving
- Business Writing
- Construction Accounting
- Communication Skills
- Contract & Change Management
- Estimating
- Customer Relations
- Risk Analysis
- Goal Setting/Company Vision
- Interpersonal Skills
- Job Costing
- Marketing & Business Development
- Project Management
- Time Management
- Leadership

COMPUTER SKILLS

- Accounting Applications
- Adobe
- Procore
- Cost Reporting Software
- Estimating/Takeoffs
- Document Control
- Microsoft Office

COMMERCIAL SKILLS

- Bidding Techniques
- Blueprint Reading
- Building Codes
- Best Practices
- Construction Math
- Means & Methods
- Construction Techniques
- Estimating Procedures & Processes
- Project Management Procedures & Processes
- Field Operation Procedures
- Site Safety
- Infection Control Processes
- Pre-Construction Processes
- Lean Construction Techniques
- Decision Making Skills
- Time Management
- Project Planning

OSHA

- OSHA 10
- OSHA 30

Safety Training will be limited to 10% of total training hours per-trainee.
This cap does not apply to HAZMAT, OSHA 10/30 or HAZWOPER.

Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.



**Delegation Training Proposal for:
Cokeva, Inc
Agreement Number: ET19-0373**

Approval Date: December 7, 2018

ETP Regional Office: Sacramento

Analyst: A. Townsend

PROJECT PROFILE

Contract Attributes:	Retrainee	Industry Sector(s):	Services (G) Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Placer	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: 189	U.S.: 189	Worldwide: 189
<u>Turnover Rate:</u>	13%		
<u>Managers/Supervisors:</u> (% of total trainees)	4%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$37,870

Total ETP Funding
\$33,396

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	Computer Skills	121	8-200	0-10	\$276	\$16.70
				Weighted Avg: 12			

Minimum Wage by County: \$16.70 per hour for Placer County

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

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

Up to \$2.50 per hour for Job Number 1 may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Staff		37
Engineers		20
Managers		5
Technical Production Workers		45
Warehouse Assembly Workers		14

INTRODUCTION

Established in 1989 and headquartered in Roseville, Cokeva, Inc. (Cokeva) is primarily engaged in product repair, refurbishment, engineering, information management, and supply chain services for original equipment manufacturers, electronic manufacturing service providers, lead logistics providers, and maintenance service organizations. Training will take place at the Company's facility in Roseville.

Need for Training

This is Cokeva's second ETP Agreement and the second in the last five years. Previous training focused on expansion of products on defibrillator systems, ISO standards and Printed Circuit Board Assembly workmanship certifications. In this proposal, training will focus on continued adaptation to a high performance workplace.

Cokeva recently implemented an Oracle ERP system that allows employees to manage transactions. The system will allow the Company to track the production processes, measure quality levels, and provide necessary tracking of medical, electronics, imaging, and electro-mechanical repair business. Training is required for employees to properly use the system, extract

data, report production results, use analytical tools and methods within the system. The curriculum in this proposal will not duplicate trainings done from the prior Agreement.

PROJECT DETAILS

Training Plan

Training will be delivered via Class/Lab and Computer-Based Training (CBT) in the following:

Computer Skills: Training will be offered to all occupations and includes accounting and management analysis, customer transaction problem resolution, engineering document control, inventory control, online order and real time management, product design and control, scheduling and resource planning and tracking management.

Commitment to Training

Cokeva allocates approximately \$100,000 annually for training that includes new-hire orientation, technical certification training and recertification training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Cokeva has a detailed training plan in place and is ready to begin training upon approval. The Human Resources Coordinator will oversee all project training and administration. The Internal Administrator will help ensure record-keeping compliance and other administrative duties are properly managed. All training will be delivered by 3K Technologies LLC and Kriddha Technologies Inc.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes Cokeva's performance under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0248	Roseville	12/31/13- 12/30/15	\$237,710	\$40,582 (17%)

Cokeva experienced a barrier in scheduling the trainings due to unforeseen production demand that affected the training schedule. To avoid issues with scheduling training during production in this new proposal, Cokeva assigned the Human Resources Coordinator and Internal Administrator to be directly involved with scheduling/delivering training. This proposal has been right-sized to the amount earned from the previous contract.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

3K Technologies LLC in Milpitas and Kriddha Technologies, Inc. in Sunnyvale will provide Computer Skills training. Other trainers will be identified as they are retained.

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

8-200

Trainees may receive any of the following:

COMPUTER SKILLS

- ✚ Oracle Enterprise Resource Planning (ERP)
 - Accounting and Management Analysis
 - Customer Transaction Problem Resolution
 - Engineering Document Control
 - Inventory Control
 - Online Order and Real Time Management
 - Product Design and Control
 - Scheduling and Resource Planning
 - Tracking Management

CBT Hours

0-10

COMPUTER SKILLS

- ✚ Oracle ERP
 - Accounting and Management Analysis (1 hour)
 - Customer Transaction Problem Resolution (1 hour)
 - Engineering Document Control (1 hour)
 - Inventory Control (1 hour)
 - Online Order and Real Time Management (1 hour)
 - Product Design and Control (2 hours)
 - Scheduling and Resource Planning (1 hour)
 - Tracking Management (2 hours)

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



**Retrainee – Job Creation
Training Proposal for:
CovalentCareers, Inc.**

Delegation \leq \$75,000 Single Employer

ET19-0402

Approval Date: February 4, 2019

ETP Regional Office: San Diego

Analyst: C. Clady

CONTRACTOR covalentcareers.com

- Type of Industry: Services (G)
Professional, Scientific Technology (54)
Priority Industry: Yes No
- Number of Full-Time Employees **Small Business**
 - California: 13
 - Worldwide: 13
 - Number to be trained: 20
- Out-of-State Competition: Small Business Only:
Owner Yes No
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 16%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$26,130
- In-Kind Contribution: \$23,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	Priority Retrainee Small Business	Business Skills Computer Skills	13	8-200	0	\$1,170	\$17.70
				Weighted Avg: 45			
2	Job Creation Initiative Priority Industry Small Business	Business Skills Computer Skills	7	8-200	0	\$1,560	*\$14.74
				Weighted Avg: 60			

* It will be made a condition of contract that the trainees will never be paid less than the statewide or local minimum wage rate in effect at the end of retention regardless of wage expressed in this table & Contract.

- Reimbursement Rate: Job #s 1 & 2: \$26 Priority/ Program Initiatives
- County(ies): San Diego
- Occupations to be Trained: Sales, Recruiting, Marketing, Engineering
- Union Representation for Trainees: Yes No

- Health Benefits: (Employer Paid to Meet ETP Wage) No Yes

OVERVIEW

Year Company Founded:	2015	Company Headquarters: <input checked="" type="checkbox"/> Single location San Diego
Facility location(s) where training will occur		• San Diego (San Diego County)

Nature of Business	CovalentCareers, Inc. (Covalent) provides career development and resource information to newly graduated healthcare professionals. The Company recruits and places these prospective healthcare workers with healthcare customers.
Customer Base:	Large hospitals, corporations (Walmart, Lens Crafters etc.), and private medical practices

<p>Business / Industry Needs / Changes</p>	<p>The Company reports that qualified healthcare worker recruitment is highly competitive and procuring qualified applicants is a challenge. Consequently, Covalent has the following business needs:</p> <ul style="list-style-type: none"> • Ensure its own workers have the necessary marketing and recruitment skills to recruit prospective healthcare workers, and market its services to healthcare providers. Most of the marketing workforce is comprised of individuals who have only received traditional marketing skills training and lack the necessary new technology marketing skills. • Covalent is experiencing a high demand for its services, and expects to grow its business and hire additional workers. The Company hired eight employees in 2018 and expect to hire an additional seven in the next 12 months. • Covalent is implementing two main software platforms, Hubspot and Airtable. Hubspot is a marketing and sales automation platform. Airtable is a flexible database on how to build databases and manage data.
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Training Plan:

<p>Need for Training :</p>	<p>To meet the aforementioned business needs the following training is needed for the proposed occupations:</p> <ul style="list-style-type: none"> • Communication, software, presentation, marketing, sales and recruiting skills training is needed for recruit clients and market to healthcare customers. • Hubspot and Airtable platform training is needed for Sales and Marketing staff to generate landing pages and organize marketing of their services. This training will also provide Sales and Marketing staff with the skills to organize and maintain an applicant pipeline. <p>In addition, this training will enable staff to develop ideas and execute the completion of new projects utilizing databases.</p>
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	<ul style="list-style-type: none"> Engineering staff will need training on the latest coding language to successfully implement the aforementioned software.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 CBT
 Productive Lab

Business Skills	Computer Skills	
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Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function
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Modifications from Standard

<input checked="" type="checkbox"/> Weighted Average Hours over 45	60 Hours for Job Creation trainees (Job 2)
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The Company’s training plan is complex and its newly hired workers need extensive training in all facets of digital marketing technology.

Covalent Careers requires 60 hours for new hires due to the nature of the demands of positions. The company team hires entry-level college graduates or individuals transferring over from a different field and develops their skills. Therefore, these trainees will require more training than existing employees.

In addition, new technology has affected the way sales are done today versus the past. With the use of technology, companies use more of an inbound approach. Consequently, recently hired workers will need to relearn new methodologies.

Training will be conducted every Monday to the Marketing and Product Teams 2:45 p.m. – 4:45 p.m. The Sales and Recruiting staff will be trained every Monday and every other Thursday 3:00 p.m. – 5:00 p.m. Training is an integral part of Covalent organization and they are ready to start training once agreement is approved.

Finally, the Company must provide training that is more extensive to newly hired workers to understand how to leverage technology and communication skills to develop relationships with their respective customers.

<p><i>Training Infrastructure & Administrative Plan</i></p>	<ul style="list-style-type: none"> • Coordination of Training (Oversight): The Chief Operation Officer will oversee project administration. An Administrative Assistant will assist with training implementation (coordinating & scheduling). • Trainers: In-house experts - Director of Marketing, Director of Sales, Director of Recruiting and Chief Operations Officer. • Administrative Duties: The Chief Operation Officer and the Administrative Assistant will upload data on ETP online system.
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RECOMMENDATION

Staff recommends approval of this proposal and modifications

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	N/A		\$
• Administrative	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

• **Sales & Recruiting**

- Lead gen – Understanding how to gather leads at a fraction of the cost using software
- Prospecting 2.0 – How to qualify hundreds of leads at a time using email drip campaigns
- Closing skills – Learn how to navigate a sales call using probing questions and industry knowledge.
- Utilizing LinkedIn – How to utilize LinkedIn to generate leads and close business
- Utilizing LinkedIn 2 – How to utilize LinkedIn for Recruiting in Healthcare
- Prospecting research – How to perform prospect research to get an edge on your sales calls
- Presentations 101 – How to design a great powerpoint without bullet points
- Presentations 102 – Understanding how to present using voice tone and body language
- Sales Measurements – How to analyze your current pipeline to help prioritize your time
- Intake calls – Learn how to navigate a candidate intake call to get the most out of your candidates
- Recruiting analytics – Understand how to analyze your recruiting pipeline and utilize metrics to help identify opportunities.
- Problem centric selling – Understand how to take a problem first approach to sales
- Outside sales – How to present when selling large contracts
- Communication Skills – Building rapport on the phone and in person
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• **Marketing & Content**

- SEO – How to identify opportunities and build your search strategies
- Inbound Marketing I – How to create a content strategy that will drive leads
- Inbound Marketing II – Nurturing leads using contextual emails
- Inbound Marketing: Paid Search – How to amplify your inbound campaigns through paid search and retargeting
- Writing 101 – How to write a compelling article that generates leads or engagement
- Context Marketing – Planning your social media around platform context
- Data Driven Decision-Making – How to leverage data to make the right marketing decisions
- Google Data Studio - How to take 3rd party data and chart it using Data Studio
- Marketing Budgeting - Building, analyzing and reporting on a monthly marketing budget
- Trade Show Marketing - How to put on a tradeshow: From partnerships to priorities.
- Frame.io - How to collaborate film editors to save time and money
- SEMRush - Understand how to use advanced software to quantitatively decide what content to create and the specific keywords to use.

COMPUTER SKILLS

- Hubspot for Sales – Organizing and using sequences to increase sales efficiency
- Hubspot for Sales – Using workflows – Programming for non-programmers
- Hubspot for Sales – Creating reports that scale with your team
- Hubspot for Sales – How to analyze your pipeline using source reports
- Hubspot for Marketing – Lists, retargeting, and winning the leads game
- Google Ads 1 - Understand the basics of the Google Ads platform
- Google Ads 2 - How to create text ads and associate them with keywords
- Google Ads 3 - How to create marketing display ads along with retargeting
- Facebook Ads 1 - Understand the basics of the Facebook Ads platform
- Facebook Ads 2 - How to create text ads and associate them with keywords
- Facebook Ads 3 - How to create marketing display ads along with retargeting
- Operating Airtable - How our organization uses airtable to document and record all aspects of enterprise and internal marketing campaigns

Reimbursement for retraining is capped at 200 total hours per-trainee, regardless of method of delivery.



**Training Proposal for:
Cucamonga Valley Medical Group, Inc.**

Delegation ≤ \$75,000 Single Employer

ET19-0377

Approval Date: January 3, 2019

ETP Regional Office: San Diego

Analyst: M. Ibarra

• Type of Industry:

Services (G)

Healthcare

Priority Industry: Yes No

• Number of Full-Time Employees

California: 90

Worldwide: 90

Number to be trained 75

Small Business Only:

Small Business

Owner Yes No

Contract Term One Year Two Year

• Out-of-State Competition:

Yes No

• Special Employment Training (SET):

Yes No

• High Unemployment Area (HUA):

Yes No

3: Number of trainees in HUA location

• Turnover Rate:

10%

• Repeat Contractor:

Yes No

FUNDING

• Requested Amount:

\$67,340

• In-Kind Contribution:

\$84,995

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	Retrainee SET SB <100 Priority Rate Medical Skills HUA	Business Skills Computer Skills MS Didactic MS Preceptor	58	8-200	0	\$780	*\$13.25
				Weighted Avg: 30			
2	Retrainee SET SB <100 Priority Rate Medical Skills Job Creation Initiative	Business Skills Computer Skills MS Didactic MS Preceptor	17	8-200	0	\$1,300	*\$13.66
				Weighted Avg: 50			

*ETP Required Wage floats down to a High Unemployment Area wage modification if trainees in Job number are located in an HUA, regardless if they are requesting a wage modification. It will be made a condition of contract that the trainees will never be paid less than the statewide or local minimum wage rate in effect at the end of retention regardless of wage expressed in this table & Contract.

- Reimbursement Rate: Job’s 1 & 2: \$26 Priority/Program Initiatives
- County(ies): Los Angeles, Riverside, San Bernardino
- Occupations to be Trained: Administrative Staff, Medical Coordinator, Patient Management Staff, Patient Relations, Human Resources Staff, Referral Coordinator, Quality Improvement Coordinator, Clinical Manager/Licensed Vocational Nurse, Medical Assistant, Nurse Practitioner, Physician Assistant
- Union Representation for Trainees: Yes No
- Health Benefits: (Employer Paid to Meet ETP Wage) No Yes
Up to \$1.77 per hour may be included to meet ETP Required Wage for Job 1.

OVERVIEW

Year Company Founded:	2005
Company Headquarters: <input type="checkbox"/> Single location	Fontana
Total Number of Facility locations in California	8
Facility location(s) where training will occur	<ul style="list-style-type: none"> • Fontana (San Bernardino County) – two locations

	<ul style="list-style-type: none"> • Rancho Cucamonga (San Bernardino County) • Pomona (Los Angeles County) • Eastvale (Riverside County) • Upland (San Bernardino County) • Chino (San Bernardino County)
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Nature of Business	Cucamonga Valley Medical Group, Inc. (CVMG) is a full-service family practice providing a wide range of medical services including Pediatrics, Preventative Medicine, Adult Care, Acute Care, Chronic Conditions and Mental Health.
Customer Base	Patients in the Inland Empire region

Business / Industry Needs / Changes	<ul style="list-style-type: none"> • Inland Empire is one of the fastest growing areas in California. With the increased population, there has been a significant increase in demand for patient care services. Further, there has been an increase in patient referrals to the other CVMG locations. • The increased patient demand has provided CVMG with opportunities to open additional facilities to support anticipated growth. It has recently acquired a new facility in Eastvale, a growing city in northwestern Riverside County. • As part of CVMG’s strategic plan to acquire new facilities in areas with high demand for full-service family medical practice, the Company is embarking on a rapid expansion by opening four new locations in the next 18 months, starting with a facility in Chino. To fully support this expansion, CVMG is committed to hire and train approximately 17 new employees to support the Riverside and San Bernardino County new and existing locations. • To support CVMG’s expansion efforts, it must institute new policies and procedures to ensure it remains consistent with high quality patient care. • As it expands its workforce with new employees, CVMG is also committed to promote from within.
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Training Plan

<p>Need for Training</p>	<ul style="list-style-type: none"> • Provide comprehensive training program to newly hired workers and upgrade the skills of its existing workforce through training in communication, leadership, critical thinking, accountability and strategic planning. • Medical skills will be provided to all patient-facing staff to understand health issues and direct patients to the right practice area, as well as successfully implement new procedures to improve client relations and efficiency. • Medical team will also receive computer skills training on the Company's new software system, EClinical Works, which will require each medical practitioners to use different modules. <p>Training will provide CVMG's existing and newly-hired workforce the skills necessary to support overall company growth and pave the way to career growth for employees.</p>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- | | | |
|-----------------------------------------------|--------------------------------------------------|-------------------------------------------------|
| <input checked="" type="checkbox"/> Class/lab | <input checked="" type="checkbox"/> E-Learning | <input type="checkbox"/> CBT |
| <input type="checkbox"/> Productive Lab | <input checked="" type="checkbox"/> MS Preceptor | <input checked="" type="checkbox"/> MS Didactic |

Business Skills	Computer Skills	Medical Skills
<p>**Medical Skills: \$26 per hour MST Rate. (Preceptor & Didactic)</p>		<p>1 Licensed Vocational Nurse</p> <hr/> <p>56 Allied Healthcare</p>

Medical Skills Preceptor training adheres to maximum 1:10 Trainer to Trainee ratio.

<p>Job Creation Justification</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; and, <input checked="" type="checkbox"/> Opening specific new plants or facilities, expanding or upgrading existing facilities, and/or repurposing existing unused space/buildings or facilities.
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Modifications from Standard

<input checked="" type="checkbox"/> Weighted Average Hours over 45	50 Hours (Job Number 2: Job Creation)
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Modification(s) fall within Panel guidelines whereas the training plan is complex.

CVMG assessed its training needs focusing on business, computer, and medical skills for newly hired workers (Job Creation) and continuous improvement. The Company reports that new employees must learn basic business operation in a family practice environment. CVMG will provide extensive training to ensure new staff are afforded the skills necessary to understand procedures and processes, identify proper diagnosis or treatment plan, and prepare to work with patients.

<i>Training Infrastructure & Administrative Plan</i>	<ul style="list-style-type: none"> • Coordination of Training (Oversight): The Human Resources Manager will oversee all project administration. • Trainers: In-house subject matter experts and training vendors. ETP training will start at contract approval. • Administrative Duties: CVMG has retained an administrative subcontractor to assist with project administration. The Administrative Staff at each training location will work together to submit completed original attendance rosters to its Rancho Cucamonga (Haven) location, as well as submit copies to administrative subcontractor for uploading in the ETP online system.
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RECOMMENDATION

Staff recommends approval of this proposal and modifications

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	Training Refund Group	Anaheim	\$5,000
• Administrative	Training Refund Group	Anaheim	Not to exceed 13% of payment earned
• Training Vendors	Leadership Dimensions, Inc.	Redlands	\$64,500*

*Vendor will provide various Business Skills training topics including Leadership, Customer Service, Accountability, Teamwork, and Critical Thinking.

Exhibit B: Menu Curriculum**Class/Lab and E-Learning Hours**

8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Leadership Skills
- Communication Skills
- Navigating through Conflict
- Critical Thinking Skills
- Strategic Thinking Skills
- Coaching Skills for Leaders
- Emotional Intelligence
- Strategic Planning
- Teamwork
- Time Management/Productive Meetings
- Accountability
- Developing Core Competencies
- Process and Flow
- Process Improvement
- Supervisory Skills
- Customer Service Skills
- Documentation Skills
- Lean/Six Sigma Quality Skills

COMPUTER SKILLS

- EClinical Works
- Intermediate Microsoft Office
- Adobe Acrobat
- Accounting Software
- Online Resources and Application Skills

MEDICAL SKILLS – DIDACTIC

- Advanced Cardiac Life Support
- Basic Life Support
- Regulatory Update (Joint Commission, CMS, etc.)
- Electronic Medical Records Application Skills
- Behavioral Health
- Diabetes Care & Management
- Evidence-Based Practices
- Infection Control
- Patient Fall Prevention
- Culture of Patient Safety
- Best Practices in Patient Care
- Culturally-Appropriate Patient Care

MEDICAL SKILLS – CLINICAL WITH PRECEPTOR (Ratio 1:10)

- Medication Administration & Management
- Patient Assessment & Care
- Behavioral Health
- Diabetes Care & Management
- Evidence Based Practices
- Infection Control
- Patient Fall Prevention

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



**Delegation Retrainee- Job Creation
Training Proposal for:**

Custom Fibreglass Manufacturing Co. dba SNUGTOP

Agreement Number: ET19-0388

Approval Date: December 19, 2018

ETP Regional Office: North Hollywood

Analyst: M. Niquet

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Manufacturing (E) 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: 197	U.S.:197	Worldwide: 197
<u>Turnover Rate:</u>	14%		
<u>Managers/Supervisors:</u> (% of total trainees)	18%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$65,000

Total ETP Funding
\$63,180

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., Mfg. Skills, PL- Mfg Skills	71	8-200	0	\$780	\$17.54
				Weighted Avg: 30			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, PL- Mfg Skills	10	8-200	0	\$780	*\$14.62
				Weighted Avg: 30			

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

Minimum Wage by County: Job Number 1: \$17.54 per hour for Los Angeles County
 Job Number 2 (Job Creation) \$14.62 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 \$2.50 per hour (Job Number 1) and \$1.37 per hour (Job Number 2) may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Admin/Support		5
Production Staff		48
Technical Staff		3
Managers/Supervisors		15
Job Number 2		
Production Staff		10

INTRODUCTION

Founded in 1959 and headquartered in Long Beach, Custom Fibreglass Manufacturing Co. dba SNUGTOP (SNUGTOP) (www.snugtop.com) specializes in manufacturing truck caps, tonneaus, campershells, commercial caps, roof racks, and an extensive range of truck accessories. Products are made for various models of Chevy/GMC, Ram, Ford, Toyota, Nissan, Isuzu, Mazda and Volkswagen vehicles and are available to customers via independent dealers who specialize in automotive aftermarket products. In California, SNUGTOP dealers are located in Bakersfield, Cathedral City, Chico, Downey, El Monte, Escondido, Eureka, Fresno, Fullerton, Goleta, Grass Valley, Grover Beach, Hesperia, Lodi, Long Beach, Martinez, Merced, Modesto, Murrieta, Norco,

North Hills, Ontario, Placerville, Redding, Riverside, Sacramento, Salinas, San Diego, San Jose, Santa Cruz, Santa Maria, Santa Rosa, Santee, Spring Valley, Stanton, Stockton, Torrance, Tracy, Turlock, Ventura and Visalia.

In 2016, SNUGTOP was purchased by JB Pointdexter, Inc. as a division of Truck Accessories Group. This will be the Company's first ETP Agreement. Training will take place at the Company's sole location in Long Beach.

PROJECT DETAILS

As part of its new corporate structure, SNUGTOP is implementing a training program emphasizing Lean manufacturing and manufacturing advancements. The training program will focus on manufacturing processes, documentation processes, waste elimination, and production processes to make them less labor intensive and more automated. Additionally, the Company's products are specific to each model truck, and each model year requires different accessories. The Company must keep up with new model trucks yearly, while also looking to add new products. Training will cover new product development, testing, sales, and marketing.

The Company will also be providing train-the-trainer skills to managers and supervisors as they will be delivering training. Training will allow them to develop subject-matter expertise and training skills necessary to implement the Company's training plan.

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.

SNUGTOP is expanding business capacity by hiring new employees to help keep pace with customer demand. The Company will hire 10 new Production Workers (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Training will be delivered by in-house experts via Class/Lab, E-Learning and Productive Lab. Vendors will also be utilized as needed.

Business Skills: Training will be offered to all occupations. Training will include customer service, sales and marketing, decision making and leadership skills. Training will improve staff's effectiveness in meeting job duty requirements and customer expectations.

Computer Skills: Training will be offered to all occupations. Training in new software products are necessary to build the Company's research and development capabilities. Topics include 3 Axis and 5 axis router software, Master Cam, Microsoft Office Suite and Solid Works.

Continuous Improvement: Training will be offered to all occupations. Training topics will include Lean manufacturing, environmental health and safety, and ISO 9001:2015. Training will improve productivity and increase product quality and will help the Company move production processes away from mechanical systems to modern automated systems.

Manufacturing Skills: Training will be offered to Production, Technical and Managers/Supervisors. Topics include assembly line advancements, automated manufacturing technology, new equipment operations and new product development. Trainees will learn equipment maintenance and troubleshooting and resolving errors.

Productive Laboratory

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

SNUGTOP will provide 40 hours of PL to Production and Technical Staff and Managers/Supervisors in Manufacturing Skills. Equipment used include 5-axis router, 3-axis router, resin pumps, spray equipment, water jet, sander, forklifts and an array of air power and battery operated tools. PL training will utilize an experienced trainer to specify the scope of work, explain the process and needed equipment, and verify trainee competency. The trainer will observe, provide feedback, and assist with re-work if necessary. The Company requests a 1:2 trainer-to-trainee ratio to allow training on machines requiring two workers.

Commitment to Training

ETP funds will not displace the Company's existing financial commitment to training. In 2017, SNUGTOP invested \$97,000 in company mandated training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Human Resources Manager and the Director of Operations will oversee the overall administration of this project with the assistance of in-house managers and supervisors. The Company also retained a subcontractor to assist with administration.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

SNUGTOP retained Prospect Consulting Group in San Francisco to assist with development of this proposal for a flat fee of \$3,000.

ADMINISTRATIVE SERVICES

SNUGTOP also retained Prospect Consulting Group in San Francisco to 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 and E-Learning Hours**

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Customer Service and Communicating with Clients
- Sales and Marketing for New Products
- Decision Making and Problem Solving on the Frontline
- Leadership Skills

COMPUTER SKILLS

- New/Upgraded Technology for Growth
 - 3 Axis and 5 Axis Router Software
 - CATIA
 - ERA Environmental Management Solutions
 - JDE EnterpriseOne System
 - Master Cam
 - Microsoft Office Suite
 - Solid Works

CONTINUOUS IMPROVEMENT

- ISO 9001:2015 Best Practices
- Environmental Health and Safety Training
- Lean Manufacturing Processes Training
- Train the Trainer Training

MANUFACTURING SKILLS

- Assembly Line Advancements
- Automated Manufacturing Technology
- New Equipment Operations
- New Product Development

Productive Lab Hours

0-40

MANUFACTURING SKILLS (1:2 trainer-to-trainee)

- Assembly Line Advancements
- Automated Manufacturing Technology
- New Equipment Operations
- New Product Development

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

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



**Training Proposal for:
Digital Media Management Inc.**

Small Business

ET19-0331

Approval Date: December 3, 2018

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

CONTRACTOR

- Type of Industry: Services (G)

Priority Industry: Yes No
- Number of Full-Time Employees
California: 87
Worldwide: 95
Number to be trained: 23
Owner Yes No
- Out-of-State Competition: No OSC
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 1%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$9,568
- In-Kind Contribution: \$18,554

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET SB <100	Continuous Improvement, Management Skills	23	8-60	0	\$416	\$30.36
				Weighted Avg: 16			

- Reimbursement Rate: Job #1: \$26 Small Business Rate
- County(ies): Los Angeles
- Occupations to be Trained: Account Manager, Account Supervisors, Creative Strategist, Directors, Senior Digital Managers, Vice President (Talent), Executive Vice President
- Union Representation: Yes
 No
- Health Benefits: Job #1: \$1.51 per hour

SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: To be determined

OVERVIEW

Founded in 2010 and located in Beverly Hills, Digital Media Management (DMM), (www.digitalmediamanagement.com) is a full service media consulting agency. DMM assists clients by managing their social media and helps to create campaigns that build a following and establish a brand identity for its clients. DMM also creates websites and logos. Customers range from individuals to large movie studios.

Training Plan

DMM has grown substantially within the past two years. Clients are seeing the benefit of having a team of social managers for their movies, shows, products, etc. Such a team has led to a significant growth in DMM’s client roster.

Training will provide staff project management training. Managers/Directors will also receive training. DMM’s managers must be trained to efficiently convey critical information to their teams and other departments. Staff must be trained to lead projects effectively. Training topics include Project Management, Evaluations, Monitoring, Leadership, Decision Making, Teambuilding, Motivation and Communication.

Continuous Improvement: Training will be offered to all occupations. Training will better prepare staff to manage projects and maximize work productivity through process improvements. Topics will include Project Management, Evaluations, and Monitoring.

Management Skills: Training will be offered to Managers and Supervisors. Training will better equip Managers to lead staff more efficiently by communicating clearly, delegating effectively and equip them with tools to motivate their staff. Topics will include leaderships, decision making, team building, motivation and communication.

Special Employment Training

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

Commitment to Training

DMM spends approximately \$18,000 annually on training. The Company will continue to provide mandatory and job-specific training during the term of the proposed Agreement, including orientation and sexual harassment prevention, at its own expense. ETP funds will not displace the existing financial commitment to training. Safety training will continue to be provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Director of Operations will oversee training. Support staff in each department will assist in the enrollment process, training data collection and data entry. The Company is ready to start training upon approval. Training will be delivered by a combination of in-house subject matter experts and vendors to be identified during the contract term.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0367	Los Angeles	12/31/16- 12/30/17	\$9,240	\$0.00 (Terminated)

The Company was unable to execute training due to business demands, which included taking on more clients and hiring more staff. This led to DMM terminating its ETP Agreement. No training was provided under the Contract. In 2017, during the term of the agreement, DMM hired 37 new employees, with the majority of these employees being hired between June-October. As a result, DMM's focus shifted from providing training to existing employees, to on boarding all 37 new employees. With the rapid growth of the Company, a decision was made to move the Company to a new location. DMM is now settled into its new space to accommodate the increase in staff and business, and can refocus on training staff.

Exhibit B: Menu Curriculum

Class/Lab Hours

8-60

Trainees may receive any of the following:

CONTINUOUS IMPROVEMENT

- Project Management
- Evaluations
- Monitoring

MANAGEMENT SKILLS (Managers & Supervisors only)

- Leadership
- Decision Making
- Teambuilding
- Motivation
- Communication

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



**Training Proposal for:
Earth Tek Engineering Corporation**

Delegation \leq \$75,000 Single Employer

ET19-0391

Approval Date: January 14, 2019

ETP Regional Office: San Diego

Analyst: H. Bernard

CONTRACTOR www.earthtekeng.com

- Type of Industry: Services (G)
Professional, Scientific & Technology (54)
Priority Industry: Yes No
- Number of Full-Time Employees **Small Business**
 - California: 46
 - Worldwide: 46
 - Number to be trained: 46Small Business Only:
Owner Yes No
- Out-of-State Competition: Yes No
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 0%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$41,860
- In-Kind Contribution: \$66,500

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	Priority Retrainee SB<100	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., OSHA 10/30 HAZWOPER PL-Computer Skills	46	8-200	N/A	\$910	\$17.70
				Weighted Avg: 35			

- Reimbursement Rate: Job #1: \$26 Priority/Program Initiative
- County(ies): San Bernardino
- Occupations to be Trained: Engineering Staff, Administrative Staff, Field Operator, Foreman, Owner
- Union Representation for Trainees: Yes No
- Health Benefits: (Employer Paid to Meet ETP Wage) No Yes
Up to \$2.50 per hour may be included to meet ETP Required Wage for Job# 1.

OVERVIEW

Year Company Founded:	2004	Company Headquarters: <input checked="" type="checkbox"/> (Single Location) - Chino Hills
Facility location(s) where training will occur		• Chino Hills (San Bernardino)
Nature of Business		• Earth Tek Engineering Corporation (Earth Tek) is a general engineering contractor. Its services include pre-construction services such as earthwork quantities & budgeting, value engineering & scheduling as well as construction and post-construction services. Earth Tek primarily engages in earthwork services including demolition, site preparation and finish grading.
Customer Base:		• Customers include engineers, developers and general contractors with a wide range of projects including school districts, cities, universities and industrial parks.

Business / Industry Needs / Changes	<ul style="list-style-type: none"> • The construction industry is growing and as a result, the Company is facing increased competition. To be successful in the market, Earth Tek must keep pace with industry and customer demands including safer jobsites, faster bidding processes and multifaceted jobsite demands. • There has also been a shift to utilizing new technologies in the field, including tablets and smartphones with the Company's construction software, Agtek and Plangrid.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> • Training will focus on new and changing technologies on the multiple software platforms. This includes civil construction software, Agtek; jobsite planning software, Plangrid; and Auto CAD 3D software, among others. All staff will need training on all software platforms. • Due to customer demands to perform efficiently under strict timelines, all staff will need Contract Management training. This includes job costing, tracking costs, billing, and change orders in conjunction with the software program training cited above. • Training will also focus on OSHA 10/30 and HAZWOPER, which will result in certifications as well as contract management and construction procedures.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 CBT
 Productive Lab

Business Skills	Commercial Skills	Computer Skills
Continuous Improvement		

Certified Safety Training	<input checked="" type="checkbox"/> OSHA 10/30 <input checked="" type="checkbox"/> HAZWOPER <input type="checkbox"/> Hazardous Materials (HAZMAT)
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Productive Laboratory	Justification: <input type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards
	15-24 hours PL Hours per-trainee
	Occupations Receiving PL Training: Engineering Staff and Field Operators
The PL instructor must be dedicated to training, at a ratio of 1:1.	

<p><i>Training Infrastructure & Administrative Plan</i></p>	<ul style="list-style-type: none"> • Coordination of Training (Oversight): The Controller will oversee training with assistance from the Office Manager/Human Resources/Safety Manager. • Trainers: Training will be delivered by internal experts and vendors to be determined. • Administrative Duties: The Office & Human Resources Manager will oversee the administration of the project. Earth Tek will also utilize Training Funding Source to provide administrative services under this contract.
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RECOMMENDATION

Staff recommends approval of this proposal and modifications

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	Training Funding Source	Seal Beach	\$1,900
• Administrative	Training Funding Source	Seal Beach	13% of payment earned
• Training Vendors	TBD		

Exhibit B: Menu Curriculum**Class/Lab & E-Learning Hours**

8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Coaching/Mentor
- Communication Skills (Verbal & Written)
- Risk Management

COMMERCIAL SKILLS

- Bidding
- Construction Procedures
- Contract Management
- Estimating
- Equipment Utilization
- Subcontractor Analysis

COMPUTER SKILLS

- AutoCad3D
- Agtek
- Financial/Accounting
- Global Positioning System (GPS)
- Microsoft Office
- Plangrid

CONTINUOUS IMPROVEMENT

- Process/Quality Improvement

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

HAZWOPER**PL Hours**

0 – 24

COMPUTER SKILLS (Ratio 1:1)

- GPS
- Plangrid for Change Orders/Pictures

Safety Training will be limited to 10% of total training hours per-trainee. This cap does not apply to HAZMAT, OSHA 10/30 or HAZWOPER.

Reimbursement for retraining is capped at 200 total hours per-trainee, regardless of method of delivery.



**Training Proposal for:
Ender Technology Corporation dba Endertech**

Small Business

ET19-0369

Approval Date: 12/13/2018

ETP Regional Office: North Hollywood

Analyst: E. Wadzinski

CONTRACTOR

- Type of Industry: Services (G)
Professional, Scientific, Technology (54)
Priority Industry: Yes No
- Number of Full-Time Employees
California: 16
Worldwide: 17
Number to be trained: 16
Owner Yes No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 0%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$20,800
- In-Kind Contribution: \$32,453

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 Improvement	16	8-200	0	\$1,300	\$17.54
				Weighted Avg: 50			

- Reimbursement Rate: Job #1: \$26 Small Business Rate
- County(ies): Los Angeles
- Occupations to be Trained: Technical Staff, Creative/Media Staff, Owner
- Union Representation: Yes
 No
- Health Benefits: Job #1: \$0.54 per hour

SUBCONTRACTORS

- Development Services: Training Funding Source in Seal Beach developed the proposal for a flat fee of \$950.
- Administrative Services: Training Funding Source will also assist with administration for an amount not to exceed 13% of the funds earned.
- Training Vendors: To Be Determined

OVERVIEW

Founded in 2000 and located in Torrance, Ender Technology Corporation dba Endertech (Endertech) (www, endertech.com) specializes in Software Development and Web Design for business by providing online business solutions through web and software development. The Company operates in five categories: Design, Software Development, E-Commerce, Cloud, and Marketing. Endertech’s customer base includes a wide variety of small and mid-sized businesses nationwide, but primarily in the Los Angeles area.

Need for Training

Internet technology is constantly changing with customers demanding the latest best practices be applied to their projects. It is critical that Endertech stay current with best practices. Training will provide employees innovative knowledge needed to support and grow the Company’s client base. The Company is evolving with new techniques for effective web & software development. Endertech currently has over 50 software platforms and applications trainees must learn to increase the quality of the services it provides clients. Training will include: project management methodologies, such as Agile; web development platforms, such as Magento, Symfony,

WordPress, Drupal, jQuery, and React; and testing best practices and systems. This is Endertech's first ETP Agreement.

Training Plan

Training will be delivered via class/lab and E-Learning. The majority of training will be class/lab, but some training will be provided via E-Learning by Endertech's employees located offsite. Training will take place at the Company's facility in Torrance, provided by Endertech subject-matter experts and vendors as needed.

Business Skills: Training will be offered to all occupations. Training will focus on improving coaching and communication skills, developing marketing and project management abilities and sales techniques.

Computer Skills: Training will be offered to all occupations. Training will focus on improving knowledge of Amazon AWS, programming languages including Apache, CSS-Cascading Style Sheets, Drupal and E-Commerce. Employees will also gain skills necessary to remain current with changing technology in Cloud hosting, backup, security, Graphic Design, HTML-Hyperext Markup Language, JavaScript, Linux, Magento, MySQL, PHP-Hypertext, Pre-processor, Rackspace Cloud, Symfony, UX-User Experience and WordPress.

Continuous Improvement: Training will be offered to all occupations. Training will focus on learning leadership skills, improving team processes; improving processes through implementation of best practices; generating solutions to save time, money and resources.

Training Hours Limitation

Endertech is requesting to increase the maximum number of training hours allowed for a fist time Small Business from 60 hours to 200 hours, as some trainees may require more hours to complete training on multiple types of computer software as required by the customer or project.

➤ Training Infrastructure

Endertech is ready to start training upon approval. The President and two Lead employees will oversee training and administration. The Contractor has hired Training Funding Source to assist with the administration. Training will be delivered by in-house experts and vendors as needed.

RECOMMENDATION

Staff recommends approval of this proposal.

Exhibit B: Menu Curriculum

Trainees may receive any of the following:

Class/Lab Hours/E-Learning:

8-200

BUSINESS SKILLS

- Coaching
- Communication
- Design
- Marketing
- Project Management
- Sales

COMPUTER SKILLS

- Amazon AWS
- Apache
- Cloud hosting, backup, security
- CSS- Cascading Style Sheets
- Drupal
- E-Commerce
- Graphic Design
- HTML- Hyper Text Markup Language
- Javascript
- Linux
- Magento
- MySQL
- PHP- Hypertext Pre-processor
- Rackspace Cloud
- Software Development Lifecycle
- Symfony
- UX-User Experience
- WordPress

CONTINUOUS IMPROVEMENT

- Business Strategy
- Leadership
- Planning
- Process Improvement
- Teambuilding

Reimbursement for retraining is capped at 200 total hours per-trainee, regardless of method of delivery.



Retrainee - Job Creation

**Training Proposal for:
Ernest Ongaro & Sons, Inc.**

Small Business

ET19-0370

Approval Date: December 13, 2018

ETP Regional Office: San Francisco Bay Area

Analyst: R. Jackson

CONTRACTOR

- Type of Industry: Construction (C)
Priority Industry: Yes No
- Number of Full-Time Employees
California: 65
Worldwide: 65
Number to be trained: 55
Owner Yes No
- Out-of-State Competition: No OSC
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 6%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$60,060
- 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 SET SB <100 Priority Rate	Comm'l Skills, Cont. Imp., Computer Skills, Business Skills, PL-Comm'l Skills	45	8-60	0	\$1,092	\$22.77
				Weighted Avg: 42			
2	Retrainee SET SB <100 Priority Rate Job Creation	Comm'l Skills, Cont. Imp., Computer Skills, Business Skills, PL-Comm'l Skills	10	8-60	0	\$1,092	*\$13.66
				Weighted Avg: 42			

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

- Reimbursement Rate: Job #'s 1 & 2: \$26 Small Business Rate
- County(ies): Sonoma, Marin
- Occupations to be Trained: Technicians, Sales/Administrative Staff, Technician Installers/Logistics Staff, Supervisors
- Union Representation: Yes
 No
- Health Benefits: Job #1: \$2.40 per hour

SUBCONTRACTORS

- Development Services: Synergy Management Consultants, Grass Valley, assisted with development for a flat fee of \$4,804.
- Administrative Services: Synergy Management Consultants will also provide administrative services for a fee not to exceed 13% of payment earned.
- Training Vendors: Specialty A/C, Bencia, will provide Commercial Skills.

OVERVIEW

Founded in 1932 and headquartered in Sonoma, Ernest Ongaro & Sons, Inc. (EOS) (www.ongarolandsons.com) provides residential HVAC, Insulation and Plumbing installation and repair services to homeowners and tenants within the Greater San Francisco Bay Area. Training will take place at the Company's two locations in San Anselmo and Santa Rosa.

Veterans Program

EOS accepts referrals from Perfect Technician Academy and Troops to Trades, nonprofit organizations that consider qualified Veterans for new openings as a part of their regular hiring process.

PROJECT DETAILS

The demand for construction services including insulation, plumbing, heating, ventilation and air conditioning (HVAC), are projected to continue to increase over the next five years based on industry forecasts. The Company has experienced 35% annual growth (2017-18) in sales due to the growing popularity of energy-efficient systems for home installation. This demand is also related to Title 24 California Code of Regulation requirements that include new efficiency standards be met by 2020. The requirement is leading to the development and implementation of emerging technologies to improve and reduce home energy use. Consequently EOS plans to hire 10 “net new” jobs (across occupations and sites).

ETP-funded training will enable the Company to provide skills-upgrade training for staff to remain current with technologies and systems. EOS has recently invested (\$140K) in new equipment including Tablet Computers and Titian Software. Tablets are used by Technicians on assignment in the field and Titian is Project Management software for pricing, estimates, billing and logistics. Fixtures were also purchased to train Technician Staff including tankless water heater system, water heater, faucet and toilet, trenchless and applicator ditch witch. The proposed training will improve trainee product knowledge, installation, diagnostic and servicing. The Company must provide customized supplemental training to better serve customers as orders are increasing.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Trainees must be hired within the three-month period prior to Panel approval in “net new” jobs or during the term of contract.

Due to increased customer demands, EOS must hire staff to keep pace with growth. The Company will hire 10 net new employees (Job Number 2) at both its facilities over the next 21 months. The Company has also expanded its Sonoma facility by 1,500 square feet (Oct 2018) to accommodate new staff. EOS will train staff on Titian Software and Tablets new equipment being introduced in the construction industry.

Training Plan

Training will be provided via Class/Lab and Productive Lab in the following:

Business Skills: Training will be offered to Sale/Administrative and Technical Staff in Understanding and Selling Membership Services, Communications and Presentations Skills. In addition, training on Customer Assessment will help employees better assist residential customers and improve dispatch functions to improve project and performance outcomes.

Commercial Skills: Training will be offered to Technicians and Sales Staff in Ductless Mini Splits, Thermostats, and Invertor Technology. This training will upgrade skills needed to serve residential customers and ensure compliance with updated Title 24 requirements and keep pace with new innovations.

Computer Skills: Training will be offered to Supervisors, Sales/Administrative Staff and Technicians in ServiceTitan ERP software. The Company is introducing Tablet Applications training that aim to help Sales and Technicians improve performance in the field.

Continuous Improvement: Training will be offered to all occupations to improve efficiency throughout the organization. Topics include Kaizen, Quality Control, Root Cause Analysis to help the Company work efficiently to solve problems and improve quality to remain competitive.

Productive Laboratory

Trainees may produce goods for profit as part of the Productive Lab (PL) training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training. A task competency list is on file and supports the request for Commercial Skills to be delivered via PL.

EOS will provide approximately 24 hours of PL-Commercial Skills to 30 Technicians and Technician Installers. PL training will utilize an experienced trainer to specify the scope of work, explain the process and needed equipment, and verify that the trainee understands standards and specifications. The trainer will observe the employee(s) perform the task, provide feedback, assist with re-work, ensure that the task has been performed correctly and the employee reaches competency.

The will not exceed 1:3. The majority of PL training will be delivered at a 1:1 trainer-to-trainee ratio. However, The Company requests 1:3 ratio for tasks that are performed in teams at worksites to safely use equipment.

Special Employment Training

Under Special Employment Training, an employer is not required to demonstrate out-of-state competition. Trainees must be earning at least the statewide average hourly wage at the end of the retention period. The Company qualifies as a SET Priority Industry wage modification to \$22.77 per hour. EOS requests this modification.

Impact/Outcome

ETP funding will help EOS to meet industry wide talent shortfalls, improve efficiency, upgrade skills and support company growth.

Commitment to Training

The Company's annual California training budget is \$125,000 for basic competency in residential construction, commercial skills, computer skills and business skills. Training is currently limited to Technicians and Supervisors, except basic orientation, CPR, sexual harassment prevention, Violence in the Workplace, and basic computer usage.

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

➤ Training Infrastructure

The Owner will oversee all project administration. Twelve in-house Trainers (Leads) and Supervisors are assigned to assist at each participating facility. The Company has retained

Synergy Management Consultants to assist with administrative duties. Training will be delivered by in-house experts and vendors.

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

- + Communications
- + Customer Assessment
- + Presentations
- + Understanding and Selling Membership Services
- + Project Management
- + Performance Management
- + Compliance Research Techniques
- + Leadership Skills
- + Team Building

COMMERCIAL SKILLS

- + Thermal Dynamics
- + Switches and Electrical Components
- + Connected Home Technology
- + Heat Pump Systems
- + System Sizing
- + Air Conditioning Systems
- + Metering Devices
- + System Controls/Smart System Controllers
- + Motors
- + Tools Training
- + Advanced Wiring and Schematics
- + Thermostats
- + Maintenance Tune Up Procedures
- + Gauges
- + Air Quality Diagnostics and Methodologies
- + Inverter Technology
- + Ventilation Systems
- + Barriers Methodologies
- + HVAC Methodologies
- + Insulating Methodologies
- + Gas Heating Appliances Installation
- + Gas Heating Trouble Shooting, Service and Repair
- + Gas Appliance Venting
- + Ductless Mini Splits Installation, Trouble Shooting and Repair
- + Plumbing Updates
- + Water Flow and Plumbing Sstems
- + Maintenance of Fixtures Drains and Water Heaters
- + Drawings/Plans
- + Pipes and Fittings Including Install
- + Compression Fittings
- + Fixtures and Faucets Including Install
- + Disposals
- + Drains- Roof/Floor and Area
- + Valves
- + Water Heaters
- + On Demand Hot Water Systems
- + Pipes and Supply Lines

- ✚ Gas and Fuel Systems
- ✚ Back Flow Systems
- ✚ Sewage and Pump Systems
- ✚ Venting
- ✚ Water Pressure Booster and Recirculation Systems
- ✚ Water Supply Treatment Systems
- ✚ Plumbing for Mobile Homes
- ✚ Diagnostics
- ✚ Septic Systems Maintenance
- ✚ Video Inspection
- ✚ Trenchless Systems and Tooling
- ✚ Drain Cleaning

COMPUTER SKILLS

- ✚ Service Titan (Proprietary Management Software)
- ✚ Intermediate MS Excel
- ✚ Quickbooks
- ✚ Tablet Applications for Field Sales/Invoicing
- ✚ Trenchless Video X-Ray
- ✚ Water Leak Detection and Locating Tools

CONTINUOUS IMPROVEMENT

- ✚ Root Cause Analysis
- ✚ Quality Control
- ✚ Logistics Efficiency
- ✚ Kaizen
- ✚ Lean Production
- ✚ Warehouse Organization
- ✚ Safe Work Practices and Chemical Handling
- ✚ Coolant Systems

PL Hours

0-24

COMMERCIAL SKILLS

- ✚ Thermal Dynamics
- ✚ Switches and Electrical Components
- ✚ Heat Pump Systems
- ✚ Air Conditioning Systems
- ✚ Metering Devices
- ✚ System Controls/Smart System Controllers
- ✚ Sewage Pump Systems
- ✚ Water Supply Treatment Systems
- ✚ Plumbing Maintenance Tasks
- ✚ Fixtures and Faucets Installation
- ✚ Pipes and Supply Lines
- ✚ On demand Water Heaters

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.



Retrainee - Job Creation

Training Proposal for:

Freedom Home Health and Hospice Care Services Inc.

Small Business

ET19-0379

Approval Date: December 13, 2018

ETP Regional Office: Sacramento

Analyst: C. Kaiser

CONTRACTOR

- Type of Industry: Services (G)
Healthcare (62)
Priority Industry: Yes No
- Number of Full-Time Employees
California: 85
Worldwide: 85
Number to be trained: 60
Owner Yes No
- Out-of-State Competition: No OSC
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 6%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$50,700
- In-Kind Contribution: \$86,190

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 SB <100 SET HUA	Business Skills, Computer Skills, Cont. Imp., MS-Didactic	45	8-200	0	\$780	*\$12.53
				Weighted Avg: 30			
2	HUA Job Creation Priority Rate SB <100 SET	Business Skills, Computer Skills, Cont. Imp., MS-Didactic	15	8-200	0	\$1,040	*\$11.00
				Weighted Avg: 40			

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

- Reimbursement Rate: Job #'s 1 & 2: \$26 Small Business Rate
- County(ies): Yuba
- Occupations to be Trained: Administrative Staff, Nursing Staff, Social Workers, Support Staff, Therapy Staff
- Union Representation: Yes
 No
- Health Benefits: Job #1: \$1.53 per hour

SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: To Be Determined

OVERVIEW

Founded in 2014 and located in Marysville, Freedom Home Health and Hospice Care Services Inc. (Freedom) (www.freedomhhc.com), provides in-home health care services specializing in improving the quality of life for patients and caregivers. Services include home health, respite care, and in-home hospice care to residents in Yuba, Placer, Sutter and Butte Counties. Training will take place at the Company's facility in Marysville. This will be Freedom's first ETP Contract.

PROJECT DETAILS

Training is focused on Medical Skills and new software, OASIS Coding Software. Medical Skills will be offered to Allied Health Care Workers to ensure trainees have the necessary skills to

provide top level health services and increase patient quality of life. Training will include medical equipment operation, patient education and in-home patient care.

Due to continuous changes in standards and regulations for Medicare, patient safety, California State Board requirements and medical billing, employees need training to maintain compliance and maintain patient safety. Training on medical insurance, billing/coding, along with medical skills will ensure staff to remain compliant and maintain patient safety.

In addition, Freedom is implementing a new coding software program, OASIS. Staff require extensive training to ensure proficiency in this new software. The Company is also implementing Siilo Connect, a phone application that allows staff to securely instant message.

Additional training will be offered to all staff including business trainings in customer service, marketing, medical insurance plans, and continuous trainings in communication skills, problem solving and teambuilding.

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.

This year Freedom had a 10% increase in revenue and is projecting a 25% increase in the next two years. To meet the growing customer needs, the Company is expanding services in its current service counties. In the next two years, Freedom will service additional counties including Sacramento, Glenn, Colusa, Lake, Yolo, Nevada and El Dorado.

The Company will hire 15 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

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

Business Skills: Training will be offered to all occupations to effectively maintain business operations. Training topics include Billing/Coding, Customer Service and Financial Strategies.

Computer Skills: Training will be offered to all occupations to improve software skills. Training topics include AllScripts, Home Health MD and Synergy.

Continuous Improvement: Training will be offered to all occupations and focus on eliminating waste and improving company processes. Training topics include Communication Skills, Clinical Documentation and Teambuilding.

Medical Skills Training-Didactic: Training will be offered to Nursing and Therapy Staff. Training will provide the skills to improve patient care and techniques. Training topics include Bathing Techniques, Bag Techniques and Gait Transfer Belt.

Special Employment Training/High Unemployment Area

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

All trainees (Job Numbers 1 & 2) work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's location in Yuba County is in a HUA.

➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Freedom is requesting a wage modification from \$22.77 per hour to \$12.53 per hour (Job Number 1) and \$13.66 per hour to \$11.00 per hour (Job Number 2).

Commitment to Training

The Company's annual training budget is approximately \$100,000 for new employee orientation, safety training, OSHA-mandated training, sexual harassment prevention, diversification and basic management training. Freedom's management team and owners are committed to make sure training is a success. 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

Freedom has a detailed training plan in-place and is ready to begin training upon approval. The Head Administrator and Human Resources Clerk will oversee all project administration and training. The Company also has a Quality Assurance and Performance Improvement Program in place to assess training needs of each employees. Training will be provided by in-house experts and vendors as needed.

RECOMMENDATION

Staff recommends approval of this proposal.

Exhibit B: Menu Curriculum**Class/Lab/E-Learning Hours**

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting Systems
- Billing/Coding
- Business Administration
- Business Performance
- Business Plans
- Customer Relations
- Customer Service
- Financial Strategies
- Interpersonal Skills
- Marketing
- Medical Insurance
- Payroll
- Project Management
- Report Writing & Editing
- Statistical Analysis
- Telephone Skills

COMPUTER SKILLS

- Ability Office Applications
- AllScripts
- Cost Accounting
- Devero Home Health Software
- G (Google) Suite Applications
- General Accounting
- Home Health MD
- Hospice MD
- Hub Doc
- Hypertext Preprocessor (PHP Plus)
- Microsoft Office (Intermediate/Advanced)
- OASIS Coding Software
- Payroll Software
- QuickBooks
- Siilo Connect
- Synergy

CONTINUOUS IMPROVEMENT

- Bereavement Process
- Clinical Documentation
- Coaching
- Communication Skills
- Conflict of Interest
- Counseling Services
- Death at Home

- Decision Making
- Elderly Abuse
- HIPAA
- Incident Report
- Leadership Skills
- Motivation
- Patient Confidentiality
- Patient Safety
- Personal Protective Equipment
- Physician Services
- Problem Solving
- Process Improvement
- Psychosocial Services
- Suicide Prevention
- Teambuilding

MEDICAL SKILLS- DIDACTIC

- Bag Techniques
- Basic Life Support
- Bathing Techniques
- Bed Mobility
- Blood Borne Pathogens
- Blood Pressure/Pulse
- Blood Withdrawal
- Catheters
- Changing an Occupied Bed
- Continuous Care
- Discarding Waste
- Equipment Sanitation
- Gait Transfer Belt
- Glucometers
- Hoyer Lift
- Hygiene
- Infection Control
- In-Range Meter
- Intravenous Therapy
- Manual Lift
- Mechanical Lift
- Medical Assistive Devices
- Oral Care
- Oximeter
- Patient Care
- Positioning
- Plan of Care
- Respite Care
- Skin Care
- Toileting
- Transferring a Patient
- Tuberculosis
- Wound Care

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

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



**Training Proposal for:
Gradelink Corporation**

Delegation \leq \$75,000 Single Employer

ET19-0383

Approval Date: January 9, 2019

ETP Regional Office: San Diego

Analyst: C. Clady

CONTRACTOR www.gradelink.com

- Type of Industry: Services (G)
Professional, Scientific Technology (54)
Priority Industry: Yes No
- Number of Full-Time Employees **Small Business**
 - California: 25
 - Worldwide: 25
 - Number to be trained: 31Small Business Only:
Owner Yes No
- Out-of-State Competition: Yes No
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 10%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$35,360
- In-Kind Contribution: \$98,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	Priority SB<100	Business Skills, Commercial Skills, Computer Skills, Cont. Imp.	25	8-200	0	\$1,040	\$17.50
				Weighted Avg: 40			
2	Priority SB<100 Job Creation	Business Skills, Commercial. Skills, Computer Skills, Cont. Imp.	6	8-200	0	\$1,560	*\$14.58
				Weighted Avg: 60			

*It will be made a condition of contract that the trainees will never be paid less than the statewide or local minimum wage rate in effect at the end of retention regardless of wage expressed in this table & Contract.

- Reimbursement Rate: Job #s 1 & 2: \$26 Priority/ Program Initiatives
- County(ies): Orange
- Occupations to be Trained: Sales & Marketing, IT Development, Administration, Technical Support, Manager, Owner
- Union Representation for Trainees: Yes No

- Health Benefits: (Employer Paid to Meet ETP Wage) Yes No

OVERVIEW

Year Company Founded:	2003	Company Headquarters: <input checked="" type="checkbox"/> Single location Foothill
Facility location(s) where training will occur		• Foothill (Orange County)

<p>Nature of Business</p>	<ul style="list-style-type: none"> • Gradelink produces an online school administration system that connects students, parents, teachers and school administrators. • Equips schools with the latest administrative tools including academic reporting, financial billing, teacher grade books, standards assessments, parent access, and attendance tracking, via the web and mobile phone applications.
<p>Customer Base:</p>	<ul style="list-style-type: none"> • Private K-8 schools, high schools and college departments.

<p>Business / Industry Needs / Changes</p>	<ul style="list-style-type: none"> • Gradelink has grown 20% per year with continued expansion into Central/South America and Asian Pacific countries. To accommodate growth, Gradelink, plans to secure a new 1,800 square feet office building space next door to its current facility. • Currently, the Company serves some international English speaking schools, such as American Schools in foreign countries. Gradelink has dedicated the last several months to translating all of its material into Spanish to focus on Central and South American non-English speaking schools. <p>Although most countries share a common language, there is a lot of work to do regarding technical educational platforms and school systems to translate. In addition, many countries operate very differently from each other. Specifically, rules and regulations regarding internet communications and systems differ between countries, states and districts.</p> <ul style="list-style-type: none"> • In July 2018, Gradelink outsourced a new sales contract to a company in Chile because it was easier to outsource to the local Spanish speaking business. Therefore, Gradelink needs to cultivate internal resources to minimize outsourcing.
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	<ul style="list-style-type: none"> • Gradelink became primarily Web based 15 years ago. However, technology has now progressed to mobile apps. Therefore, Gradelink plans to add more mobile app features to its platform, to allow payments in different currencies across several continents. <p>In addition, the Company plans to add apps for teachers and administrators to upload curriculum, student grades, class assignments, track attendance records, medical records, and review disciplinary issues.</p> <ul style="list-style-type: none"> • Gradelink’s server will require upgrading especially to operate in different time zones. Therefore, it is in the process of purchasing new software/server equipment.
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Training Plan:

<p><i>Need for Training:</i></p>	<ul style="list-style-type: none"> • Continued international expansion has created a need for Gradelink to become more efficient, thereby requiring extensive training for staff. Many departments need training in the rules and regulations of each country’s school system as well as the culture of new clients. • Training will be provided to owners to increase their expertise and skills in International Compliance, Strategic Planning, Computer technology, and Continuous improvement, Business practices in International Sales and Marketing, and Commercial techniques. • Gradelink’s Sales and Marketing staff will need Business Skills such as Sales and Marketing with an International emphasis to increase business opportunities in the various countries. • Managers who oversee the Sales, Marketing, and Technical Support Teams will learn Sales and Marketing Skills, especially for international markets. Training will also focus on how to work with bilingual clients, as well as Spanish and Mandarin Chinese speaking staff.
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	<ul style="list-style-type: none"> • IT software Development staff will need to learn new software programs, including Virtual machine software. In addition, they will receive Continuous Improvement for software related Agile Project Management. • Technical Support staff will need cultural training, to support customers and platforms in a Bilingual environment. New hire training for technical staff will focus on Commercial Skills to learn Gradelink Platform and all of its supporting information, such as Education standards, School Attendance, Report Cards, Medical Records, and other features. • Administrative staff will need Business Skills training to develop a resource plan for each country to handle sales representatives in foreign countries. In addition, they will need to learn International law and Human Resource procedures for anything that might happen with staff traveling internationally or foreign contractors.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 CBT
 Productive Lab

Business Skills	Commercial Skills	Continuous Improvement
Computer Skills		

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; and, <input checked="" type="checkbox"/> Opening specific new plants or facilities, expanding or upgrading existing facilities, and/or repurposing existing unused space/buildings or facilities;
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Modifications from Standard

<input checked="" type="checkbox"/> Weighted Average Hours over 45	60 Hours for Job Creation trainees (Job 2)
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Modification(s) fall within Panel guidelines whereas, the Company’s training plan is complex and its newly hired workers need extensive training in all facets of educational software.

Gradelink is confident it will use 60 hours of training for new-hires, its current training process is at least 160 hours (6 - 8 weeks, depending on the employee’s technical expertise). Gradelink is a technical company and all employees must specifically learn the Company’s in-depth software, and there is a large learning curve for new-hires. Therefore, these trainees will require more training.

Gradelink estimates new employees are not actually able to contribute their knowledge and expertise to the Company until approximately 12 weeks after hire. This training is required for anyone at Gradelink to help clients for support, to sell software to clients and develop software.

The Company has a robust training plan for onboarding where a trainer is assigned to newly hired employees. The schedule is Monday - Friday from 8:00 a.m. – 5:00 p.m. Gradelink is ready to train staff immediately because it is expanding into Spanish speaking countries and needs ETP training to remain competitive with international customers.

<p><i>Training Infrastructure & Administrative Plan</i></p>	<ul style="list-style-type: none"> • Coordination of Training (Oversight): The Human Resource Manager will oversee the training program. • Trainers: Six in-house experts will deliver all training. • Administrative Duties: The Company has a detailed training schedule in place and is ready to begin training. An administrative subcontractor will assist with project administration. The Human Resources Manager, and administrative subcontractor will work together to coordinate and manage administrative tasks.
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RECOMMENDATION

Staff recommends approval of this proposal and modifications

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
<ul style="list-style-type: none"> • Development 	Sierra Consulting Services Inc.	El Dorado Hills	\$4,800
<ul style="list-style-type: none"> • Administrative 	Sierra Consulting Services Inc.	El Dorado Hills	13% of payment earned
<ul style="list-style-type: none"> • Training Vendors 			N/A

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Administration
- Behavior Style Strategies
- Business Communication
- Business Fundamentals
- Communication Styles
- Company Culture Development
- Customer Service
- Develop Employee Accountability
- Finance and Financial Analysis
- International Business Fundamentals
- International Compliance
- Interpersonal Communications
- Leadership
- Marketing/Sales Techniques & Strategy
- Operational Skills
- Organizational Structure Development
- Planning and Organization
- Project Management and Methodology
- Project Requirements Analysis and Specifications
- Relationship Building
- Strategic Planning

COMMERCIAL SKILLS

- Create Gradelink Help Articles
- Create Training Videos
- Customer Service Skills
- Data Entry Skills
- Education Rules & Regulations
- Education Standards
- Gradelink Platform Overview
- Implementation Skills
- International Education Overview
- Product Knowledge
- School Attendance
- School Classes & Scheduling
- School Curriculum
- School Discipline
- School Medical Records
- School Report Cards
- School Tuition

COMPUTER SKILLS

- CRM
- Financial Management System
- Progressive Web Apps
- Quickbooks
- SQL Server (Management Studio)
- Virtual Machine Software

CONTINUOUS IMPROVEMENT

- Agile Project Management
- Change Management
- Communication Skills
- Cross-Training
- How to Coach and Mentor
- Leadership
- Machine Maintenance
- Machine Operation
- Meeting Management
- Motivation
- Problem Solving and Decision Making
- Process Capability
- Process Improvement
- Production Operations/Workflow
- Production Scheduling
- Project Management
- Quality Measurement Systems
- Teambuilding
- Time Management
- Troubleshooting

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



**Panel Amendment #2 Proposal for:
High Light Electric, Inc.
Agreement Number: ET17-0509**

Amendment Effective Date: March 29, 2018

Approval Date: December 3, 2018

ETP Regional Office: San Diego

Analyst: K. Hernandez

CURRENT PROJECT PROFILE

Contract Type:	Priority/Retrainee Priority/SB<100	Industry Sector(s):	Construction
Counties Served:	Riverside	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" 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:	June 23, 2017 to June 22, 2019	Substantial Contribution:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

CURRENT FUNDING

Current Funding
\$44,486

AMENDMENT FUNDING

Requested Funding	Total Funding
+\$29,146	\$73,632

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 SB<100	Business Skills, Comm'l. Skills, Computer Skills, HazMat, OSHA 10/30, PL-Comm'l. Skills	59	8-200	0	\$1,248	\$18.00
				Weighted Avg: 48			

Minimum Wage by County: \$16.16 per hour for Riverside County.

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

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

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

Wage Range by Occupation	
Occupation Title	Wage Range
Labor/Elect Level I	
Labor/ Elect Level II	
Support Staff I	
Support Staff II	
Operators	
Field Supervisors	
Owner	

INTRODUCTION

Established in 1999 and located in Riverside, High-Light Electric, Inc. (HLE) (www.hleincusa.com), is a full-service general construction company specializing in underground installation of dry utilities. HLE primarily performs infrastructure improvements such as traffic signals, traffic management systems, lighting, communication, utilities, airport improvements, railway improvements, and highway/street work. Its primary customer base consists of government agencies including: California Department of Transportation, Port of Long Beach, Riverside County Transportation Commission, and Orange County Transportation Agency.

AMENDMENT DETAILS

HLE originally projected to deliver a comprehensive training program to 59 incumbent trainees. The Company reports that to date, HLE has delivered enough training hours to exhaust its current ETP funding. HLE is committed to delivering training in an ongoing effort to strengthen its workforce. The Company must continue to advance the skills of its existing workers through the continued delivery of training. As such, HLE requests an additional \$29,146 to support the following additional training needs through the end of the training period.

This Amendment will:

- Increase by \$29,146, from \$44,486 to \$73,632;
- Increase the Range of Hours by 140, from 8-60 to 8-200
- Increase the weighted average by 19, from 29 to 48; and
- Increase the average cost per trainee by \$558, from \$754 to \$1,248
- Increase the In-Kind amount by \$27,497, from \$42,000 to \$69,497

Number of trainees will remain as originally planned under the Agreement.

RECOMMENDATION

Staff recommends approval of this Amendment.

SUMMARY OF PRIOR MODS/AMDS

- Modification #1 –Add one year to the Contract Term

CURRENT CONTRACT PERFORMANCE

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

Agreement No.	Approved Amount	Term	No. Trainees Enrolled	No. Completed Training	No. Retained
ET17-0509	\$44,486	6/23/17-6/22/19	49	34	0*

*Based on ETP Systems to date, 2,418 reimbursable hours have been tracked for potential earnings of approximately \$62,868 (141% of approved amount).

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- + Accounting/ Finance
- + Business and Report Writing
- + Communication Skills
- + Conflict Management
- + Cost Accounting/Job Costing
- + Developing Business Plans
- + Financial Strategies
- + Marketing/ Sales
- + Negotiating
- + Personnel and Payroll Systems
- + Product Knowledge
- + Project Management
- + Purchase Order Tracking
- + Strategic Planning

COMMERCIAL SKILLS

- + Blue Print Reading
- + Electrician Certification
- + Inventory Control
- + Project Engineering
- + Scheduling
- + Traffic Control
- + Worksite Safety

COMPUTER SKILLS

- + Accounting Software
- + Computerized Scheduling
- + Engineering and Document Control
- + Integrated Material Management Software
- + Light Wave, Radio Wave and Power Source Metering
- + Material Resource Planning
- + Microsoft Office- Intermediate/Advanced
- + Remote Tracking and Plot Drill Planning
- + Sales Forecasting

CONTINUOUS IMPROVEMENT

- + Blue Print Reading Skills
- + Coaching Procedures
- + Construction Math and Measurement
- + Decision Making
- + Goal Oriented Motivation
- + Leadership
- + Problem Solving Skills
- + Teambuilding

HAZARDOUS MATERIALS

- + Asbestos Removal
- + Hazardous Chemical Leaning/Handling
- + Hazardous Materials Handling
- + Hazardous Waste Cleaning

OSHA 10/30 (OSHA certified instructor)

- + OSHA 10 (requires completion of full 10-hour course)
- + OSHA 30 (requires completion of full 30-hour course)

PL Hours

0 – 24

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

- + Air Tool Operation
- + Asphalt Repair
- + Concrete Placement and Finishing
- + Hoisting & Rigging
- + Trenching Machine Techniques

Note: Reimbursement for retraining is capped at **200** total hours per-trainee, regardless of method of delivery. PL is capped at 24 hours per-trainee.



**Training Proposal for:
Hixson Metal Finishing ET19-0398**

Delegation ≤ \$75,000 Single Employer

Approval Date: February 4, 2019

ETP Regional Office: San Diego

Analyst: M. Ibarra

CONTRACTOR www.hixsonmetalfinishing.com

- Type of Industry: Manufacturing (E)
Priority Industry: Yes No
- Number of Full-Time Employees
California: 138
Worldwide: 138
Number to be trained: 137
- Out-of-State Competition: Yes No
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 1%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$63,570
- In-Kind Contribution: \$91,260

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	Priority Initiative Retraining	Business Skills Computer Skills Continuous Impr HazMat HAZWOPER Mfg. Skills PL-Mfg. Skills	130	8-200	0-20	\$468	\$18.14
				Weighted Avg: 18			
2	Priority Initiative Retraining Job Creation Initiative	Business Skills Computer Skills Continuous Impr HazMat HAZWOPER Mfg. Skills PL-Mfg. Skills	7	8-200	0-20	\$390	\$15.12
				Weighted Avg: 15			

*It will be made a condition of contract that the trainees will never be paid less than the statewide or local minimum wage rate in effect at the end of retention regardless of wage expressed in this table & Contract.

- Reimbursement Rate: Job #'s 1 & 2: \$26 Priority/Program Initiatives
 - County(ies): Orange
 - Occupations to be Trained: Administrative Staff, Production Staff, and Supervisor/Manager
 - Union Representation for Trainees: Yes No
 - Health Benefits: (Employer Paid to Meet ETP Wage) No Yes
- Up to \$2.50 per hour may be included to meet ETP Required Wage for Jobs 1 and 2.

OVERVIEW

Year Company Founded:	1960	Company Headquarters: <input checked="" type="checkbox"/> Single location Newport Beach, CA
Facility location(s) where training will occur		Newport Beach, CA (Orange County)
Nature of Business	Hixson Metal Finishing (HMF) offers more than 80 metal finishing and manufacturing processes in its 68,000 square-foot production facility including anodizing, painting, conversion coatings, and testing procedures.	
Customer Base:	All major Aerospace and Defense (A&D) suppliers worldwide including Boeing, Lockheed Martin, Honeywell, and hundreds of small to mid-size manufacturers of A&D related components.	

<p>Business / Industry Needs / Changes</p>	<ul style="list-style-type: none"> • Due to increasing demands of the aerospace industry, HMF experienced a 14% increase in sales growth by the end of 2018. A similar increase is expected for the next two years. • The continued increased demand with new and existing customers requires the Company to repurpose its existing 8,000 square feet of unused production area to expand its production and processing capabilities. • HMF invested \$4M in various new machineries such as anodizing, cleaning, etching, chemfilm, sealing, and dyeing equipment and associated pollution control and safety apparatus. The Company also purchased new automated mechanical clean/sand blasting machines, moving and recolation devices, and curing and baking ovens. This equipment is being implemented through the end of 2019. • The Company is also in the process of designing a new custom Enterprise Resource Planning (ERP) System. • HMF will hire and train seven net, new hire trainees under the Job Creation component of this project.
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Training Plan:

<p>Need for Training:</p>	<ul style="list-style-type: none"> • To address and anticipate future growth, as well as support influx of new business, HMF will implement extensive Lean Manufacturing process training to improve quality, reduce scrap, and improve lead times while remaining profitable. Specifically, the Company will focus on the following training initiatives: <ol style="list-style-type: none"> 1. Quality improvement training with an emphasis on reducing companywide defects on a part per million bases to achieve an industry goal of 220 Defective Parts Per Million (DPPM) 2. Kata improvement process training to improve, adapt, and innovate to make the Company more productive. • Manufacturing process and computer skills training will be provided to support the aforementioned new and upgraded equipment and systems. • Extensive job-related skills training will be provided to its newly hired workers in order to successfully assume production or administrative duties within the Company.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 CBT
 Productive Lab

Business Skills	Computer Skills	Continuous Improvement
Manufacturing Skills		

Certified Safety Training	<input type="checkbox"/> OSHA 10/30 <input checked="" type="checkbox"/> HAZWOPER <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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Productive Laboratory	Justification:
	<input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input checked="" type="checkbox"/> Certification Standards
	Approximately 40 PL Hours per-trainee
Occupations Receiving PL Training: Production Staff	

The PL instructor must be dedicated to training, at a ratio of 1:2.

Ratio Higher than 1:1	Production Staff are required to read highly technical engineering plans to set-up production, and often, the interaction between two trainees improves the transfer of knowledge as well as aids knowledge retention. PL training delivered in a 1:2 ratio will also allow the Company to complete training in a fast and efficient manner.
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Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; or, <input type="checkbox"/> Expanding existing business capacity by adding a new production shift; <input checked="" type="checkbox"/> Opening specific new plants or facilities, expanding or upgrading existing facilities, and/or repurposing existing unused space/buildings or facilities; <input type="checkbox"/> The recall or rehire of laid-off workers (backfilling) is allowed, with justification to show that the company is renewing a workforce that was reduced due to economic conditions or other reasons leading to attrition.
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Training Infrastructure & Administrative Plan	<ul style="list-style-type: none"> • Coordination of Training (Oversight): The Company's President will oversee the entire ETP project. HMF's Executive Assistant and five
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	<p>department managers will oversee the administration and implementation of training. Training plan scheduled. Training vendor selected (see below).</p> <ul style="list-style-type: none"> • Trainers: In-house subject matter experts and potential training vendors, if necessary. Training will start at contract approval. • Administrative Duties: HMF will contract with an administrative subcontractor to assist with project administration. The Company’s Executive Assistant will submit copies of completed attendance rosters to administrative subcontractor for uploading in the ETP online system.
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Repeat Contract

Number of Agreements in last 5 years:	1
Training provided / focus in last Agreements:	This will be the third contract between ETP and HMF, the second in the last five years. In its most recent ETP contract the Company was able to provide business, computer, OSHA10/30, and a comprehensive continuous improvement training program, which improved staff’s leadership, teamwork, and decision-making skills. Trainees learned how to properly communicate using new skills and techniques to become a stronger, more cohesive workforce.
Difference in Training Plan:	<p>Training in this proposal will focus on learning new machineries and processes to support aforementioned business goals. The majority of HMF’s existing workers will receive new training that will build upon the skills previously acquired in its previous contracts.</p> <p>HMF will include Productive Lab (PL) training to provide trainees hands-on training, as well as enhance and supplement training delivered via classroom setting.</p> <p>In addition, HMF will hire seven trainees (Job Number 2).</p>

Prior Projects

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET15-0106	Newport Beach	7/7/14 – 7/6/16	\$86,022	\$63,627 (74%)

Accordingly, this proposal has been right-sized to \$63,570 to more closely mirror earnings in its prior contract. The weighted average training hours requested for each trainee is 78% less than in the previous

contract. Further, with PL training included as a delivery method, HMF is poised and confident to earn 100% of its requested funds under this project.

RECOMMENDATION

Staff recommends approval of this proposal and modifications

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	Training Funding Source	Seal Beach, CA	\$3,900
• Administrative	Training Funding Source	Seal Beach, CA	Not to exceed 13%
• Training Vendors	Custom Corporate Communications	Redondo Beach, CA	\$12,000*

*Vendor will provide Kata Improvement Process training.

Exhibit B: Menu Curriculum

Class/Lab and E-Learning Hours

8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

- ✦ Coaching/Mentor Skills
- ✦ Communications Skills
- ✦ Customer Service Skills
- ✦ Interpersonal Communication Skills
- ✦ Leadership Skills
- ✦ Planning Skills
- ✦ Product/Service Knowledge
- ✦ Priority Management
- ✦ Time/Task Management

COMPUTER SKILLS

- ✦ Enterprise Resource Planning (ERP) System
- ✦ Microsoft Office – Intermediate or Advanced Only

CONTINUOUS IMPROVEMENT

- ✦ Kata Improvement Process
- ✦ Lean Manufacturing
- ✦ Process/Productivity/Quality improvement
- ✦ Teambuilding
- ✦ Hazardous Materials Handling

Hazardous Materials (HAZMAT)

Hazardous Waste Operations and Emergency Response (HAZWOPER)

MANUFACTURING SKILLS

- ✦ Anodizing
- ✦ Air Quality Standards
- ✦ Bead Blasting
- ✦ Blueprint Reading
- ✦ Equipment Operations, Troubleshooting, Maintenance
- ✦ Inspection Skills
- ✦ Masking
- ✦ Metal Coating
- ✦ Racking
- ✦ Storm Water
- ✦ Waste Water Treatment

Productive Lab Hours

0 – 40

MANUFACTURING SKILLS (Ratio: 1:2)

- ✦ Anodizing
- ✦ Bead Blasting
- ✦ Blueprint Reading

- + EDS
- + Equipment Operations
- + Inspection Skills
- + Masking
- + Metal Coating
- + Racking
- + Air Quality Standards
- + Storm Water
- + Waste Water Treatment
- + Hazardous Materials Handling

CBT Hours

0 – 20

BUSINESS SKILLS

- + Critical Thinking (1 hour)
- + Stepping Up to Leadership (1 hour)
- + Efficient Time Management (2 hours)
- + Business Writing Principles (1.5 hours)
- + Business Etiquette Phone, Email, and Text (1 hour)
- + Writing Formal Business Letters and Emails (1 hour)
- + Leading with Emotional Intelligence (2 hours)
- + Time Management Fundamentals (3 hours)

COMPUTER SKILLS

- + Office 365: Learning Outlook (1 hour)
- + Office 365: Learning Word Desktop (1 hour)

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



**Training Proposal for:
Inland Empire 66ers Baseball Club of San Bernardino, Inc.**

Delegation ≤ \$75,000 Single Employer

ET19-0327

Approval Date: December 5, 2018

ETP Regional Office: San Diego

Analyst: K. Hernandez

CONTRACTOR www.ie66ers.com

• Type of Industry:

Services (G)

Priority Industry: Yes No

• Number of Full-Time Employees

Small Business

California: 15

Worldwide: 15

Number to be trained: 13

Small Business:

Owner Yes No

• Out-of-State Competition:

Yes No

• Special Employment Training (SET):

Yes No

• High Unemployment Area (HUA):

Yes No

15: Number of trainees in HUA location

• Turnover Rate:

10%

• Repeat Contractor:

Yes NO

FUNDING

• Requested Amount:

\$16,120

• In-Kind Contribution:

\$19,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage
				Class / Lab	CBT		
1	Small Business SET HUA	Business Skills Commercial Skills Computer Skills Continuous Impr	13	8-60	0	\$1,040	*\$12.53
				Weighted Avg: 40			
2	Small Business Job Creation Initiative SET HUA	Business Skills Commercial Skills Computer Skills Continuous Impr	2	8-60	0	\$1,300	*\$11.00
				Weighted Avg: 50			

*ETP Required Wage floats down to a High Unemployment Area wage modification if trainees in Job number are located in an HUA, regardless if they are requesting a wage modification. It will be made a condition of contract that the trainees will never be paid less than the statewide or local minimum wage rate in effect at the end of retention regardless of wage expressed in this table & Contract.

- Reimbursement Rate: \$26 Small Business
- County: San Bernardino
- Occupations to be Trained: Concessions Staff, Account Executives, Ticketing Staff, Front Line Managers
- Union Representation for Trainees: Yes No
- Health Benefits: (Employer Paid to Meet ETP Wage) No Yes

OVERVIEW

Year Company Founded:	1941	Company Headquarters: <input checked="" type="checkbox"/> Single location San Bernardino, CA
Facility location(s) where training will occur		• San Bernardino, CA

Nature of Business	Inland Empire 66ers Baseball Club of San Bernardino, Inc. (66ers) is a minor league baseball organization that runs the day-to-day operations for the baseball team. The 66ers are the Class A affiliate of the Los Angeles Angels of Anaheim.
Customer Base:	The 66ers customer base consists of two segments; families and individuals within the greater San Bernardino area (purchasers of single game, group package or season tickets) and local businesses (purchasers of season tickets, group packages and advertising).

<p>Business / Industry Needs / Changes</p>	<p>Training will focus on raising the level of expertise in marketing, sales, and customer service in order to secure a larger market share in the entertainment market. The 66ers also need to expand the skills of its ground maintenance staff so the stadium grounds can offer the best experience possible for consumers.</p> <p>Additionally, the 66ers are investing in upgraded software systems to handle all facets of the organization including operations, scheduling, marketing, sales, and ticketing. The organization is also working on upgrading its website to utilize crucial marketing and promotion functions. These upgrades will require significant training for staff.</p>
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Training Plan:

<p>Need for Training:</p>	<ul style="list-style-type: none"> • Each occupation uses various software packages based on duties. The Company plans to take advantage of the off-season training window to update skills in software tools for each position. Trainees will be cross-trained in the Ticket Return Software (ticketing, box-office scheduling), CRM Software (Customer Resource management), Clover POS (Point of Sale), Press Box Software, Website Development and Management, and Social Media Marketing. • Turf and Grounds Management training is key to the presentation of a quality professional baseball experience. Training will focus on turf management and irrigation, chemical fertilizers products and the various pieces of equipment used in the grooming, leveling, and trimming of the field.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 CBT
 Productive Lab

Business Skills	Commercial Skills	Computer Skills
Continuous Improvement		

<p>Job Creation Justification</p>	<p><input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.</p>
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Modifications from Standard

<input checked="" type="checkbox"/> Weighted Average Hours over 45	50 Hours (Job Creation)
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Modification(s) fall within Panel guidelines. Newly hired staff (Job Number 2) require more than 45 weighted average training hours to learn processes and procedures.

<p><i>Training Infrastructure & Administrative Plan</i></p>	<ul style="list-style-type: none"> • Coordination of Training (Oversight): The 66ers General Manager will oversee overall training administration and implementation (coordinating and scheduling) with assistance from Front Line Managers. • Trainers: Training will be delivered by in-house subject-matter experts and vendors, if necessary. Training is ongoing; however, ETP-funded training will start at contract approval. • Administrative Duties: 66ers has contracted with a subcontractor to assist with project administration.
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RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	Strategic Business Solutions, LLC	Visalia, CA	\$1,218
• Administrative	Strategic Business Solutions, LLC	Visalia, CA	Not to exceed 13%
• Training Vendors	To Be Determined	N/A	N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

8-60

Trainees may receive any of the following:

BUSINESS SKILLS

- Social Media Marketing
- Advanced Sales and Marketing
- Ticketing Processes
- Accounting and Cashflow Principles
- Customer Service

COMMERCIAL SKILLS

- Turf and Grounds Management
- Facilities Operations and Management

COMPUTER SKILLS

- Ticket Return Software
- Press Box Software Training
- CRM Software Training
- Website Development and Management
- Clover POS Software

CONTINUOUS SKILLS

- Coaching and Mentoring Skills
- Leadership Training
- Teambuilding
- Quality Control
- Lean Processes

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



**Training Proposal for:
iWorks, LLC**

Delegation \leq \$75,000 Single Employer

ET19-0380

Approval Date: December 19, 2018

ETP Regional Office: North Hollywood

Analyst: M. Webb

CONTRACTOR www.IWorksus.com

- Type of Industry: Manufacturing
Priority Industry: Yes No
- Number of Full-Time Employees **Small Business**
 - California: 70
 - Worldwide: 70
 - Number to be trained: 71Owner Yes No
- Out-of-State Competition: Yes No
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
71 Number of trainees in HUA location
- Turnover Rate: 5%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$55,640
- In-Kind Contribution: \$56,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage
				Class / Lab	CBT		
1	Priority Retrainee HUA	Business Skills, Computer Skills, Continuous Impr, Manufacturing Skills, HazMat, PL-Mfg Skills	69	8-200	0	\$780	*\$13.25
				Weighted Avg: 30			
2	Priority Job Creation HUA	Business Skills, Computer Skills, Continuous Impr, Manufacturing Skills, HazMat, PL-Mfg Skills	2	8-200	0	\$910	*\$13.25
				Weighted Avg: 35			

* It will be made a condition of contract that trainees will never be paid less than the statewide or local minimum wage rate in effect at the end of retention regardless of wage expressed in this table & Contract.

- Reimbursement Rate: Job #1: \$26 Priority/Program Initiative
Job #2: \$26 Priority/Program Initiative
- County(ies): Los Angeles
- Occupations to be Trained: Administration Staff, Sales Staff, Engineering Staff, Production Staff, Managers/Supervisors
- Union Representation for Trainees: Yes No
- Health Benefits: (Employer Paid to Meet ETP Wage) No Yes
Up to \$2.50 per hour may be included to meet the ETP Required Wage for Job Numbers 1 and 2.

OVERVIEW

Year Company Founded:	1990	Company Headquarters: <input checked="" type="checkbox"/> Single location
Facility location(s) where training will occur		Los Angeles (LA County)
Nature of Business	iWorks, LLC (iWorks) manufactures lighting products for public spaces for commercial and industrial industries. Products manufactured include chandeliers, commercial lighting fixtures, sconces, desk/floor lamps, fluorescent lighting fixtures, and luminous panel ceilings. iWorks is also the parent company to Annex, LLC (same location). Annex manufactures the company lamps that are sold to customers. All products are made at the same building in the lamping area of the work floor. Annex staff will also participate in ETP training being all staff work alongside one another at the Los Angeles facility.	

Customer Base:	<ul style="list-style-type: none"> • Residential and Commerical Construction • Hospitality industry (Remington Hotels, MGM Resorts International)
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Business / Industry Needs / Changes	Significant growth in the hospitality/manufacturing industry has required the Company to implement new production processes and computer software programs to improve business operations.
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Training Plan:

Need for Training:	<p>Increase Efficiencies: iWorks is responding to challenges by improving operations. With a new COO, the Company has implemented better processes requiring knowledgable staff, better inventory control, and production planning improvements. Training will be provided in Business, Manufacturing, and Computer Skills and Continuous Improvement to improve employee skill sets. Curriculum topics will include Sales training, ERP Computer Software training, Six Sigma, and Root-Cause Analysis training.</p> <p>Growing Workforce: iWorks has taken advantage of the growing economy. The workforce has doubled over the last two years and established a second company, Annex, LLC, to meet demand for such as portable table lamps, sconces, and floor lamps. iWorks also acquires other companies with business lines that will complement current product offerings. New acquisitions will grow the Company and create opportunity for new positions. Due to expansion, the majority of the Company’s workforce is inexperienced and will require training to improve skills.</p> <p>Additionally, the Company will be adding a second shift to the production process to ensure the Company can take on and complete backlog orders in a timely manner. To ensure the Company can meet product demand, maintain increased work loads, and ship products in a timely manner, training in continuous improvement is required. Training will improve processes and increase production.</p> <p>ERP System: Implementation and training on the Sage Work Ticket ERP System will allow the Company to lower costs, reduce complexity of manufacturing, and provide better security and compliance. Training will be provided to incumbent and newly hired workers to learn how to utilize the system to complete job duties.</p>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 CBT
 Productive Lab

Business Skills	Computer Skills	Contiuous Improvement
Manufacturing Skills	Hazardous Materials	

Productive Laboratory	Justification: <input type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards
	32 PL Hours per-trainee
	Occupations Receiving PL Training: Production Staff and Supervisors
The PL instructor must be dedicated to training. Training will be mostly be delivered at a 1:1 trainer-to-trainee ratio.	
Ratio Higher than 1:1	1: 3 Production process requires a team of 3 workers.

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; or, <input checked="" type="checkbox"/> Expanding existing business capacity by adding a new production shift; <input checked="" type="checkbox"/> Opening specific new plants or facilities, expanding or upgrading existing facilities, and/or repurposing existing unused space/buildings or facilities.
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Temp-to-Perm

Average days to convert temporary workers to full time permanent employment.	480 hours through the temp agency and/or 90 days.
Employer-paid healthcare premiums while on temporary status.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Training Infrastructure & Administrative Plan	<p>Coordination of Training (Oversight): The Company's Human Resources Operations Manager will oversee administration of this Agreement.</p> <p>Trainers: In-House</p> <p>Administrative Duties: iWorks has retained a third party administrator to assist with administrative duties.</p>
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High Unemployment Area

Trainees in Job Numbers 1 and 2 work in Los Angeles County, a High Unemployment Area (HUA) exceeding the state average by at least 25%. The Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Solarponics request a wage modification from \$17.54 to \$13.25 per hour for Job Number 1 and from \$14.62 to \$13.25 per hour for Job Number 2.

ACTIVE PROJECTS

N/A

PRIOR PROJECTS

N/A

RECOMMENDATION

Staff recommends approval of this proposal.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	Training Funding Source	Seal Beach	\$2,900
• Administrative	Training Funding Source	Seal Beach	13%
• Training Vendors	N/A		N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Analytics
- Communication and Conflict Resolution
- Contracts and Resulting Obligations
- Customer Satisfaction – Understanding and Negotiating Requirements
- Document Management
- Leadership, Team Development, and Mentoring
- Metrics
- Negotiation
- Risk Assessment/Management
- Strategic Thinking and Planning
- Take Advantage of Disruptive Trends in the Marketplace
- Understanding, Measurement and Managing Company's Financial Health

COMPUTER SKILLS

- Adobe Creative Suite
- Computer Aided Design
- Crystal Reports
- CRM Software
- Label Matrix barcode
- Microsoft Office
- Sage 100
- SolidWorks
- UPS/FEDX Supply Chain

CONTINUOUS IMPROVEMENT

- 5S
- Advance Product Quality Planning (APQP)
- Error proofing business practices
- Kaizen Concepts
- Lean Manufacturing
- Process Improvement
- Productivity Improvement
- Quality improvement
- Risk mitigation techniques – Flow Charts, Control Plans, PFMEA Root Cause Analysis and Problems Solving
- Six Sigma Methodology and Tools

MANUFACTURING SKILLS

- CNC
- Engineering Drawings – Tolerances and Symbols.

- Equipment Operation, Maintenance & Troubleshooting
- Hand Soldering
- Inspection Techniques
- Material Requirements Planning
- Preventative maintenance
- PPAP - Production Part Approval Process
- Solder Paste Handling
- Supply Chain management
- UL Certified
- Warehouse management
- Welding

HAZARDOUS MATERIALS

- Hazardous waste disposal

PL Hours

0-32

MANUFACTURING SKILLS (1:3 trainer-to-trainee ratio)

- Equipment Operations
- Materials Handling and Storage

Reimbursement for retraining is capped at 200 total hours per-trainee, regardless of method of delivery.



**Training Proposal for:
Katie Wagner Social Media, Inc.**

Delegation ≤ \$75,000 Single Employer

ET19-0361

Approval Date: December 5, 2018

ETP Regional Office: San Diego

Analyst: K. Hernandez

CONTRACTOR www.katiewagnersocialmedia.com

- Type of Industry: Services (G)
Professional, Scientific Technology (54)
Priority Industry: Yes No
- Number of Full-Time Employees **Small Business**
 - California: 17
 - Worldwide: 23
 - Number to be trained: 17Small Business Only:
Owner Yes No
- Out-of-State Competition: Yes No
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 10%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$13,260
- In-Kind Contribution: \$43,750

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	SB<100 Retrainee	Business Skills, Computer Skills, Comm'l. Skills, Cont. Imp., PL-Computer Skills	17	8-60	0	\$780	\$17.50
				Weighted Avg: 30			

- Reimbursement Rate: Job #1: \$26 Small Business
- County(ies): Orange
- Occupations to be Trained: Creative Staff, Administrative Staff, Owner
- Union Representation for Trainees: Yes No
- Health Benefits: (Employer Paid to Meet ETP Wage) No Yes
Up to \$2.50 /hour may be included to meet ETP Required Wage.

OVERVIEW

Year Company Founded:	2010	Company Headquarters: <input type="checkbox"/> Single location Aliso Viejo
Facility Locations Outside CA	<ul style="list-style-type: none"> • Atlanta, GA and Las Vegas, NV 	
Total Number of Facility locations in California	1	
Facility location(s) where training will occur	<ul style="list-style-type: none"> • Aliso Viejo (Orange) 	

Nature of Business	<ul style="list-style-type: none"> • Katie Wagner Social Media, Inc. (KWSM) provides social media, digital marketing, E-Commerce, website publishing and marketing strategies that generate more revenue and help clients reach their goals.
Customer Base:	<ul style="list-style-type: none"> • KWSM's customer base consists of businesses of all sizes within various industries. The Company has produced work for Mitsubishi Electric, Irvine

	Company, CBRE and Camino Federal Credit Union.
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Business / Industry Needs / Changes	<ul style="list-style-type: none"> The digital marketing industry is constantly changing with new technologies being created and updated. This makes it imperative for marketers to have the skills necessary to deliver client services. A client’s social media, digital marketing, E-Commerce platforms, Internet technology, and device preferences change so rapidly that KWSM’s Creative Staff need to innovate and create new solutions on a daily basis. KWSM’s clients require measurable results in revenue, social media metrics and new leads to quantify a return on their investment for hiring KWSM. The Company meets these needs by constantly training staff to execute the tasks needed to deliver a return on investment for its clients.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> Training is focused on marketing strategy and technical skills. Creative Staff will receive Computer Skills training related to individual social media platforms (Facebook, Instagram, Twitter, Snapchat, etc.) because each platform is constantly changing. Creative Staff must train on the latest algorithm updates for each platform’s search engine optimization (SEO), Google Analytics plugin, and social media metrics to create, interpret and deliver results to clients. Creative Staff will also receive training on Social Media Management, Adobe Design Suite and Web Development in order to utilize technology involved with project planning, management of marketing campaigns, and analyzing marketing campaign results associated with AdWords, Facebook Ads, and Google Ads. Business and Commercial Skills training will focus on Marketing & Business Development, Product & Service Knowledge, and Content Strategy/Creation associated with new
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	<p>marketing technologies, industry trends, and customer requirements. For example, KWSM recently purchased new software used to create a 'Geo-Fence' that allows clients to run online ads targeting anyone within a certain physical location. This requires training for Creative Staff to communicate how this technology can work for a client, as well as training for specific marketing campaigns that are created, executed and managed.</p>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 CBT
 Productive Lab

Business Skills	Commercial Skills	Computer Skills
Continuous Improvement	PL-Computer Skills	

Productive Laboratory	Justification: <input checked="" type="checkbox"/> New software and updates
	PL Hours per-trainee: 0-24
	Occupations Receiving PL Training: Creative Staff
The PL instructor must be dedicated to training, at a ratio of 1:1.	

Training Infrastructure & Administrative Plan	<ul style="list-style-type: none"> • Coordination of Training (Oversight): The Director of Operations will oversee the project administration and training implementation (coordinating and scheduling) with assistance from Administrative Staff. • Trainers: Training will be delivered by in-house expert and vendors as needed. • Administrative Duties: KWSM has retained an administrative subcontractor to assist with project administration. The Director of Operations and Administrative Staff will work together to provide the necessary documents to the administrative subcontractor for uploading in the ETP online systems.
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RECOMMENDATION

Staff recommends approval of this proposal

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	Training Funding Source	Seal Beach	\$950
• Administrative	Training Funding Source	Seal Beach	Not to exceed 13% of payment earned
• Training Vendors	To Be Determined	N/A	N/A

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

8-60

Trainees may receive any of the following:

BUSINESS SKILLS

- Coaching/Communication
- Customer Relations
- Finance & Accounting
- Goal Setting
- Leadership
- Marketing & Business Development
- Performance Management
- Planning
- Product & Service Knowledge
- Sales
- Standard Operating Procedures
- Time Management

COMMERCIAL SKILLS

- Advertising
- Banner & Display
- Brand Strategy
- Broadcast & Web Video
- Brand ID
- Content Strategy/Creation
- Copywriting
- Creative Concepting
- Design
- E-Commerce
- Go-to-Market Approach
- Ideation
- Interaction Optimization
- Product Launches
- Research
- Tracking & Analytics
- User Experience Design
- User Interface Design

COMPUTER SKILLS

- Adobe Design Suite
 - InVision
 - Photoshop
 - Illustrator
 - Extract
 - InDesign
 - Sketch
 - PDF
- Cascading Style Sheet (CSS)
- Computer User Usability Guidance
- Content Management System (CMS)- Wordpress
- Cross-Browser Testing

- Customer Relationship Management (CRM)
- Databases
 - Relational (MySQL)
- Dropbox
- ERP/Quickbooks/SAP
- Integration tools, Web Services
- IT infrastructure
- Infrastructure
 - Servers (Apache, Nginx, Tomcat, Jboss, Node.js)
 - Cloud (Google App Engine, Google Applications, Dropbox)
 - Administration (Mac)
- Microsoft Office
- Payroll/HR Redux
- Programming Languages (Javascript, Java, J2EE (Java 2 Enterprise Edition))
- HyperText Markup Language (HTML)
- Exchange Markup Language (XML)
- Structured Query Language (SQL)
- Responsive Web Design
- Slack
- Basecamp
 - Issue Tracking
 - Time Tracking
- Social Media Management - Buffer
 - Facebook
 - Twitter
 - LinkedIn
 - YouTube
 - Pinterest
 - Instagram
- Web Development – Frontend
 - HTML 5
 - CSS3
 - Javascript (angular.js, backbone.js, jquery)
 - Bootstrap/Foundation
- Backend Languages
 - PHP
- WordPress, Web Design and Graphics Software

CONTINUOUS IMPROVEMENT

- Best Practices
- Efficiency Workflow
- Quality and Productivity Improvement
- Process Improvement/Problem Solving
- Teambuilding

PL Hours

0-24

COMPUTER SKILLS (Ratio 1:1)

- Adobe Design Suite
 - InVision
 - Photoshop
 - Illustrator
 - Extract
 - InDesign
 - Sketch
 - PDF
- Computer User Usability Guidance
- CMS - Wordpress
- Cross-Browser Testing
- CRM
- Databases-Relational (MySQL)
- Dropbox
- ERP/Quickbooks/SAP
- Integration tools, Web Services, Web Design and Graphics Software
- Infrastructure
 - IT infrastructure
 - Servers (Apache, Nginx, Tomcat, Jboss, Node.js)
 - Cloud (Google App Engine, Google Applications, Dropbox)
 - Administration (Mac)
- Microsoft Office
- Payroll/HR Redux
- Programming Languages (Javascript, Java, J2EE (Java 2 Enterprise Edition))
- XML
- SQL
- Slack
- Basecamp
 - Issue Tracking
 - Time Tracking
- Social Media Management - Buffer
 - Facebook
 - Twitter
 - LinkedIn
 - YouTube
 - Pinterest
 - Instagram
- Web Development - Frontend
 - HTML 5 & HTML
 - CSS3 & CSS
 - Javascript (angular.js, backbone.js, jquery)
 - Bootstrap/Foundation
- Backend Languages - (PHP)

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



**Training Proposal for:
Keithly-Williams Seeds, Inc.**

Delegation \leq \$75,000 Single Employer

ET19-0384

Approval Date: 12/13/2018

ETP Regional Office: San Diego

Analyst: K. Hernandez

CONTRACTOR www.keithlywilliams.com

- Type of Industry: Wholesale Trade - Distribution (A)
Trade Wholesale (42)
Priority Industry: Yes No
- Number of Full-Time Employees **Small Business**
 - California: 73
 - Worldwide: 202
 - Number to be trained: 19Small Business Only:
Owner Yes No
- Out-of-State Competition: Yes No
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
Number of trainees in HUA location: 19
- Turnover Rate: 8%
- Repeat Contractor: Yes NO

FUNDING

- Requested Amount: \$4,940
- In-Kind Contribution: \$12,778

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	Small Business HUA	Business Skills Commercial Skills Computer Skills HazMat	19	8-60	0	\$260	\$12.53
				Weighted Avg: 10			

*ETP Required Wage floats down to a High Unemployment Area wage modification if trainees in Job number are located in an HUA, regardless if they are requesting a wage modification. It will be made a condition of contract that the trainees will never be paid less than the statewide or local minimum wage rate in effect at the end of retention regardless of wage expressed in this table & Contract.

- Reimbursement Rate: Job #1: \$26 Standard Retraining
- County(ies): Imperial and Monterey
- Occupations to be Trained: Sales Coordinators, Warehouse/Delivery Staff
- Union Representation for Trainees: Yes No

- Health Benefits: (Employer Paid to Meet ETP Wage) No Yes

OVERVIEW

Year Company Founded:	1981	Company Headquarters: <input type="checkbox"/> Single location Holtville, CA
Facility Locations Outside CA	<ul style="list-style-type: none"> • Yuma, AZ; Nogales, AZ; Pasco, WA; Fruitland, ID; Pharr, TX; Albuquerque, NM 	
Total Number of Facility locations in California	3	
Facility location(s) where training will occur	<ul style="list-style-type: none"> • Holtville and Salinas (Imperial and Monterey) 	

Nature of Business	<ul style="list-style-type: none"> • Keithly-Williams Seeds, Inc. (KWS) is the largest vegetable seed wholesale dealer in the western United States, serving agricultural growers and growers/shippers primarily engaged in vegetable agribusiness.
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Customer Base:	<ul style="list-style-type: none"> • KWS’s customers are located throughout the western and southwestern United States and Mexico. The Company sells vegetable seeds exclusively to professional produce companies and offers a variety of products (seeds, planters, parts, equipment) and services (a modern nursery facility for creating specialized plant varieties for transplant).
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Business / Industry Needs / Changes	<ul style="list-style-type: none"> • Seed technology from breeding enhancements/treatments to organic products is changing rapidly. The industry is becoming much more competitive as the number of family farms decreases and corporate farming increases. The sales strategy for each segment is significantly different therefore KWS must train and develop its Sales Coordinators to ensure they are prepared to sell to a sophisticated grower.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> • Training is focused on Sales Coordinators and warehouse/Delivery Staff and their need for Seed Technology Training aligned with Microsoft Dynamics NAV Software, Seed Quality Testing Procedures, and Import/Export Requirements. • These staff have a critical need for Computer Skills-Microsoft Dynamics NAV Software and Microsoft Excel (Intermediate/Advanced) training to use these applications in every facet of their job responsibilities related to sales, analysis and documentation.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 CBT
 Productive Lab

Business Skills	Commercial Skills	Computer Skills
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Certified Safety Training	<input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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<p>Training Infrastructure & Administrative Plan</p>	<ul style="list-style-type: none"> • Coordination of Training (Oversight): KWS’s Administrative Manager will oversee the overall administrative and implementation (coordinating and scheduling) of training with assistance from the Training Coordinator who will conduct the primary oversight on this training project (monitor training progress). • Trainers: KWS’s subject matter expert staff will be delivering training in-house and vendors will be used if necessary. Training is ongoing; however, ETP training will start at contract approval. • Administrative Duties: KWS’s Administrative Manager and Training Coordinator will work together to schedule, enroll and track training hours. All training hours will be documented with ETP attendance rosters and uploaded in the ETP online systems.
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Repeat Contract

<ul style="list-style-type: none"> • Number Of Agreements in last 5 years: 	<p>1</p>
<ul style="list-style-type: none"> • Training provided / focus in last Agreement: 	<ul style="list-style-type: none"> • KWS created a new division, Keithly-Williams Fabrication, to provide a one-stop source for planter parts, off-the-shelf and custom equipment, and cutting-edge technology innovations seldom available to growers. Training was provided to employees to support these products and services.
<ul style="list-style-type: none"> • Difference in Training Plan: 	<ul style="list-style-type: none"> • This training project is centered on a smaller group of occupations and a streamlined training curriculum focused on Business and Computer Skills.

Prior Projects

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0424	Holtville, Salinas & Santa Maria	02/27/17 – 02/26/18	\$49,280	\$5,137 (10%)

Explanation of Previous Performance Issues

Lack of sufficient administrative controls negatively impacted performance. For this project, KWS hired a new internal Training Coordinator. The Company now understands the program and has a process in place to ensure proper training documentation. Both California locations participating in this project have a dedicated Office Manager to assist the Training Coordinator and ensure all training is properly administered and documented. This proposal has been rightsized to below the previous earned amount.

RECOMMENDATION

Staff recommends approval of this proposal and modifications

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	N/A	N/A	N/A
• Administrative	N/A	N/A	N/A
• Training Vendors	N/A	N/A	N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

8-60

Trainees may receive any of the following:

BUSINESS SKILLS

- Grower Relationship/Sales Training
- Supplier Relationship/Sales Training
- Inventory Management
- Booking Process
- Support Personnel Play a Key Role
- Seed Technology
- High Technology Crops
- Seed Quality Testing Procedures
- Import/Export Requirements
- Leadership Development
- Performance Appraisals
- Communication
- Delegation

COMMERCIAL SKILLS

- Forklift Training/Certification

COMPUTER SKILLS

- Microsoft Dynamics NAV Software
- Microsoft Excel (Intermediate/Advanced)

HAZARDOUS MATERIALS

- KWS Hazard Communication Program
- Agricultural Worker Protection Standard (WPS)

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.



**Retrainee - Job Creation
Training Proposal for:
MBKT Corp. dba Pacific Coast Electricians**

Small Business

ET19-0360

Approval Date: December 3, 2018

ETP Regional Office: San Francisco Bay Area

Analyst: R. Jackson

CONTRACTOR

- Type of Industry: Construction (C)
Services (61,71,72,81,92)
Priority Industry: Yes No
- Number of Full-Time Employees
California: 40
Worldwide: 40
Number to be trained: 44
Owner Yes No
- Out-of-State Competition: No OSC
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 17%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$56,160
- In-Kind Contribution: \$80,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate	Business Skills Commercial Skills Computer Skills Cont. Improv., OSHA 10/30, Mgmt. Skills PL- Commercial Skills	32	8-60	0	\$1,170	\$22.77
				Weighted Avg: 45			
2	Retrainee Job Creation Initiative SB <100 Priority Rate	Business Skills Commercial Skills Computer Skills Cont. Improv., OSHA 10 PL- Commercial Skills	12	8-60	0	\$1,560	*\$15.18
				Weighted Avg: 60			

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

- Reimbursement Rate: Job #'s 1 & 2: \$26 Small Business Rate
- County: Santa Clara
- Occupations to be Trained: Electrician, HVAC Technician, Support Staff, Sales, Manager, Owner
- Union Representation: Yes
 No
- Health Benefits: Job #1: \$2.48 per hour Job #2: \$0.68 per hour

SUBCONTRACTORS

- Development Services: Synergy Management Consultants of Grass Valley assisted with development of this project for a flat fee of \$4,800.
- Administrative Services: Synergy Management Consultants will also assist with administration of this project for a fee not to exceed 13% of funds earned
- Training Vendors: To Be Determined

OVERVIEW

Founded 1995 and headquartered in San Jose, MBKT Inc., dba Pacific Coast Electricians (<http://www.pacificcoastelectricians.com>) (MBKT), provides electrical services including installation of new electrical panel equipment, and diagnosis and repair of existing equipment such as home security, generators, and lighting for residential and commercial customers. Training will be provided at the Company's sole San Jose location.

PROJECT DETAILS

Growth and demand in the construction sector is driving a substantial need for training to upgrade skills and meet rigorous efficiency standards by 2020. For instance, the new Title 24 California Code of Regulations require a 28% overall energy savings (2016-2020) leading to the development and implementation of emerging technologies to improve and reduce home energy use.

The Company recently made an estimated 115K investment in equipment such as Tablet Computers and Titian Software that employees must use in the course of conducting operations. Tablets are used by Electricians and HVAC technicians while in the field. Titian is Project Management software needed by Sales, Support, Electricians and HVAC staff for performing tasks such as pricing, estimates, billing, and logistics.

The demand for MBKT's services is growing. MBKT reports a 20% increase in sales growth in 2018. As a result, MBKT hired 10 workers. The Company anticipates more growth as a result of newly added HVAC services following licensure in December. As a result, MBKT will hire 12 new staff members.

ETP-funded training will enable MBKT to:

- Support company growth by gaining and training new workers for high skilled positions that lead to well-paid positions within the Company.
- Upgrade skills in electrical and HVAC services and the use of new software and tablet computer tools.
- Adapt to changing industry standards and technologies.
- Certify 40 employees in OSHA10/30.

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. Trainees must be hired within the three-month period prior to Panel approval or during the term of contract.

Due to company growth, MBKT needs to hire employees to deliver new services. The Company will hire 12 new employees (Job 2). Business capacity is expanding and the Company is upgrading existing facilities where ample space exists to integrate the new employees.

MBKT will train staff on recent Titian Software and Tablets in addition to content related to expanding services such as HVAC installation and servicing. Hiring and training is paramount for MBKT to prevent interruptions in operations and project timelines.

Special Employment Training

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

Training Plan

Training will be delivered via Classroom/Laboratory and Productive Lab. Training will begin in December 2018 and will be provided in the following:

Business Skills: This training will be offered to Sales, Electricians, Support Staff and HVAC Technicians. MBKT will offer topics such as Sales Skills, Communication Skills, and Marketing to support its competitive business position. Changing technologies that support Title 20 and 24 require skill upgrades to facilitate new processes. The Company also has strategic goals that include improving sales closing ratio and customer experience.

Commercial Skills: This training will be offered to Electricians, HVAC Technicians, Sales and Manager. Equipment and code changes in the electrical and HVAC industry is driving new methods to meet Title 20 and 24 requirements. Thus, the need for training on topics such as; System Controls, Conduit, Installation and more is presented. In addition, sales personnel must be trained in these new technologies to gain the specialized knowledge necessary to facilitate proper recommendations to customers. Goals include moving Electricians toward journey level and bringing stronger competence to HVAC Technicians.

Management Skills: This training will be offered to Managers and Owner. Topics such as Business Acumen and Leadership skills are needed to improve communications and increase employee performance and retention. The proposed curriculum will enable better corporate infrastructure to support company growth.

Computer Skills: This training will be offered to Support, Sales, Managers, Electricians and HVAC Technicians. The proposed training addresses skills needed to perform logistical and managerial aspects of the Company. Topics such as Titian (pricing and billing software) and Payment Card Certification will be offered. Sales, Electricians and HVAC Technicians must be trained on computer research methods to ascertain code parameters with regard to building codes. Supervisors and Support Staff will be trained on new mobile tablet computers used in the field to create estimates, invoices and other documentation.

Continuous Improvement: This training will be offered to all occupations in an effort to improve the overall efficiency of the Company. Training will reinforce quality controls and support effective teams across departments. Topics such as High Performance Work Teams, Change Management Skills, and Lean Concepts will further strengthen infrastructure that supports the continued growth of the Company. As a result of this training, MBKT anticipates increases in customers and sales.

Certified Safety Training

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

Productive Laboratory

Trainees may produce goods for profit as part of the PL training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training. A task competency list is on file and supports the request for Commercial Skills to be delivered via PL.

Thirty-one Electricians and nine Technicians will receive approximately 24 hours of PL training in Commercial Skills. PL training will utilize an experienced trainer to specify the scope of work, explain the process and needed equipment, and verify that the trainee understands standards and specifications. The trainer will observe the employee(s) perform the task, provide feedback, assist with re-work if necessary, and ensure that the task has been performed correctly to ensure that the employee understands the process and reaches competency.

PL training will be provide at a trainer-to-trainee ratio of 1:3 because it is common for tasks to be performed in teams at worksites to use equipment safely. The majority of PL training will be delivered at a 1:1 ratio.

Commitment to Training

MBKT's annual training budget is \$80K in California at its sole San Jose facility. MBKT's existing structured training covers basic competency in residential construction, commercial skills, and business skills delivered via class/lab and on-the-job training, all of which will continue to be provided at the Company's expense.

The Company has a robust training program that provides an estimated 180 training hours per employee and up to 600 hours for Productive Lab for select employees such as HVAC Technicians and Electricians. ETP funds will not displace the existing financial commitment to training. Licensure based training for HVAC Technicians is not a part of this request for funding. Safety training will continue to be provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

MBKT has two dedicated internal administrators (Field Training Manager, and Managing Director) that will oversee this project, and three in-house trainers. The Company also has an Administrative Subcontractor, Synergy Management Consultants, that will be assisting to ensure training is documented and tracked properly to meet ETP's requirements. Training is scheduled to be delivered in-house with some training topics possibly provided by California based vendors.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Synergy Management Consultants of Grass Valley assisted with development of this project for a flat fee of \$4,800.

ADMINISTRATIVE SERVICES

Synergy Management Consultants will also provide administrative assistance of this project for a fee not to exceed 13% of earned funds.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8-60 Trainees may receive any of the following:

BUSINESS SKILLS

- + Sales Skills
- + Communication Skills
- + Customer Service Skills
- + Maintenance/Membership programs
- + Negotiation Skills
- + Marketing
- + Dispatch Procedures
- + Product Knowledge/Offerings
- + Finance/Accounting Skills
- + Business Acumen for Leaders
- + Logistics skills
- + Payments refunds credit cards financing

COMMERCIAL SKILLS

- + Electrical
- + Codes and Regulation
- + Reading Blueprints, Drawings, and Specifications
- + Trade Communication and Documentation
- + Electrical Theory, Wiring, Transformers
- + Motor Starters and Controls
- + Conductors and Cables
- + Installation Methods, Instrumentation and Electronics
- + Fire Alarm/Building Control Systems
- + Electrical Equipment Maintenance
- + Power Distribution/Protective devices
- + High Voltage Systems
- + Grounding and Bonding
- + Distribution
- + Standby Generators
- + Dry Type Transformers
- + Wiring Diagrams
- + Understanding Contracts
- + Subpanels
- + Troubleshooting
- + Conduit
- + Electrical Calculations
- + Surge Arrestors
- + Load Calculations
- + CATV-Coaxial
- + Rewiring
- + Trenching
- + Roof Applications
- + HVAC
- + Thermal Dynamics

- ✦ Whole Home Efficiency
- ✦ Switches and Electrical Components
- ✦ Heat Pump/Furnace Systems
- ✦ Air Conditioning Systems
- ✦ Metering Devices
- ✦ System Controls/Smart System Controllers
- ✦ Motors
- ✦ Inverter Type Motors
- ✦ Digital Tools
- ✦ Wiring
- ✦ Thermostats
- ✦ Wireless Technologies/Controls
- ✦ Tune-up Procedures
- ✦ Field Tools/Gauges
- ✦ Air Quality Diagnostics
- ✦ Inverter Technology
- ✦ Ventilation Systems
- ✦ Radiant Barriers
- ✦ Fundamentals of Solar Technology
- ✦ Insulating Methodologies
- ✦ Residential Indoor Air Quality Testing
- ✦ Maintenance parts/Supplies/Inventory management

COMPUTER SKILLS

- ✦ Titian (proprietary management software) skills
- ✦ Regulatory Code Research Techniques
- ✦ Payment Card Certification
- ✦ Tablet Computer Applications

CONTINUOUS IMPROVEMENT

- ✦ Leadership Skills
- ✦ High Performance Team Building
- ✦ Change Management Skills
- ✦ Root Cause Analysis
- ✦ Problem Solving Skills
- ✦ Quality Control Systems
- ✦ Project Management Skills
- ✦ Logistics Efficiency
- ✦ Lean Concepts
- ✦ Safety on the Job

MANAGEMENT SKILLS (Managers & Supervisors Only)

- ✦ Finance for Leaders- Budgeting, Forecasting and Planning
- ✦ Scheduling/Planning
- ✦ Development Plans for Subordinates
- ✦ Coaching for Team Leads
- ✦ Motivating Teams
- ✦ Leading Teams

Productive Lab Hours

0-24

COMMERCIAL SKILLS (1:3 ratio)

- ✦ Thermal Dynamics
- ✦ Switches and Electrical Components
- ✦ Heat Pump Systems
- ✦ Air Conditioning Systems
- ✦ Metering Devices
- ✦ System Controllers
- ✦ Motors
- ✦ Whole Home Fans
- ✦ Inverter Type Systems
- ✦ Digital Tools
- ✦ Wiring
- ✦ Thermostats
- ✦ Tune-up Procedures
- ✦ Ventilation Systems
- ✦ Diagnostics
- ✦ HVAC Maintenance Service
- ✦ Insulation Methodologies
- ✦ Voltage Fixtures
- ✦ Conduits Connectors
- ✦ Panels
- ✦ Conduits
- ✦ Calculate Load and Voltage
- ✦ Single Station Wiring
- ✦ Transformers
- ✦ Bridging Power Systems
- ✦ Bus Duct

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



**Retrainee - Job Creation
Training Proposal for:
Metrex Valve Corp.**

Small Business

ET19-0358

Approval Date: December 3, 2018

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

CONTRACTOR

- Type of Industry: Manufacturing (E)
Priority Industry: Yes No

- Number of Full-Time Employees
 - California: 26
 - Worldwide: 26
 - Number to be trained: 28
 - Owner Yes No

- Out-of-State Competition: Competitors Outside CA
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 5%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$29,120
- In-Kind Contribution: \$44,738

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, Cont. Imp., Mfg. Skills, PL-Mfg. Skills	26	8-60	0	\$1,040	\$17.54
				Weighted Avg: 40			
2	Retrainee Job Creation Priority Rate SB <100	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, PL-Mfg. Skills	2	8-60	0	\$1,040	*\$14.62
				Weighted Avg: 40			

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

- Reimbursement Rate: Job #'s 1 & 2: \$26 Small Business Rate
- County(ies): Los Angeles
- Occupations to be Trained: Engineering, Administration, Production, Supervisor/Manager, Owner
- Union Representation: Yes
 No
- Health Benefits: Job #'s 1 & 2: \$2.50 per hour

SUBCONTRACTORS

- Development Services: Training Funding Source (TFS) in Seal Beach assisted with development for a flat fee of \$1,500.
- Administrative Services: TFS will also provide administrative services for a fee not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

OVERVIEW

Founded in 1964 and located in Glendora, Metrex Valve Corp. (www.metrexvalve.com), (Metrex) manufactures valves used for heat-exchange control in water-cooled Heat, Ventilation, Air Conditioning (HVAC), refrigeration and other heat exchange applications. Products are made from brass, 300 series stainless steel, bronze alloy, NiCu/CuNi, cast iron and other high performance steel alloys for both freshwater and saltwater applications; and are used by various industries such as commercial, industrial, chemical processing, manufacturing, marine and military shipboards and submarines. Metrex products also include pressure actuator and thermostatic actuator valves, HVAC water regulator valves, electric actuator valves and seawater condenser regulator valves distributed to customers nationwide. Customers include

Dyne Systems, Trane Inc., United States Navy and YORK Navy Systems. Training will occur at the Company's single facility in Glendora. This is Metrex's first ETP Contract.

Metrex is experiencing increased product demand and must continue to meet customer needs and maintain high quality standards. Metrex must train staff in various skills, operating procedures and on new equipment. Metrex is also increasing its market by creating and designing products to serve current and future needs of the client industries.

Metrex is purchasing a 14-inch Chuck Computer Numerical Control (CNC) Lathe machine to accelerate its manufacturing process, reduce cost and increase quality. The Company will also increase its work force by 10% in the next two years.

Retrainee/Job Creation

Metrex has committed to hiring two new employees as (Job Number 2). The date-of-hire for all trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Due to increased business capacity and new equipment, Metrex must hire two new employees within the next two years to fill in positions that will be created. The training in this proposal will help newly hired personnel perform their jobs effectively and efficiently.

Training Plan

Metrex conducted a company-wide needs assessment, which identified specific needs in each department requiring an upgrade in work processes. As a result, staff must upgrade skills in various equipment and production processes such as 3D CAD, Master CAM programming, Auto CAD Office 365; CNC machine operations, Production and Manufacturing Techniques, Inventory Control-Cycle Counting, and Leadership Energy Environmental Design (LEED). Employees will also receive training in the Company's new ERP system (Made2Manage) and on a newly acquired equipment. The proposed training is designed to provide task-oriented skills and cross-training on Metrex' highly technical equipment.

Business Skills: Training will be offered to Administrative, Manager/Supervisor, Owner and Engineering to develop skills in business processes and operations. Employees will receive training in communication, accounting and auditing, customer relations, product knowledge, project and time management and goal setting. Coaching and developing the overall leadership skills for Supervisors, Managers and executives will create better leaders and mentors.

Computer Skills: Training will be offered to all occupations in software tools like Microsoft Office/Project, Adobe and the Metrex' new ERP system. Engineers will receive training in MasterCAM, 3D CAD and AutoCAD Office 365 to enable them to create and design products with the latest software and technology.

Manufacturing Skills: Training will be offered to Production, Engineering and Supervisor/Manager to enhance skills in conducting quality inspections, new manufacturing processes and to problem solve and utilized troubleshooting techniques and tools.

Continuous Improvement: Training will be offered to all occupations to create an effective company culture of Process and Quality Improvement. Metrex is moving towards increasing efficiencies by eliminating waste and redundancy in our workflow and internal processes.

Productive Laboratory

Trainees may produce goods for profit as part of the PL training in the courses. The instructor will be dedicated to training delivery during all hours of training. Metrex will provide approximately 32 hours of PL-Manufacturing Skills training to Production and Engineers on various processes and equipment used during production. This training cannot be duplicated in a Class/Lab setting, as the equipment is large and complex. PL training will be conducted at construction sites. Training will be provided at a 1:2 trainer-to-trainee ratio, as some equipment requires two employees to operate.

Commitment to Training

Metrex's annual training budget is \$40,000 and includes general safety, sexual harassment prevention, workplace violence, company policy and philosophy, diversity, new hire orientation and other mandatory training required for all 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

Metrex is ready to start training upon approval. The Vice President will oversee all project administration. Administration staff will work with department heads to schedule and coordinate training. Metrex also retained Training Funding Source to assist with administrative duties. Training will be delivered by in-house experts and vendors as needed.

RECOMMENDATION

Staff recommends approval of this proposal.

Exhibit B: Menu Curriculum

Class/Lab Hours

8 - 60

Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting/Auditing
- Coaching
- Communication
- Credit & collection skills
- Customer Relations
- Goal Setting
- Inventory Control
- Leadership
- Product Knowledge
- Project Management
- Time Management
- Writing

COMPUTER SKILLS

- 3D CAD
- Adobe
- Auto CAD Office 365
- Made2Manage
- MasterCAM
- MS Office/Project
- Report Generation

CONTINUOUS IMPROVEMENT

- Change Management
- Performance Improvement
- Process/Quality Improvement

MANUFACTURING SKILLS

- Equipment Operations/Maintenance
- Inspection Techniques
- Inventory Control-Cycle Counting
- Leadership Energy Environmental Design
- Manufacturing Techniques
- Production/Manufacturing Techniques
- Product/Service Knowledge
- Quality Control
- Shop Drawings-CAD Drawings
- Warehouse Procedures (Shipping, Receiving, Order Picking/Packing)

PL Hours

0 – 32

MANUFACTURING SKILLS (Ratio 1:2)

- Equipment Operations/Maintenance
- Materials Handling and Storage
- Production Shop Operational Procedures
- Tool Identification

Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.



Training Proposal for:

Midas Technology Inc, dba Phoenix Audio Technologies

Delegation \leq \$75,000 Single Employer

ET19-0375

Approval Date: 12/13/2018

ETP Regional Office: San Diego

Analyst: C. Clady

CONTRACTOR www.phnxaudio.com

- Type of Industry: Services (G)
Manufacturing (33)
Priority Industry: Yes No
- Number of Full-Time Employees **Small Business**
 - California: 20
 - Worldwide: 20
 - Number to be trained: 22Small Business Only
Owner Yes No
- Out-of-State Competition: Yes No
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 5%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$26,520
- In-Kind Contribution: \$48,692

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	Priority Initiative Retraining	Mfg. Skills Cont. Improv. Computer Skills Business Skills	20	8-200	0	\$1,170	\$17.50
				Weighted Avg: 45			
2	Job Creation Initiative Priority Initiative Retraining	Mfg. Skills Cont. Improv. Computer Skills Business Skills	2	8-200	0	\$1,560	*\$14.58
				Weighted Avg: 60			

*It will be made a condition of contract that the trainees will never be paid less than the statewide or local minimum wage rate in effect at the end of retention regardless of wage expressed in this table & Contract.

- Reimbursement Rate: Job #'s 1 & 2: \$26 Priority/ Program Initiatives

- County(ies): Orange County
- Occupations to be Trained: Operations, Administrative, Engineering, Technical Support, Supervisor/Manager and Owner
- Union Representation for Trainees: Yes No

- Health Benefits: (Employer Paid to Meet ETP Wage) No Yes
Up to \$2.50 /hour may be included to meet ETP Required Wage for Job Numbers 1 & 2.

OVERVIEW

Year Company Founded:	2004	Company Headquarters: <input checked="" type="checkbox"/> Single location Orange, CA
Facility location(s) where training will occur		Orange, CA (Orange County)

Nature of Business	<p>Phoenix Audio Technologies (Phoenix) is an innovator of audio communication solutions for Voice Over Internet Protocol (VoIP), Web Conferencing, Distance Learning, and Video Conferencing applications.</p> <p>The Company develops Microphones, Speakerphones, Audio Conferencing Mixers, Software, PCI products, and other audio accessories that improve the performance of existing conferencing devices.</p>
Customer Base:	<p>IT firms including: Videoconference Gear, Kansas City Audio Visual, LDI Color Tool Box, Smart Cloud Solutions, and Pace Systems.</p>

Business / Industry Needs / Changes	<p>Training is driven by the progress of technology, the evolution of the Internet, and the shift to VoIP and soft code conference rooms.</p> <p>Phoenix is implementing a new inventory tracking system to improve efficiency by reducing inventory errors, improve accounting and financial accuracy, and improve the forecast of production cycles.</p>
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Training Plan:

Need for Training:	<p>To remain current with technology/software changes and support increased production demands, Phoenix must provide training in the following areas:</p> <ul style="list-style-type: none"> • Computer skills training for newly hired and incumbent staff on ERP systems, Cloud Solutions, and Customer Relationship Management, and Electronic Data Interchange. • Manufacturing Skills training will be provided to new and existing Operation Staff on new products and production lines as the Company expands its products. In addition, Operations staff will also be trained on the new inventory system, which will improve efficiency and provide the Company a view of its supply chain from manufacturing to the end user/clients. • Continuous Improvement training will be provided in Quality Control, Warehouse Skills, Lean Operations, Teamwork, and Customer Relations. • Business Skills training will be provided based on occupation and need.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab E-Learning CBT Productive Lab

Business Skills	Manufacturing Skills	Continuous Improvement
Computer Skills		

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; or, <input type="checkbox"/> Expanding existing business capacity by adding a new production shift; <input type="checkbox"/> Opening specific new plants or facilities, expanding or upgrading existing facilities, and/or repurposing existing unused space/buildings or facilities;
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Modifications from Standard

<input checked="" type="checkbox"/> Weighted Average Hours over 45	60 Hours for Job Creation trainees (Job 2)
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Modification(s) fall within Panel guidelines whereas, the Company’s training plan is complex and its employees need extensive training in all facets of audio communication solutions for Web and Video conferencing.

Phoenix design and manufacture products that address the fast pace changes in communication trends, conferencing environments, and connectivity technologies. Operation and Engineering staff are constantly experimenting in new audio algorithms to improve the communication experience and to enable people to speak freely and naturally with as little compromise in quality as possible.

Company representative reports that workers in highly technical positions must complete extensive knowledge and skills training program. The training program will allow Phoenix to support continuous technological improvements of its communication systems and services in order to keep pace with rapid growth of internet technology.

Training Infrastructure & Administrative Plan	<p>Coordination of Training (Oversight): The Company’s Operation Coordinator will oversee the overall administration and implementation (coordinating & scheduling) of training with assistance of Department Managers who schedule training.</p> <p>Trainers: In- house subject matter experts and potential training vendors.</p>
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	Administrative Duties: Phoenix Audio Technologies will contract with an administrative subcontractor to assist with project administration. The Company's Operations Coordinator will submit copies of completed attendance rosters to administrative subcontractor for uploading in the ETP online system.
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RECOMMENDATION

Staff recommends approval of this proposal and modifications

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	Training Funding Source	Seal Beach, CA	\$1,900
• Administrative	Training Funding Source	Seal Beach, CA	13% of funds earned
• Training Vendors			N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

Trainees may receive any of the following:

8-200

Manufacturing Skills

- Audio Solutions for Video Conferencing and Telephony
- Blueprint Reading
- Daily Status Package/Operational Strategy Execution
- Desktop Solutions, Huddle Rooms, Conference Rooms, Education Solutions, Kiosks and Intercom, Telemedicine Audio, Pro Audio
- Equipment Operation, Preventative Maintenance & Troubleshooting
- Inspection techniques
- Inventory Control
- Material Requirements Planning
- Product and Service Knowledge
- Quality Control
- Shop Travelers/Router
- Statistical Process Control (SPC)
- Standard Operating Procedures (SOPs)
- Stingray Smart DSP Mixer system
- Systems Integration & Testing
- Underwriter Lab (UL) Certification
- Warehouse Skills (Receiving, Shipping, Order Picking, Packing)
- Warehouse processes (paperwork, workflow, skilled techniques)

CONTINUOUS IMPROVEMENT

- International Standards Organization (ISO)
- Lean Operations
- Performance Improvement
- Process/Quality Improvement/Efficiency /Workflow
- Quality and Productivity Improvement
- Teamwork

COMPUTER SKILLS

- Adobe (PDF, InDesign, Photoshop, Illustrator, etc.)
- Cloud Solutions
- Customer Relationship Management (CRM)
- Computer Aided Design (CAD)
- Crystal Reports
- Dropbox
- Electronic Data Interchange
- E Commerce tools
- E-Mail marketing tools
- ERP (Syspro)/QuickBooks/SAP, Timberline
- Microsoft Office/Project/SharePoint, Microsoft Certified Systems Engineer (MCSE)

- Payroll/HR
- Structured Query Language (SQL) Server
- Time tracking –About Time
- WordPress, Web Design and Graphics Software

BUSINESS SKILLS

- Accounting
- Coaching/Communication
- Customer Relations
- Goal Setting
- Leadership
- Marketing & Business Development/Sales
- Performance Management
- Planning
- Product and Service knowledge
- Project Management
- Purchasing Skills
- Selling
- Time Management

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



**Retrainee - Job Creation
Training Proposal for:
Motivo Engineering, LLC**

Small Business

ET19-0386

Approval Date: December 19, 2018

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

CONTRACTOR

- Type of Industry: Services (G)
Engineering
Priority Industry: Yes No
- Number of Full-Time Employees
California: 52
Worldwide: 52
Number to be trained: 52
Owner Yes No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 16%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$68,120
- In-Kind Contribution: \$114,334

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	Business Skills, Computer Skills, Continuous Impr, Hazardous Materials, Manufacturing Skills, PL- Mfg Skills	52	8-200	0	\$910	\$17.54
				Weighted Avg: 35			
2	Retrainee Job Creation Initiative Priority	Business Skills, Computer Skills, Continuous Impr, Hazardous Materials, Manufacturing Skills, PL- Mfg Skills	20	8-200	0	\$1,040	*\$14.62
				Weighted Avg: 40			

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

- Reimbursement Rate: Job #1: \$26 Small Business Rate
Job #2: \$26 Small Business Rate
- County: Los Angeles
- Occupations to be Trained: Administrative Staff, Engineering/Design, Production, Managers/Supervisors, Owners
- Union Representation: Yes
 No
- Health Benefits: Up to \$2.50 per hour

SUBCONTRACTORS

- Development Services: Motivo Engineering, LLC retained Training Funding Source in Seal Beach to assist with development of this proposal for a flat fee of \$3,900.
- Administrative Services: Motivo Engineering, LLC also retained Training Funding Source in Seal Beach to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

OVERVIEW

Founded in 2010 and headquartered in Gardena, Motivo Engineering, LLC (Motivo) (www.motivo.com) is an engineering firm focused on translating client visions into a sellable product. Customers in the mobility, energy, AgTech, and aerospace sectors from a variety of clients, ranging from startups to Fortune 500 firms. Motivo develops processes to efficiently take ideas from concept to production ready, including brainstorming sessions, in-house fabrication, assembly, testing and pilot volume production.

Motivo operates primarily out of its headquarters in Gardena, which is the hub for all engineering and manufacturing based activities. The Company also has an additional office in Fremont, primarily used for final assembly for Bay Area based clients and business capture efforts and meetings. This will be Motivo's first ETP Agreement. All training will take place at the Gardena facility.

Need for Training

The hardware product engineering industry is driven by technology, which is rapidly changing. To keep pace with technology, Motivo plans to make significant investments in new equipment/technology over the next 2 years which will drive the need for training. The Company will cross-train staff on equipment to adapt to changes quickly, meet customer demand, and alleviate bottlenecks. Train-the-trainer training will be offered to make cross-training effective. Additionally, as technology changes, industry-wide best tools and practices are changing as well. Many customers require Motivo to be current with safety and technology-based specifications, which will also drive training.

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.

Motivo is expanding business capacity by hiring new employees to operate new equipment. Hiring new employees will allow Motivo to increase shop capabilities and increase production. The Company will hire 20 new employees (Job Number 2), consisting of 12 Engineers/Designers, 4 Production Staff, 2 Administration Workers and 2 Supervisors/Managers. 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 take place at the Company's headquarters in Gardena. Training will be delivered via Classroom/Laboratory, E-Learning & Productive Lab. In-house subject matter experts and vendors may be utilized to deliver training in the following:

Business Skills: Training will be offered to all occupations in accounting/finance/purchasing and other administrative processes, coaching/communication techniques, conflict resolution and Engineering/Design skills.

Computer Skills: Training will be offered to all occupations in ERP, manufacturing, MRP and MS Office/Project software. Trainees will also learn programming languages and program management techniques.

Continuous Improvement: Training will be offered to all occupations in Lean Manufacturing and process/productivity/quality improvement techniques.

Hazardous Materials: Training will be offered to Engineering/Design, Production, and Supervisors/Managers to properly handle, inventory, process and dispose of hazardous materials.

Manufacturing Skills: Training will be offered to Engineering/Design, Production, Supervisors/Managers in Blueprint Reading, CNC/Laser Jet, Mill/Lathe/Drill, Coordinate Measuring Machine Inspection/Programming, Engineering Processes and Equipment (Operation, Maintenance & Troubleshooting).

Productive Laboratory (PL)

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

Motivo will provide about 32 hours of PL training in Manufacturing Skills to 40 Technicians, Engineers and Production Staff. PL training will be delivered inside a clean room. Equipment used consists of welding machinery, lathes, grinding machines, presses, CNC machine tools, laser and carbon fiber cutters, CAD computer systems, quality control technology, precision inspection machines, hand tools, and other related production technologies. PL training will utilize an experienced trainer to specify the scope of work, explain the process and needed equipment, and verify trainee comprehension of standards and specifications. Trainers will observe employees performing tasks, provide feedback, and assist with re-work if necessary. PL will be delivered at a 1:1 trainer-to-trainee ratio.

Training Infrastructure

Motivo has a detailed training plan in-place and is ready to begin training upon approval. The Director of HR will be responsible for overseeing all training efforts, with assistance from the Office Manager. Additionally, the Company has engaged the services of a third-party subcontractor with extensive ETP experience to assist with administration.

RECOMMENDATION

Staff recommends approval of this proposal.

Exhibit B: Menu Curriculum**Class/Lab/E-Learning Hours**

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting/Finance/Purchasing
- Administrative Processes
- Coaching/Communication
- Conflict Resolution
- Customer Relations
- Engineering/Design
- Feasibility/Return on Investment
- Goal Setting
- HR/Benefits
- Ideation
- Inventory Control
- Leadership
- Marketing & Business Development/Sales
- Mechanical, Electrical, Software Design
- Model Design/Build
- Performance Management
- Product Design/Development
- Product /Service Knowledge
- Project Management
- Systems Engineering
- Team Cohesivene

COMPUTER SKILLS

- Accounting
- Automation
- ERP Software
- Manufacturing
- MRP
- MS Office/Project
- Programming
- Program Management
- Purchasing
- Scheduling
- Vendor Tech Reviews
- Warehouse

CONTINUOUS IMPROVEMENT

- Corrective/Preventive Actions
- Lean Manufacturing
- Process/Productivity/Quality Improvement
- Program Management
- Agile Training
- Scrum
- Project Management

HAZARDOUS MATERIALS

- Hazard Communication/GHS
- Hazardous Materials Management

MANUFACTURING SKILLS

- Blueprint Reading
- CNC/Laser Jet, Mill/Lathe/Drill
- Coordinate Measuring Machine (CMM) Inspection/Programming
- Engineering Processes
- Equipment Operation, Maintenance & Troubleshooting
- Fabrication/Assembly/Prototyping
- Inspection Techniques
- Moisture Sensitive Devices
- Preventative Maintenance
- Prototyping, Fabrication/Assembly
- Soldering
- Standard Operating Procedures (SOP)
- Surface Mount Defects—Causes and Prevention
- Statistical Process Control (SPC)
- X-ray/Clean Machine Inspection
- Welding

PL Hours

0 – 32

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

- Equipment Operations
- Good Manufacturing Practices
- HACCP (Hazard Analysis & Critical Control Point)
- Inventory Management
- Inspection Techniques
- Manufacturing Processes & Procedures
- Production Equipment/Tools (Preventative Maintenance)
- Shop Floor Control
- Standard Operating Procedures
- Shop Floor Data Collection
- Tooling
- Troubleshooting
- Work Procedures

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



**Training Proposal for:
Murrietta Circuits**

Delegation \leq \$75,000 Single Employer

ET19-0415

Approval Date: January 14, 2019

ETP Regional Office: San Diego

Analyst: H. Bernard

CONTRACTOR <https://www.murrietta.com>

- Type of Industry: Manufacturing & Food Processing (E)
Priority Industry: Yes No
- Number of Full-Time Employees **Small Business**
 - California: 93
 - Worldwide: 93
 - Number to be trained: 70Small Business Only:
Owner Yes No
- Out-of-State Competition: Yes No
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 5%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$74,620
- In-Kind Contribution: \$87,150

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	Priority Initiative Retraining SB<100	Business Skills, Comm'l Skills, Computer Skills, Cont. Imprv., HazMat, Mgmt Skills, Mfg. Skills, PL – Mfg. Skills	70	8-200	N/A	\$1,066	\$18.14
				Weighted Avg: 41			

- Reimbursement Rate: Job #1: \$26 Priority/Program Initiatives
- County(ies): Orange
- Occupations to be Trained: Manufacturing/Production Staff, Engineers, Supervisors/Managers, Administrative/Sales Staff
- Union Representation for Trainees: Yes No
- Health Benefits: (Employer Paid to Meet ETP Wage) No Yes
Up to \$2.50 /hour may be included to meet ETP Required Wage for Job#1.

OVERVIEW

Year Company Founded:	1980	Company Headquarters: <input checked="" type="checkbox"/> Single location Anaheim (Orange County)
Facility location(s) where training will occur		• Cities & (Counties) Anaheim (Orange County)
Nature of Business		• Murrieta Circuits (Murrieta) manufactures custom printed circuit boards (PCB) and circuit card assemblies. The Company also provides other electrical services including electrical testing, PCB design, cable assemblies, component tin coating and box building.
Customer Base:		• Murrieta serves the Aerospace, Military and Medical industries.

<p>Business / Industry Needs / Changes</p>	<ul style="list-style-type: none"> • The Aerospace, Military and Healthcare manufacturing industries require constant recertification to maintain strict quality standards. • Customer demand is changing and as a result, the Company must adjust to the requirements. Further, Murrieta is automating some processes, and has purchased the following equipment: <ul style="list-style-type: none"> ○ Automated Optical Inspection and X-Ray machines which are utilized for inspection of solder thickness; ○ Batch Washer which is used for cleaning circuit boards; ○ Solder Mount Technology and accompanying towers, which assembles and solders circuit boards with precision but requires a large amount of engineering and software information. • Murrieta has changed its shipping and receiving processes to create a more efficient, streamlined system.
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Training Plan:

<p>Need for Training:</p>	<ul style="list-style-type: none"> • Ongoing training will be provided to all staff on required industry certifications to keep Murrieta’s staff current on quality standards. • Training will be provided for Production Staff to operate new equipment. Staff will also be cross-trained outside of their normal job function to ensure that the production line always operates smoothly. • Staff will be trained to work within the new shipping and receiving processes. • Finally, the Company is implementing a Manager skills training program in an effort to build up leader skills for new and existing Manger and Frontline Supervisors.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 CBT
 Productive Lab

Business Skills	Commercial Skills	Management Skills
Computer Skills	Manufacturing Skills	Continuous Improvement
Hazardous Materials		
Certified Safety Training	<input type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER	

<input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)	
Productive Laboratory	Justification: <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input checked="" type="checkbox"/> Certification Standards
	12 PL Hours per-trainee
	Occupations Receiving PL Training: Production Staff
The PL instructor must be dedicated to training, at a ratio of 1:1.	

Training Infrastructure & Administrative Plan	<ul style="list-style-type: none"> • Coordination of Training (Oversight): This project will be overseen by the Human Resources Manager who will work with team leads and supervisors to schedule and track training. • Trainers: Training will be provided by in-house experts and vendors to be determined. • Administrative Duties: The HR Manager will work with department managers to schedule training and collect training rosters. The Manager will also upload the training rosters into the ETP tracking system.
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Repeat Contract

• Number Of Agreements in last 5 years:	2
• Training provided / focus in last Agreement:	<ul style="list-style-type: none"> • The Company’s first ETP Contract (ET12-0434) focused on a newly implemented (at the time) manufacturing control/tracking software Aegis. Training also focused on IPC-J Standard quality standards and Lean Manufacturing. • The second ETP contract (ET16-0218) built upon on Lean Manufacturing provided in the first contract. Murrieta also improved operating efficiencies and manufacturing capacities by cross-training staff. Finally the project focused on certifications for the military industry
• Difference in Training Plan:	This project will train on new equipment purchased by Murrieta, will focus on leadership training for managers and frontline supervisors, and will provide training for ongoing certification needs of the Company.

Prior Projects

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0218	Anaheim	10/27/15 – 10/26/17	\$49,920	\$49,920 (100%)
ET12-0434	Anaheim	6/12/12– 6/11/14	\$99,008	\$99,008 (100%)

RECOMMENDATION

Staff recommends approval of this proposal and modifications

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	N/A		
• Administrative	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

- Program Management

COMPUTER SKILLS

- Aegis
- Excel
- Word
- Powerpoint

CONTINUOUS IMPROVEMENT

- Lean Concepts
- Six Sigma
- 5-S/6-S Principles
- MIL-PRF 31032 Certification Updates
- AS-9100 Updates
- ISO-9000-9001 Updates
- ISO Medical Updates
- Material Requirements Planning System Updates
- Inspection Techniques
- Inventory Control
- Leadership Skills
- Train-the-Trainer
- Problem Solving and Decision Making
- Building High Performing Teams
- Process & Quality Improvement

HAZARDOUS MATERIALS

- Hazardous Materials Handling & MSDS Documentation
- Registration, Evaluation, Authorization & Restriction of Chemical Substances
- Emergency Response Protocol & Clean-up

MANAGEMENT SKILLS (Managers/Supervisors Only)

- Leadership Skills
- Supervisory Skills
- Employee management

MANUFACTURING SKILLS

- Equipment Operations, Preventive Maintenance & Troubleshooting
- X-Ray Certification Skills
- Automated Optical Inspection Machine Skills
- IPC-A-600
- IPC-A-610 Updates
- IPC-6012 Updates

- WBS-10 Updates
- Printed Circuit Board Skills
- J-Standard 001 Skills
- Electro Static Discharge Skills
- Electrical Testing Skills
- Circuit Board Testing (Functional & Stress Testing)
- Assembly Skills

Productive Lab Hours

0 – 12

MANUFACTURING SKILLS (Ratio 1:1)

- Equipment Operations, Preventive Maintenance & Troubleshooting

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

Reimbursement for retraining is capped at 200 total hours per-trainee, regardless of method of delivery.



Retrainee - Job Creation

Delegation Training Proposal for:

Nevada County Builders Exchange, Inc. dba Nevada County Contractor's Association

Agreement Number: ET19-0420

Approval Date: February 4, 2019

ETP Regional Office: Sacramento

Analyst: K. Mam

PROJECT PROFILE

Contract Attributes:	Priority Rate SB <100 SET Entrepreneurial Job Creation Initiative	Industry Sector(s):	Construction (C) Services (61,71,72,81,92) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Nevada	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" 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
\$55,796		\$3,824 8%		\$59,620

In-Kind Contribution:	50% of Total ETP Funding Required	\$60,000
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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 SB <100	Business Skills, Computer Skills, Comm'l. Skills, OSHA 10/30	65	8-200	0	\$250	\$17.70
				Weighted Avg: 9			
2	Retrainee Priority Rate SB < 100 SET	Business Skills, Computer Skills, Comm'l. Skills, OSHA 10/30	80	8-200	0	\$250	\$24.13
				Weighted Avg: 9			
3	Priority Rate SB <100 Job Creation	Business Skills, Computer Skills, Comm'l. Skills, OSHA 10/30	49	8-200	0	\$250	\$14.48*
				Weighted Avg: 9			
4	Priority Rate SET Entrepreneurial SB <100	Business Skills, Computer Skills, Comm'l. Skills, OSHA 10/30	20	8-200	0	\$556	N/A
				Weighted Avg: 20			

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

<p>Minimum Wage by County: Job Number 1: \$17.70 per hour in Nevada County Job Number 2 (SET/Priority Industry): \$24.13 per hour Job Number 3 (Job Creation): \$14.48 per hour in Nevada County Job Number 4(SET/Entrepreneurial): No wage requirement</p> <p>Health Benefits: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.</p> <p>Used to meet the Post-Retention Wage?: <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Maybe Up to \$2.50 per hour may use health benefits to meet the Post-Retention Wage.</p>

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Staff	\$16.00 - \$36.00	22
Crew Lead	\$20.00 - \$32.00	32
Laborer	\$16.00 - \$30.00	114
Project Lead	\$20.00 - \$50.00	20
Owner	\$45.00 - \$75.00	6
Owner (Entrepreneurial)	N/A	20

INTRODUCTION

Founded in 1958 and headquartered in Grass Valley, Nevada County Builders Exchange, Inc. dba Nevada County Contractor's Association (NCCA) (www.nccabuildingpros.com) is a non-profit association of general contractors, sub-contractors, building material suppliers, and other related construction industry businesses. NCCA provides marketing, networking, training, and education to its members. This will be NCCA's first ETP-funded project.

PROJECT DETAILS

NCCA serves member companies to upgrade skills of their existing workforce in the construction industry. Equipment training is crucial to ensure companies are up-to-date on the latest industry technology. Training will provide employers with the skillsets to provide better-quality products and services for their customers. Trainees will learn to utilize techniques, processes, and equipment which will increase their knowledge and value to their employer.

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.

NCCA anticipates that its members will hire approximately 49 new employees to meet increased business capacity. Participating employers will hire Administrative Staff, Crew Leads, Laborers and Project Leads. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Business Skills: Training will be offered to all occupations and focus on improving communication skills and customer service. Training topics include Business Development, Performance Management and Project Management.

Commercial Skills: Training will be offered to Crew Leads, Owners, Laborers and Project Leads. Training will focus on developing trade skills for new and current employees. Training topics include Blueprint Reading, Construction Contracts and Trade Equipment Operation.

Computer Skills: Training will be offered to all occupations and focus on becoming more proficient in the use of software systems. Training topics include Point of Sale Software and Intermediate/Advanced MS Office.

Certified Safety Training

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

Special Employment Training/Entrepreneurial

Under Special Employment Training (SET), the participating employer is not required to demonstrate out-of-state competition. Trainees must earn at least the statewide average hourly wage at the end of the retention period. For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$32.18 to \$24.13). NCCA requests this modification for Job Number 2.

Marketing and Support Costs

NCCA markets through weekly e-bulletin and individual notices sent to the NCCA membership base companies. NCCA has longstanding relationships with several organizations and government entities in the area. NCCA works regularly with the City of Grass Valley, City of Nevada City, Nevada County, and various chambers of commerce including Nevada City Chamber of Commerce and the Grass Valley Chamber of Commerce.

NCCA is requesting 8% support costs for the cost associated with employer recruitment; employer worksite visits to determine training needs; curricula design and scheduling of training; and assisting employers with training plan implementation. Staff recommends the 8% support costs.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Training varies by participating employers and is both job specific and companywide. Training for these companies is generally provided on an as needed basis and can often be delayed. ETP funding will expand industry specific training to upgrade employee skill sets. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

NCCA has a detailed training plan in place and is ready to begin upon approval. With the support of the Executive Director, NCCA's Office Manager will lead and oversee the project and an administrative assistant will be conducting employer marketing and recruitment, training needs assessments, skill gap analysis, trainer recommendations and selection, class scheduling, and ETP compliance. Propel Consulting Group will assist with administrative duties. Training will be delivered primarily at NCCA's headquarters with some participating employer-based classes.

Trainer Qualifications

Trainers are subject-matter experts identified by the members of the NCCA consisting of employees of the member companies. OSHA 10/30 will be delivered by certified OSHA instructors. Other various training vendors may be used on a limited basis.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Propel Consulting Group in El Dorado Hills assisted with the development for a flat fee of \$4,173.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

N/A

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- + Business Development
- + Coaching and Motivation
- + Communication Skills
- + Conflict Resolution
- + Customer Service
- + Developing Policy Documentation
- + Estimating
- + Financial Management
- + Leadership Skills
- + Payroll Compliance
- + Performance Management
- + Problem Solving & Decision Making
- + Project Management
- + Sales Skills
- + Social Media Advertising
- + Time Management
- + Writing Business Plans

COMMERCIAL SKILLS

- + Blueprint Reading
- + Building Code Updates
- + Construction Contracts
- + Fall Protection
- + Forklift Skills
- + Lien Laws
- + Project Scheduling
- + Site Set-Up/Clean-Up
- + Trade Equipment Operation
- + Trade Tool Operation

COMPUTER SKILLS

- + Intermediate/Advanced MS Office
- + Mobile Device Usage
- + Point of Sale Software

OSHA 10/30 (Certified OSHA Instructor)

- + OSHA 10
- + OSHA 30

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.

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Nevada County Builder's Exchange, Inc.

CCG No.: ET19-0420

Reference No: 18-0199

Page 1 of 1

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Byers Enterprises, Inc.

Address: 11773 Slow Poke Lane

City, State, Zip: Grass Valley, CA 95945

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 65

Total # of full-time company employees worldwide: 60

Total # of full-time company employees in California: 60

Company: C&D Contractors, Inc.

Address: 928 Taylorville Road

City, State, Zip: Grass Valley, CA 95945

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 42

Total # of full-time company employees in California: 42

Company: Piziali Construction, Inc.

Address: PO Box 1796

City, State, Zip: Grass Valley, CA 95945

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 9

Total # of full-time company employees worldwide: 5

Total # of full-time company employees in California: 5

Company: Weiss Landscaping, Inc.

Address: 402 Lower Grass Valley Road

City, State, Zip: Nevada City, CA 95959

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 72

Total # of full-time company employees worldwide: 64

Total # of full-time company employees in California: 64



**Training Proposal for:
Nongshim America, Inc.**

Delegation ≤ \$75,000 Single Employer

ET19-0378

Approval Date: December 13, 2018

ETP Regional Office: San Diego

Analyst: M. Ibarra

• Type of Industry:

Manufacturing (E)

Priority Industry: Yes No

• Number of Full-Time Employees

California: 380

Worldwide: 6,000

Number to be trained 253

• Out-of-State Competition:

Yes No

• Special Employment Training (SET):

Yes No

• High Unemployment Area (HUA):

Yes No

• Turnover Rate:

8%

• Repeat Contractor:

Yes No

FUNDING

• Requested Amount:

\$65,780

• In-Kind Contribution:

\$70,005

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Literacy Skills, Mfg. Skills, PL-Mfg. Skills	253	8-200	0-100	\$260	\$16.70
				Weighted Avg: 10			

It will be made a condition of contract that the trainees will never be paid less than the statewide or local minimum wage rate in effect at the end of retention regardless of wage expressed in this table & Contract.

- Reimbursement Rate: Job 1: \$26 Priority/Program Initiatives
- County: San Bernardino
- Occupations to be Trained: Administrative Support, Sales Staff, Production Staff, Research & Development, and Manager
- Union Representation for Trainees: Yes No
- Health Benefits: (Employer Paid to Meet ETP Wage) No Yes
Up to \$2.20 per hour may be included to meet ETP Required Wage for Job(s) 1.

OVERVIEW

Parent Company	Nongshim Holdings Co.
Year Company Founded:	2005
Company Headquarters: <input type="checkbox"/> Single location	Rancho Cucamonga
Facility Locations Outside CA	<ul style="list-style-type: none"> • New Jersey • Chicago
Total Number of Facility locations in California	2
Facility location(s) where training will occur	Rancho Cucamonga

Nature of Business	Nongshim America, Inc. (Nongshim) is a food manufacturing company specializing in Korean cuisine.
Customer Base	Asian and main stream markets such as Walmart and Costco

<p>Business / Industry Needs / Changes</p>	<ul style="list-style-type: none"> • Due to increased customer demands, Nongshim experiences an average of 20% revenue growth each year. • The continued increased demand has required the purchase of a new building across its existing building to house a new distribution center, as well as its Sales Department. • Nongshim is also expanding its manufacturing capacity by acquiring \$15M in new equipment and adding a new production line by the end of 2018. • The Company plans to hire and train approximately 50 new employees; however, Nongshim determined not to include a Job Creation Job Number.
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Training Plan

<p>Need for Training</p>	<ul style="list-style-type: none"> • Extensive manufacturing skills training for Production Staff is needed to properly use the new production equipment, as well as how to clean and diagnose equipment issues if problems arise. • A comprehensive training program will be provided to its newly-hired workers to learn and understand soup and noodle production, packaging, and quality control procedures. • New and updated production processes will be implemented and training will be provided to support the demands of the new manufacturing line and the increasing demands of mainstream markets and big wholesale vendors such as Costco.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
- E-Learning (Instructor-Led)
- CBT
- Productive Lab
- MS Preceptor
- MS Didactic

<p>Business Skills</p>	<p>Computer Skills</p>	<p>Literacy Skills</p>
<p>Manufacturing Skills</p>		

<p>Productive Laboratory</p>	<p>Justification:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input checked="" type="checkbox"/> Certification Standards
	<p>40 PL Hours per-trainee</p>
	<p>Occupations Receiving PL Training: Production Staff</p>
<p>The PL instructor must be dedicated to training, at a ratio of 1:1.</p>	

<p>Training Infrastructure & Administrative Plan</p>	<ul style="list-style-type: none"> • Coordination of Training (Oversight): The Company's Training & Legal Team Manager will oversee the entire ETP project. • Trainers: In-house subject matter experts and potential training vendors, if necessary. Training is ongoing; however, ETP training will start at contract approval. • Administrative Duties: The Company designated two staff members of its Training & Legal Team Department to coordinate ETP training, as well as provide day-to-day administration of the ETP project including collecting completed attendance rosters, tracking training hours, and submitting invoices.
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Repeat Contract

<ul style="list-style-type: none"> • Number Of Agreements in last 5 years: 	<p>2</p>
<ul style="list-style-type: none"> • Training provided / focus in last Agreement: 	<ul style="list-style-type: none"> • ET17-0226: Focused on SAP Info/GNFOS software systems; food manufacturing processes; production operation and procedures; leadership skills; problem solving; and interpersonal communication. Training specifically focused on improving processes to meet customer demands on time, while remaining cost effective. • ET13-0146: Focused on continuous improvement specifically on improved processes, modernized business systems, and new equipment to upgrade employee skills and attain a high-performance workplace. • Training in the past two projects has been delivered via class/lab only.
<ul style="list-style-type: none"> • Difference in Training Plan: 	<ul style="list-style-type: none"> • Training will focus on all facets of the manufacturing process to support the new production line. Employees must be trained on new equipment as well as in culinary areas to become qualified workers in the food processing industry. • Training in this proposal will build upon training delivered in the past projects. Training topics may be repeated; however, training content has been upgraded to better align with changes within the manufacturing industry and business processes of the Organization. • The proposed training plan also includes 50 new employees (20% of the total training population) who have not received ETP training in the past. • Training will be delivered via class/lab, CBT, and Productive Lab.

Prior Projects

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0226	Rancho Cucamonga	9/20/16 – 9/19/18	\$16,200	\$14,360 (89%)
ET13-0146	Rancho Cucamonga	9/6/12 – 9/5/14	\$99,900	\$16,242 (16%)*

*ET13-0146: The major reorganization in 2013 impacted all aspect of the Company’s business. Training was halted as Nongshim focused on adjusting to changes that were implemented company-wide, which gave them very minimal opportunity to conduct training, resulting in poor performance. The new CEO believes that training is essential to the Company but will be more effective and easily retained by employees once they are well adapted to the internal changes caused by new management in the Company. Nongshim developed a more conservative training plan in its ET17 project and was able to earn 89% of the contract amount.

In this proposal, Nongshim will prioritize training and provide a structured training plan that is coordinated and supported by all department heads and the management. The Company also created a new Training and Legal Team that will spearhead the training under this proposal. Nongshim is now poised to plan, coordinate, provide, and manage this ETP project in the next two years and is confident that it will earn 100% of the proposed contract amount.

RECOMMENDATION

Staff recommends approval of this proposal and modifications

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	N/A		
• Administrative	N/A		
• Training Vendors	To Be Determined	N/A	N/A

Exhibit B: Menu Curriculum

Trainees may receive any of the following:

Class/Lab and E-Learning Hours

8 – 200

BUSINESS SKILLS

- + Accounting Skills
- + Sales and Negotiating Techniques
- + Presentation Skills
- + Business Writing
- + Product Knowledge
- + Problem Solving
- + Business Performance, Operation, and Procedures
- + Interpersonal Communication
- + Leadership Skills
- + Motivation and Team Building
- + Coaching Skills

COMPUTER SKILLS

- + Advanced Microsoft Office
- + Systems Application and Product (SAP) / Info system (GNFOS)
- + Adobe Creative Suite 4 (CS4)

LITERACY SKILLS*

- + Vocational English
- + Vocational English as a Second Language (VESL)

*Must be job-related and hours cannot exceed 45% of total training hours, per trainee

MANUFACTURING SKILLS

- + Food Manufacturing Processes
- + Production Operation Procedures and Processes
- + Production Equipment Operation

CBT Hours

0 – 100

BUSINESS SKILLS

- + Business Writing (3.5 hours)
- + Business Communication
 - Understanding Communication (5 hours)
 - Knowing your Customers (6 hours)
 - Listening to your Customers (9 hours)
 - Providing Information for Customers (6 hours)
 - Speaking to Customers (9 hours)
 - Creating a Visual Impression (4 hours)

Productive Lab Hours

0 – 40

MANUFACTURING SKILLS (1:1 Ratio)

- ✚ Food Manufacturing Processes
- ✚ Production Operation Procedures and Processes
- ✚ Production Equipment Operation

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



**Training Proposal for:
PCX, Inc.**

Delegation ≤ \$75,000 Single Employer

ET19-0392

Approval Date: February 4, 2019

ETP Regional Office: San Diego

Analyst: H. Bernard

CONTRACTOR www.pcxco.com

- Type of Industry: Wholesale Trade – Distribution (A)
Trade & Wholesale (42)
Priority Industry: Yes No
- Number of Full-Time Employees **Small Business**
 - California: 15
 - Worldwide: 15
 - Number to be trained: 18Small Business Only:
Owner Yes No
- Out-of-State Competition: Yes No
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 5%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$18,720
- In-Kind Contribution: \$37,452

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	Priority Initiative Retraining Small Business	Business Skills, Comm'l Skills, Computer Skills, Cont. Imprv.	15	8 - 200	N/A	\$1,040	\$18.14
				Weighted Avg: 40			
2	Priority Initiative Retraining Small Business Job Creation Initiative	Business Skills, Comm'l Skills, Computer Skills, Cont. Imprv.	3	8 - 200	N/A	\$1,040	\$15.12
				Weighted Avg: 40			

- Reimbursement Rate: Job #s 1 & 2: \$26 Standard Retraining
- County(ies): Orange
- Occupations to be Trained: Sales Staff, Purchasing Staff, Warehouse/Quality Control Staff, Supervisor/Manager, Administrative Staff, Owner
- Union Representation for Trainees: Yes No
- Health Benefits: (Employer Paid to Meet ETP Wage) No Yes
Up to \$2.50 /hour may be included to meet ETP Required Wage for Job#(s) 1 & 2.

OVERVIEW

Year Company Founded:	1995	Company Headquarters: <input checked="" type="checkbox"/> (Single Location) Huntington Beach
Total Number of Facility locations in California	1	
Facility location(s) where training will occur	<ul style="list-style-type: none"> • Huntington Beach (Orange) 	
Nature of Business	<ul style="list-style-type: none"> • PCX, Inc. (PCX) distributes discontinued and hard to find electronic components of obsolete semiconductors and integrated circuits. The Company has over 2 billion items in stock and provides an array of in-house valued added services. PCX has developed in-house military distribution expertise with extensive knowledge of military needs. 	
Customer Base:	<ul style="list-style-type: none"> • Customers include Original Equipment Manufacturers, Military, Contract Manufacturers and Franchise Distributors. 	

Business / Industry Needs / Changes	<ul style="list-style-type: none"> • PCX will grow its business by 10% in 2019, and as a result, will hire three new employees. As the Company grows, it has found a critical need to improve worker skills to increase competitiveness. • The Company is continually improving its processes to meet customer and industry needs.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> • Due to the varied nature of products the company works with, there is a constant need for product knowledge training. In addition, because the Company sources its components from many different sources, training will be provided on purchasing and multiple sourcing, which requires understanding the approved vendor list, and vetting manufacturers and distributor qualifications. • Ongoing training is needed for PCX's required certifications including AS9100 and ISO 9001. • Training is also needed for the Company's software systems, which are continually updated. The Sales and Marketing training is needed to push the Company's growth. There will also be a large push to cross train staff company-wide to alleviate bottlenecks in the purchasing process.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 CBT
 Productive Lab

Business Skills	Commercial Skills	Computer Skills
Continuous Improvement		

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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Training Infrastructure & Administrative Plan	<ul style="list-style-type: none"> • Coordination of Training (Oversight): The Vice President of Sales will oversee and manage the ETP project. The Company has regularly scheduled training and is ready to begin upon approval. • Trainers: Training will primarily be provided by in-
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	<p>house experts and vendors as needed.</p> <p>Administrative Duties: The Vice President of Sales will administer the ETP project and the Company has hired Training Funding Source to assist with Contract administration.</p>
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RECOMMENDATION

Staff recommends approval of this proposal and modifications

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	Training Funding Source	Seal Beach	\$1,900
• Administrative	Training Funding Source	Seal Beach	13% of payment earned
• Training Vendors	TBD		

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

8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Contact Management
- Data Mining
- Goal Planning
- Leadership Skills
- Project Management
- Pricing and Bidding
- Quoting Procedures
- Sales Skills
- Report Writing

COMMERCIAL SKILLS

- Audit Preparation
- Discontinued & Hard to Find Components
- Inventory Management
- Inspection Preparation
- Global Stocking
- JET ETCH Decap Gear
- Order Entry Process
- Order Management
- Product/Service knowledge
- Star Quality Program
- Trader Advantage
- TruView Xray System

COMPUTER SKILLS

- Central Desktop
- Microsoft Office
- Electronic Parts Distribution (Axiom)

CONTINUOUS IMPROVEMENT

- American National Standards Institute-Electrostatic Discharge
- AS9120

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



**Training Proposal for:
QB Medical, Inc.**

Delegation \leq \$75,000 Single Employer

ET19-0382

Approval Date: December 27, 2018

ETP Regional Office: San Diego

Analyst: K. Hernandez

CONTRACTOR www.qbmedical.com

- Type of Industry: Wholesale Trade - Distribution (A)
Trade Wholesale (42)
Priority Industry: Yes No
- Number of Full-Time Employees **Small Business**
 - California: 22
 - Worldwide: 22
 - Number to be trained: 24Small Business Only:
Owner Yes No
- Out-of-State Competition: Yes No
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 26%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$13,520
- In-Kind Contribution: \$34,872

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	SB<100 Retrainee	Business Skills, Computer Skills, HazMat	20	8-60	0	\$520	\$17.03
				Weighted Avg: 20			
2	SB<100 Job Creation Retrainee	Business Skills, Computer Skills, HazMat	4	8-60	0	\$780.00	*\$14.19
				Weighted Avg: 30			

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

- Reimbursement Rate: Job #s 1 & 2: \$26 Priority/ Program Initiatives
- County(ies): San Diego
- Occupations to be Trained: Customer Service Staff, Sales Staff, Accounting Staff, Contracting Staff, Human Resources Staff, Warehouse Staff, Operations Staff, Owner/CEO
- Union Representation for Trainees: Yes No
- Health Benefits: (Employer Paid to Meet ETP Wage) No Yes
Up to \$2.03 /hour may be included to meet ETP Required Wage for Job# 1.
- Turnover Rate Justification for Waiver: One-time reduction in force
Training will reduce turnover

OVERVIEW

Year Company Founded:	2005	Company Headquarters: <input checked="" type="checkbox"/> Single location Chula Vista
Facility location(s) where training will occur		<ul style="list-style-type: none"> • Chula Vista (San Diego)

Nature of Business	<ul style="list-style-type: none"> • QB Medical, Inc. (QBM) distributes medical supplies, medical products and health care solutions.
Customer Base:	<ul style="list-style-type: none"> • QBM supplies the Department of Defense (DoD) and Veterans Administration (VA)

<p>Business / Industry Needs / Changes</p>	<ul style="list-style-type: none"> • Changing regulations at the VA and DoD that relate to government procurement processes have increased the demand for medical supplies and products distributed by QBM.
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Training Plan:

<p>Need for Training:</p>	<ul style="list-style-type: none"> • QBM's must provide staff training focused on new VA and DoD regulation, technologies (CRM, Financial Force, Office Suite, Learning Management System), processes and continuous improvement. • The management team require training focused on Leadership Development, Problem Solving, Business Strategy and Microsoft Office 365 skills. • Frontline staff require in-house classroom training sessions focused on increasing Productivity, Project management/Planning, Communication and Salesforce skills to keep up with increased demand.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 CBT
 Productive Lab

<p>Business Skills</p>	<p>Computer Skills</p>	
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<p>Certified Safety Training</p>	<p> <input type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT) </p>
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HAZMAT 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. In this proposal, Warehouse and Operations Staff will receive up to 24 hours of training. HAZMAT training is needed because Warehouse and Operations Staff regularly work with products that qualify as Hazardous Materials.

Modifications from Standard

Modifications fall within Panel guidelines whereas, the Company needs training to support its business needs and requests a turnover waiver for this ETP Contract.

Turnover Waiver Request

The ETP program is designed to fund training for stable, secure jobs. Thus, the employer’s turnover rate cannot exceed 20% annually for the facility where training is requested. But the Panel may accept a higher turnover rate if the employer provided evidence that the proposed training will significantly decrease the turnover, or if the employer experienced a singular reduction in workforce, or if industry data supports a higher turnover rate. The Panel may, or may choose not to, impose a “turnover penalty” when the company crosses this 20% threshold.

QBM’s current turnover rate is 26% for CY2017. The Company started a company-wide initiative focused on decreasing turnover rate in late 2017 (turnover rate was 21% in 2016 and 26% in 2017). QBM contributes its high turnover rate in 2016 and 2017 to an expansion of its Sales Staff that was needed to market a new portable medical device. However, after almost two years of trying to generate demand, QBM concluded that the product was not going to work for its company. The sales cycle was longer than other products, and they were not able to identify the right Sales Staff to educate VA and DoD executives. Together with the change in business direction and initiative to reduce turnover, QBM’s turnover rate for 2018 is 8%.

The high turnover rate in 2016 and 2017 was directly related to the sales team expansion and contraction. Though a singular reduction in its workforce, the high turnover rate spans two years because the introduction of the new portable medical device and increase in Sales Staff occurred over those two years before QBM returned to its core business/products that required less Sales Staff.

QBM is requesting a waiver to the turnover rate requirement given the irregular occurrence of Sales Staff layoffs representing a singular reduction in the workforce. With the improvement thus far in 2018, no penalty is recommended.

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function
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Training Infrastructure & Administrative Plan	<ul style="list-style-type: none"> • Coordination of Training (Oversight): The Vice President of Operations will oversee this training project (monitor training progress). The Human Resources Manager will oversee administration and training. • Trainers: QBM’s executive staff will deliver training and vendors will be used if necessary. • Administrative Duties: The Human Resources Manager and Vice President of Operations will schedule, enroll and track training hours. All training hours will be documented with ETP attendance rosters and uploaded in the ETP online systems.
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RECOMMENDATION

Staff recommends approval of this proposal and modifications

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	N/A	N/A	N/A
• Administrative	N/A	N/A	N/A
• Training Vendors	Bahaa Moukadam	San Diego	\$10,000

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

8-60

Trainees may receive any of the following:

BUSINESS SKILLS

- Communication Skills
- Increasing Productivity
- Leadership Development
- Project Management and Planning
- Delegation and Time Management
- Problem Solving
- Active Listening Skills
- Supervision Skills
- Coaching, Motivating and Team Building
- Business Strategy

COMPUTER SKILLS

- Microsoft Office 365
 - SharePoint
 - Excel
 - Teams
 - Skype for Business
- Litmos (LMS System)
- Salesforce (CRM System)
- Adobe Suite

HAZARDOUS MATERIALS

- Hazard Communication (HazCom)
- Hazard Communication & Risk Control
- PPE Awareness

E-Learning

0-60

BUSINESS SKILLS

- Communication Skills
- Increasing Productivity
- Leadership Development
- Project Management and Planning
- Delegation and Time Management
- Problem Solving
- Active Listening Skills
- Supervision Skills
- Coaching, Motivating and Team Building
- Business Strategy

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



**Training Proposal for:
QC Manufacturing, Inc. dba QuietCool**

Delegation ≤ \$75,000 Single Employer

ET19-0397

Approval Date: February 4, 2019

ETP Regional Office: San Diego

Analyst: M. Ibarra

CONTRACTOR www.quietcoolsystems.com

- Type of Industry: Manufacturing (E)
Priority Industry: Yes No
- Number of Full-Time Employees **Small Business**
 - California: 89
 - Worldwide: 92
 - Number to be trained: 109Small Business Only:
Owner Yes No
- Out-of-State Competition: Yes No
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 6%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$74,724
- In-Kind Contribution: \$78,754

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	SB<100 Priority Initiative Retraining	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, PL-Computer Skills, PL-Mfg. Skills	89	8-200	0	\$676	\$17.70
				Weighted Avg: 26			
2	SB<100 Priority Initiative Retraining Job Creation	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, PL-Computer Skills, PL-Mfg. Skills	20	8-200	0	\$728	*\$14.48
				Weighted Avg: 28			

*It will be made a condition of contract that the trainees will never be paid less than the statewide or local minimum wage rate in effect at the end of retention regardless of wage expressed in this table & Contract.

- Reimbursement Rate: Job #s 1 & 2: \$26 Priority/Program Initiatives
 - County(ies): Riverside
 - Occupations to be Trained: Administrative Staff, Production Staff, Professional/Engineer Staff, Supervisor/Manager, Owner
 - Union Representation for Trainees: Yes No
 - Health Benefits: (Employer Paid to Meet ETP Wage) No Yes
- Up to \$2.50 per hour for Job Number 1; and up to \$2.48 per hour for Job Number 2 may be included to meet ETP Required Wage.

OVERVIEW

Year Company Founded:	1999	Company Headquarters: <input type="checkbox"/> Single location Temecula
Facility Locations Outside CA	Denver, Colorado Vancouver, Washington Chicago, Illinois	
Total Number of Facility locations in California	1	
Facility location(s) where training will occur	Temecula (Riverside County)	
Nature of Business	QC Manufacturing, Inc. dba QuietCool (QuietCool) manufactures whole house fan systems (ventilation cooling system that uses less energy than a traditional air conditioner). Products include ventilation, attic, and garage fans.	

Customer Base:	Homeowners, builders and contractors
Business / Industry Needs / Changes	<ul style="list-style-type: none"> • Due to increased customer demands, QuietCool’s production has quadrupled in the last two years. • The Company expanded its market from wholesale customers to large retail customers (Lowe’s and Home Depot) as well as the commercial and residential builder community. • QuietCool purchased a new 161,000 square-foot facility to accommodate increased production, and invested more than \$1.7M on new machineries to start production in 2019. • The Company has hired new employees and plan to hire and train an additional employees to meet increased demands.

Training Plan: Need for Training:	<p>To meet business needs, QuietCool has determined training needs in the following:</p> <ul style="list-style-type: none"> • Enhanced Business skills specifically in communication, interpersonal and negotiation, as well as emphasis on coaching, problem solving, and performance management to develop employees professionally. • Extensive Computer and Manufacturing Skills training focusing on equipment maintenance and operation of equipment to support the Company’s newly implemented and upgraded software systems and machineries in order to support overall business growth. • Training in technical and agile manufacturing operation for net, new workers to prepare trainees prior to assuming their specific job duties. For example, a new machine operator will require to complete a two-week training program that includes set-up and operation of machines.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 CBT
 Productive Lab

Business Skills	Computer Skills	Continuous Improvement
Manufacturing Skills		
Productive Laboratory	<p>Justification:</p> <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards 24 PL Hours per-trainee	

	<p>Occupations Receiving PL Training: Production and Professional Engineering Staff</p>
<p>The PL instructor must be dedicated to training, at a ratio of 1:1.</p>	
<p>Job Creation Justification</p>	<p><input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; and</p> <p><input checked="" type="checkbox"/> Opening specific new plants or facilities, expanding or upgrading existing facilities, and/or repurposing existing unused space/buildings or facilities.</p>

<p>Training Infrastructure & Administrative Plan</p>	<ul style="list-style-type: none"> • Coordination of Training (Oversight): The Human Resources Manager and Production/Warehouse Manager will manage the administration and implementation of training, with oversight from the Vice President of Sales and the Vice President of Operations Manufacturing. • Trainers: In-house experts and vendors, if necessary. Training is ongoing; however, ETP training will start at contract approval. • Administrative Duties: QuietCool has retained an administrative subcontractor to assist with project administration.
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RECOMMENDATION

Staff recommends approval of this proposal.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	Training Funding Source	Seal Beach	\$5,900
• Administrative	Training Funding Source	Seal Beach	13% of payment earned
• Training Vendors	To Be Determined	N/A	N/A

Exhibit B: Menu Curriculum**Class/Lab/E-Learning Hours**

8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

- + Accounting, Credit, Order Processing, Invoicing Skills
- + Coaching Skills
- + Communication Skills
- + Customer Relations
- + Goal Setting
- + Leadership Skills
- + Leading Change
- + Negotiation Skills
- + Planning Skills
- + Problem Solving
- + Conflict Resolution
- + Product/Service Knowledge
- + Sales and Marketing
- + Team Building
- + Work Processes/Procedures

COMPUTER SKILLS

- + CamWorks
- + Computer-Aided Design/Autodesk
- + Customer Relationship Management
- + DasyLab
- + Electronic Data Interchange
- + Engineering Design
- + Enterprise Resource Planning
- + Flow Simulation
- + Google Mail
- + Labview
- + Lean Six Sigma
- + Magento
- + Machine Programming
- + Mathcad
- + Microsoft Office
- + Onshape
- + Payroll Processing/Human Resources
- + Project Management
- + Sequel Server
- + Simscale
- + Solidworks

CONTINUOUS IMPROVEMENT

- + 5S
- + Lean Process Improvement/Kaizen
- + Problem Solving/Six Sigma
- + Process Controls
- + Performance/Process/Quality Improvement
- + Value Stream Mapping
- + Hazardous Materials Handling and Communication

MANUFACTURING SKILLS

- + Assembly Skills
- + Control Charts
- + Daily Status Package/Operational Strategy Execution
- + Equipment Operation, Maintenance & Troubleshooting
- + Good Manufacturing Processes
- + Inspection Techniques
- + Kanban
- + Machine Set-Up/Operation
- + Manufacturing Math
- + Quality Inspection
- + Shipping/Receiving
- + Standard Operating Procedures
- + Tool Use, Calibration, Maintenance and Repair
- + Welding Skills

Productive Lab Hours (Ratio 1:1)

0 – 24

COMPUTER SKILLS

- + Enterprise Resource Planning
- + SAP Business One

MANUFACTURING SKILLS

- + Good Manufacturing Processes
- + Equipment Operation, Maintenance & Troubleshooting

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



**Training Proposal for:
Red Door Interactive, Inc.**

Delegation ≤ \$75,000 Single Employer

ET19-0364

Approval Date: December 13, 2018

ETP Regional Office: San Diego

Analyst: M. Ibarra

CONTRACTOR www.reddoor.biz

- Type of Industry: Services (G)
Information Technology
Priority Industry: Yes No
- Number of Full-Time Employees **Small Business**
 - California: 62
 - Worldwide: 80
 - Number to be trained: 74
- Out-of-State Competition: Yes No
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 3%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$62,400
- In-Kind Contribution: \$114,756

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	Small Business Priority Initiative Retraining	Business Skills Commercial Skills Computer Skills Continuous Impr PL-Computer Skills	62	8-200	0-100	\$780	\$17.03
				Weighted Avg: 30			
2	Small Business Priority Initiative Retraining Job Creation Initiative	Business Skills Commercial Skills Computer Skills Continuous Impr PL-Computer Skills	12	8-200	0-100	\$1,170	\$14.19
				Weighted Avg: 45			

- Reimbursement Rate: Job #1: \$26 Priority Program Initiatives
Job #2: \$26 Priority Program Initiatives
- County: San Diego
- Occupations to be Trained: Administrative Support Staff, Professional Staff, Information Technology Staff, Technical Project Manager, Supervisor/Manager, and Owner
- Union Representation for Trainees: Yes No
- Health Benefits: (Employer Paid to Meet ETP Wage) No Yes

OVERVIEW

Year Company Founded:	2002	Company Headquarters: <input type="checkbox"/> Single location San Diego, CA
Facility Locations Outside CA	Denver, CO	
Total Number of Facility locations in California	2	
Facility location(s) where training will occur	San Diego, CA (San Diego County)	

Nature of Business	Red Door Interactive, Inc. (Red Door) provides creative internet strategy and design; marketing and advertising; user experience and information architecture; branding and personas; digital analytics; and software architecture and programming services. Specifically, the Company provides user interaction planning; integrated marketing efforts across channels such as email marketing, online media, search engine optimization, and pay-per-click media buys; digital analytics with site testing and optimization; and website and application development.
Customer Base	Medium-sized companies and large corporations

<p>Business / Industry Needs / Changes</p>	<p>Due to constant changes in marketing platforms, the Company has improved and developed new business and technological processes to transform and grow business. To implement the processes, the Company created a strategic plan:</p> <ul style="list-style-type: none"> • Add business intelligence and data analysis services. With the advent of “big data” services, this new service will help clients understand customer actions; • Provide audience management and personalized marketing recommendations, as social media and data protection have intersected; • Follow stringent data security practices to comply with new world-wide regulations; and • Improve services to support more customers to prepare for direct-consumer sales and the expansion of eCommerce.
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Training Plan

<p>Need for Training</p>	<p>Red Door’s need for training is driven by the aforementioned strategic plan to support client needs, as well as keep pace technological and industry changes. The Company is committed to providing an extensive training program focused on: 1) innovative practices to bring in new services and solve marketing problems in new industries; 2) new technology and marketing platforms that provide audience data and support marketing recommendations; and 3) continuous improvement in Standard Operating Procedures (SOPs) to improve efficiencies and incorporate new data protection and digital security practices.</p>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 CBT
 Productive Lab

<p>Business Skills</p>	<p>Commercial Skills</p>	<p>Computer Skills</p>
<p>Continuous Improvement</p>		

<p>Productive Laboratory</p>	<p>Justification:</p> <p> <input type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input checked="" type="checkbox"/> Certification Standards </p>
	<p>24 PL Hours per-trainee</p>
	<p>Occupations Receiving PL Training: Administrative Support, Professional Staff, Information Technology Staff, and Technical Project Manager</p>
<p>The PL instructor must be dedicated to training. Training will be delivered at a 1:1 trainer-to-trainee ratio.</p>	

<p>Job Creation Justification</p>	<p><input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; or,</p> <p><input type="checkbox"/> Expanding existing business capacity by adding a new production shift;</p> <p><input type="checkbox"/> Opening specific new plants or facilities, expanding or upgrading existing facilities, and/or repurposing existing unused space/buildings or facilities;</p> <p><input type="checkbox"/> The recall or rehire of laid-off workers (backfilling) is allowed, with justification to show that the company is renewing a workforce that was reduced due to economic conditions or other reasons leading to attrition</p>
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Temp-to-Perm

<p>Average days to convert temporary workers to full time permanent employment.</p>	<p>Between three and six months</p>
<p>Employer-paid healthcare premiums while on temporary status.</p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No It is expected that these workers will receive employer-paid health benefits immediately upon hire.</p>

<p>Training Infrastructure & Administrative Plan</p>	<ul style="list-style-type: none"> • Coordination of Training (Oversight): The Company's Vice President of Employee Experience will oversee the entire ETP project. • Trainers: In-house subject-matter experts and vendors, if necessary. Training is ongoing; however, ETP-funded training will start at contract approval. • Administrative Duties: The Company's Talent Manager, along with the VP of Employee Experience, will provide day-to-day administration of the ETP project including collecting completed attendance rosters, tracking training hours, and submitting invoices.
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Repeat Contract

<p>Number of Agreements in last 5 years:</p>	<p>3</p>
<p>Training provided / focus in last Agreements:</p>	<p>This will be the fourth Agreement between ETP and Red Door, and the fourth in the last five years. With ETP funding, the Company was able to standardize work processes and deliver formal, structured training. In the most recent ETP Agreement (ET17-0109), Red Door provided a comprehensive training plan that addressed the changing technology affecting clients' websites, social media, and on-line businesses. In addition, training focused on high-level customer service and technical skills. Red Door was able to train and place 14 Job Creation trainees.</p>

Difference in Training Plan:	<p>Training in this proposal will focus on learning new processes and improving SOPS, a software platform. These training topics will build upon the skill sets of the previous contract. Training will not be duplicated.</p> <p>Additionally, some staff received the maximum number of training hours without finishing the training plan. These staff will receive the remaining courses.</p>
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PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0109	San Diego, Encinitas	07/05/2016 – 07/04/2018	\$41,600	\$41,600 (100%)
ET14-0238	San Diego, Encinitas	12/31/2013 – 12/30/2015	\$49,140	\$37,650 (77%)
ET12-0195	San Diego, Encinitas	12/23/2011 – 12/22/2013	\$49,400	\$49,400 (100%)

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	N/A		
• Administrative	N/A		
• Training Vendors	To Be Determined	N/A	N/A

Exhibit B: Menu Curriculum

Class/Lab and E-Learning Hours

8 – 200 Trainees may receive any of the following:

BUSINESS SKILLS

- Standard Operating Procedures (SOPs)
 - Document Management on intranet (SharePoint)
 - SharePoint Search
 - Quality Assurance Best Practices
 - Invoicing Best Practices
 - New SOPs to support new services offerings
- Financial Acumen:
 - Financial Acumen for Managers
 - Financial Acumen for Client Services Department
 - Financial Acumen for Technical & Professional Staff (Ownership Thinking)
 - Project Estimation for Demand and Capacity Data
- Risk Management Best Practices
- Time Management
- Technical Lead Skills
- Effective Sales and Client Presentations
 - Sales & Marketing Presentation Skills (Pitch Prep Process)
 - The Basics of Storytelling
 - Storytelling for Marketing Campaigns
 - Storytelling for C-Suite Presentations
 - Presenting Digital Marketing Data
- Negotiation Skills
- Instructional Design
- Interpersonal Communication Skills

COMMERCIAL SKILLS

- New Product/Service Knowledge
 - Search Engine Optimization - Advances in Technologies and Algorithms
 - Social Media Strategies & New Platforms
 - Paid Media – Display Strategies & Technology Advances
 - Paid Media – Social and Advertising Strategies & Technical Advances
 - Digital Analytics: New Tools and Technological Advances
 - Emerging Technologies: Big Data, Social Networks, eCommerce, Mobile & Responsive Design, Loyalty programs, Knowledgebase
 - Cloud Technology – AWS
- CRM Platforms: Kentico CRM Functions
- Shopify eCommerce Platform
- Statistics and Data Mining/Predictive Analytics
- DOMO Platform: Database Mining & Dashboard Presentations
- Google Analytics & Adobe Analytics

COMPUTER SKILLS

- Microsoft Office Suite
 - Advanced Excel
 - PowerPoint
 - Advanced Outlook/Exchange

- PHP, JavaScript, HTML 5
- Programming Languages - .NET
- Database programming – SQL, MySQL, R
- Responsive Design
- InDesign
- Illustrator
- After Effects & Other Video Editing Software
- Object-Oriented Design in Programming
- Server and Cloud-Based Storage & Maintenance

CONTINUOUS IMPROVEMENT

- Lean Six Sigma
- Leadership Program
- PM Methods & Tools:
 - Project Management Fundamentals
 - Agile Methodologies
 - Change Management Skills
- Employee Engagement Techniques
- Results-Driven Feedback
- Compensation Conversation Philosophy
- Topgrading Methods to Assess Best Candidates
- SOPs and Requirements for Remote Employees
- Cultivating Innovation and Growth

Productive Lab Hours

0 – 24

COMPUTER SKILLS (Ratio: 1:2)

- PHP, JavaScript, HTML 5
- Programming Languages - .NET
- Frontend Programming Languages: PHP, JavaScript, HTML 5
- Kentico Platform Training for Content Management
- Kentico Programming
- Responsive Design
- Search Engine Optimization
- Social Media Platforms
- Paid Media – Display
- Paid Media – Social and Advertising
- Digital Analytics
- Data Engineering
- Emerging Technologies – for example:
 - Data Management
 - Personalization Platforms and Programming
 - eCommerce
 - AWS Cloud-Based Storage and Backups
- CRM Platforms
- Statistics and Data Mining/Predictive Analytics
- DOMO Platform: Database Mining & Dashboard Presentations
- Google Analytics
- Instructional Design skills

CBT Hours

0 – 100

BUSINESS SKILLS

- AdWords and Analytics: Remarketing (1 hour)
- Agile Project Management Foundations (1.25 hours)
- Building Your Agile Team (1 hour)
- Developing Leadership (1.5 hours)
- Driving Productive Agile Meetings (1 hour)
- Google AdWords Essential Training (3 hours)
- Google AdWords Intermediate Techniques (1.25 hours)
- HTML Essential Training (6 hours)
- JavaScript Essential Training (5.5 hours)
- Lead Generation Foundations (1.5 hours)
- Leading Productive Meetings (1.25 hours)
- Leading with Innovation (1.5 hours)
- Learning Cascading Style Sheets (3 hours)
- Learning Skype for Business (1.5 hours)
- LinkedIn Marketing: Advertising (2 hours)
- LinkedIn Sponsored Content (1.25 hours)
- Measuring Business Performance (1.5 hours)
- Mobile Marketing Foundations (3.5 hours)
- Online Marketing Foundations (3.75 hours)
- Planning with Agile User Stories (1 hour)
- Project Management Foundations: Small Projects (1.75 hours)
- Search Engine Optimization (0.75 hour)
- SLII - Diagnosing Leadership (1 hour)
- SLII - Goal Setting (0.67 hour)
- SLII - Matching Leadership (0.75 hour)
- SLII - Situational Leadership Overview (0.5 hour)
- Storytelling (1.25 hours)
- Time Management (2.75 hours)
- Transitioning from Waterfall to Agile Project Management (1.5 hours)

COMPUTER SKILLS

- Blockchain Basics (1 hour)
- Learning JIRA Software (1 hour)
- Sketch Essential Training: The Basics (2 hours)
- UX Design (1 hour)
- UX Foundations: Prototyping 2013 (1.75 hours)

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



**Retrainee – Job Creation
Training Proposal for:
Rich Products Corporation**

Delegation ≤ \$75,000 Single Employer

ET19-0328

Approval Date: December 3, 2018

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

CONTRACTOR www.richs.com

- Type of Industry: Manufacturing (E)
Priority Industry: Yes No
- Number of Full-Time Employees
California: 589
Worldwide: 8,000
Number to be trained: 143
- Out-of-State Competition: Yes No
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 12%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$57,330
- In-Kind Contribution: \$61,446

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	Priority Retrainee	Business Skills Commercial Skills Computer Skills Cont. Improv. HazMat Mfg. Skills PL-Mfg. Skills	128	8-200	0-8	\$390	\$17.54
				Weighted Avg: 15			
2	Priority Job Creation	Business Skills Commercial Skills Computer Skills Cont. Improv. HazMat Mfg. Skills PL-Mfg. Skills	15	8-200	0-8	\$494	*\$14.62
				Weighted Avg: 19			

*It will be made a condition of contract that the trainees will never be paid less than the statewide or local minimum wage rate in effect at the end of retention regardless of wage expressed in this table & Contract.

- Reimbursement Rate: Job #(s) 1 & 2: \$26 Priority/ Program Initiatives
- County(ies): Los Angeles
- Occupations to be Trained: Administration Staff, Mechanic, Production Staff, Warehouse/Shipping Staff, Sanitation Staff
- Union Representation for Trainees: Yes No
Bakery, Confectionery, Tobacco Workers and Grain Millers, Local No. 37
- Health Benefits: (Employer Paid to Meet ETP Wage) No Yes
Up to \$2.50 /hour may be included to meet ETP Required Wage for Job# 1.

OVERVIEW

Parent Company		R. E. Rich Family Holding Company
Year Company Founded:	1945	Company Headquarters: Buffalo, New York
Facility Locations Outside CA		USA: Connecticut, New Jersey, Georgia, South Carolina, Tennessee, California, Illinois, Minnesota, Ohio, Texas International: Canada, China, Malaysia, Viet Nam, India, Australia, Korea, Mexico, Brazil, Argentina, United Kingdom, Russia, Turkey, South Africa

Total Number of Facility locations in California	4
Facility location(s) where training will occur	Santa Fe Springs (Los Angeles County)
Nature of Business	Rich Products Corporation (Rich) developed the world's first non-dairy whipped topping. The Company is now a manufacturing leader in non-dairy toppings, icings, and other emulsions. Rich also produces cakes and desserts, pizza, bakery products, shrimp/seafood, appetizers/snacks, meatballs, pasta, and gluten-free and all-natural items.
Customer Base:	The Company's products are sold to the food service industry, in-store bakeries, and retail marketplaces such as Costco, Walmart, California Pizza Kitchen, and Smart & Final.
Business / Industry Needs / Changes	As an international corporation, Rich subscribes to the global tenets of the British Retail Consortium (BRC) as the prime vehicle through which all quality control and process improvement efforts are focused. The BRC is a food safety and quality program recognized worldwide as having the highest standards in the industry. This proposal reflects a portion of the Company's plan to expand the knowledge base of its employees by providing advanced training in BRC-related principles.

Training Plan

Need for Training:	<p>Rich is in the process of implementing Alchemy, a proprietary learning software system for manufacturing facilities. This system will be introduced over the next year and extensive training is associated with its rollout. Alchemy system training is designed to teach all employees the "Rich" way of performing tasks and will affect everything from sales to production to shipping. The Company believes this training will blend nicely with BRC training to improve the level of quality, product safety, and expertise throughout the organization.</p> <p>Rich is confident the proposed training will help the Santa Fe Springs facility operate in a more efficient and cost-effective manner. With a solid training plan in place, Rich intends to hire 15 new production employees to support the Company's effort to increase its production capacity in Santa Fe Springs and capture a larger share of the market.</p>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

Class/lab
 E-Learning
 CBT
 Productive Lab

Business Skills	Commercial Skills	Continuous Improvement
Hazardous Materials	Manufacturing Skills	Computer Skills

Productive Laboratory	Justification: <input type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards
	Estimated average of 10 PL Hours per-trainee, with an overall cap of 40 hours per trainee.
	Occupations Receiving PL Training: Production Staff, Mechanic, Sanitation Staff
The PL instructor must be dedicated to training, at a ratio of 1:2.	
Ratio Higher than 1:1	1:2 Production process requires a team of at least 2 workers.

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly hired employees to an existing function.
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Training Infrastructure & Administrative Plan	<ul style="list-style-type: none"> • Coordination of Training (Oversight): The Company's Human Resources Manager will oversee project administration and implementation of training. • Trainers: In-house staff (department managers, supervisors and leads) will provide training. Outside training vendors will be used as needed. • Administrative Duties: The Company's Production Manager and Quality Manager will work together to coordinate, schedule, and track training. Rich has also retained an administrative subcontractor to assist with project administration duties.
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Repeat Contract

Number of Agreements in last 5 years:	3
Training provided / focus in last Agreement:	<ul style="list-style-type: none"> • ET16-0178 provided training to employees at the Company's Santa Ana facility only. The focus of training was to support the Company's continued growth through the acquisition of Goglanian Bakeries in Santa Ana. • ET15-0402 provided training to support the modernization and implementation of new efficiency programs at the Company's Fresno facility only.
Difference in Training Plan:	The two facilities (Santa Ana and Fresno) that most recently participated in ETP projects are not included in this proposal. The proposed training will only take place at the Santa Fe Springs facility, which has not participated in an ETP project in more than four years.

Prior Projects

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0178	Santa Ana	10/05/15 – 10/04/17	\$141,768	*\$57,078 (40%)
ET15-0402	Fresno	04/01/15 – 03/31/17	\$108,200	\$107,378 (99%)
ET12-0431	Various	06/30/12 – 06/29/14	\$407,610	**\$79,376 (19%)

*ET16-0178 – This project covered the Santa Ana facility only and was overseen by a completely separate project administration team that is no longer with the Company. Thus, the Company representatives at the Santa Fe Springs facility could not address the specific issues that resulted in poor performance. However, as a result of any challenges that may have impacted performance in Santa Ana, the ETP project team in Santa Fe Springs has agreed to right sizing to a funding amount comparable to the most recent earnings at its sister location.

**ET12-0431 – This project was developed primarily for the Company's Northern California locations just before it acquired Goglanian Bakeries in Santa Ana. Training delays occurred during the June 2012 – June 2014 contract term due to labor disputes at the Santa Fe Springs location, as well as the hiring of a new management team at the Fresno facility. The Company has subsequently stabilized, and the issues at the Santa Fe Springs and Fresno locations have been resolved.

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	Strategic Business Solutions	Visalia	\$4,013
• Administrative	Strategic Business Solutions	Visalia	Not to exceed 13% of payment earned
• Training Vendors	To Be Determined	N/A	N/A

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

8 - 200 Trainees may receive any of the following:

BUSINESS SKILLS

- Customer Service
- Purchasing Best Practice (AAPICS)
- Vendor Relations
- Effective Communication

COMMERCIAL SKILLS

- Refrigeration Systems Repair and Maintenance
- Rotary Valve Pump Repair and Maintenance
- Vales and Gauges Calibration Maintenance and Repair
- Electrical Control Panel Installation and Repair
- Stainless Steel Welding
- Boiler Machinery Repair and Maintenance

COMPUTER SKILLS

- Materials Resource Planning Software
- Alchemy Manufacturing Software
- TPM (Total Preventive Maintenance) Software

CONTINUOUS IMPROVEMENT

- British Retail Consortium
- Leadership Skills
- Team Building
- Rich Alchemy Training
- Strategic Planning

HAZARDOUS MATERIALS

- Hazardous Materials Proper Storage, Cleanup, and Containment

MANUFACTURING SKILLS

- Production Equipment Safe Operation and Maintenance
- Food Manufacturing Sanitation Best Practices
- Materials Equipment Handling Equipment Training

Safety Training cannot exceed 10% of total training hours per-trainee. (This cap does not apply to Hazmat)

Productive Lab Hours

0 – 10

MANUFACTURING SKILLS (1:2 ratio)

- Production Equipment Safe Operation and Maintenance
 - Machinery Safe Start
 - Stage Raw Product
 - Enter Specs
 - QC Test Run

- QC Check
- Machine Adjustment
- Production Run
- QC Check
- Shut Down
- Post Production

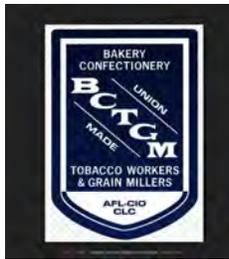
CBT Hours

0 – 8

CBT – MANUFACTURING SKILLS

- Intro to Food Allergens (1.0 hour)
- Machine Guarding/LOTO (1.0 hour)
- HACCP Overview (1.0 hour)
- Lift Truck Safety (0.5 hour)
- Production SafeStart Leads(1.5 hours)
- Bloodborne Pathogens (1.0 hour)
- Proper Handling of Food Allergens (0.5 hour)
- Confined Space (0.5 hour)
- Electrical Panels/Controls Safety (0.5 hour)

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



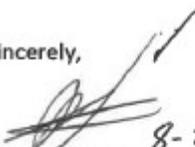
Executive Director
Employment Training Panel
1100 J Street 4th Floor
Sacramento CA 95814

Re: ETP Training Program

The Bakery Confectionery Tabaco and Grain Local No. 37 supports the ETP Training Program at Rich Products. We represent the Members employed by Rich Products at the Santa Fe Springs Plant in California located at 12805 Busch Place, Santa Fe Springs, 90670. 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 (562) 212-8862.

Sincerely,


8-22-18
Jose Hernandez

Secretary-Treasurer

BCTGM Local No. 37

Business / Industry Needs / Changes	<ul style="list-style-type: none"> • Design/Build remodeling market continues to grow. The Company is also growing and expects 20% expansion in the next two years. The Company will hire eight new employees. • New technology has changed the way construction companies do business, requiring new and improved site management and design software.
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Training Plan:

Need for Training:	<p>To support increased customer demand Sea Pointe Construction must provide quality training to field installers, estimators, and administrative staff.</p> <p>Training will be provided in the following areas:</p> <ul style="list-style-type: none"> • Computer Skills training will be provided to staff as part of the Company's transition to cloud-based applications. Training will include Microsoft 365 and new computer software for Interior and Architectural Design. • Continuous Improvement skills will be provided to all staff on new processes and procedures to improve company culture. • Commercial Skills training will be provided to Field Installers and Estimators to help increase efficiency in walk-through processes, construction safety, site logistics, and equipment use.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 CBT
 Productive Lab

Business Skills	Commercial Skills	Continuous Improvement
Computer Skills		

Certified Safety Training	<input checked="" type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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Productive Laboratory	Justification: <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards
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	40 PL Hours per-trainee
	Occupations Receiving PL Training: Field Installers, Administrative, Estimators, Project Leads, Supervisors/Managers, and Designers.
The PL instructor must be dedicated to training. Training will be delivered at a 1:1 trainer-to-trainee ratio.	

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; <input checked="" type="checkbox"/> Expanding existing business capacity by adding a new production shift;
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Training Infrastructure & Administrative Plan	<ul style="list-style-type: none"> • Coordination of Training (Oversight): The Company’s Chief Executive Officer will oversee the overall administration and implementation (coordinating & scheduling). Department Managers will assist with scheduling and training delivery. • Trainers: In-house subject matter experts including the Company’s Owners. • Administrative Duties: Sea Pointe Construction will contract with an administrative subcontractor to assist with project administration.
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RECOMMENDATION

Staff recommends approval of this proposal.

SUBCONTRACTORS

	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach, CA	\$ 2,900
Administrative	Training Funding Source	Seal Beach, Ca	13 %
Training Vendors	To Be Determined		N/A

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Architectural Documents
- Change Order Process Management
- Coaching and Communication Skills
- Contracts Management and Compliance
- Conflict Management
- Customer Satisfaction
- Leadership
- Planning
- Performance Management
- Sales

COMMERCIAL SKILLS

- Aging in Place
- Change Order Process
- Construction Safety
- General Construction/Worksite Procedures
- Equipment and Tool Operations
- Estimating
- Field Operational Procedures
- Installation Procedures
- Product Knowledge/Universal Design
- Site Logistics
- Title 24
- Walk Through Procedures
- Zero Punch List

COMPUTER SKILLS

- Adobe Acrobat
- 2D/3D Computer-Aided Design (CAD)
- Autocad
- Builder Trend
- Digital Job Documents Management
- Microsoft 365
- Microsoft Project, Word, Excel, Outlook
- SAGE/Enterprise Resource Software (ERP)
- Time Tracking
- Windows 10

CONTINUOUS IMPROVEMENT

- Process and Productivity Improvement
- Team Building/ Problem Solving

HAZARDOUS MATERIALS

- Handling Hazardous Materials
- Globally Harmonized System

OSHA SKILLS

- OSHA 10
- OSHA 30

PL Hours

0 – 40

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

- General Construction/Worksite Procedures
- Equipment and Tool Operations
- Estimating
- Field Operational Procedures
- Installation Procedures
- Walk Through

Safety Training will be limited to 10% of a trainee's total training hours, per trainee

Reimbursement for retraining is capped at 200 total hours per-trainee, regardless of method of delivery.



**Training Proposal for:
Solarponics, Inc.**

Delegation \leq \$75,000 Single Employer

ET19-0329

Approval Date: December 3, 2018

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

CONTRACTOR www.solarponics.com

- Type of Industry: Construction (c)
Services
Priority Industry: Yes No
- Number of Full-Time Employees **Small Business**
 - California: 35
 - Worldwide: 35
 - Number to be trained: 28Small Business Only:
Owner Yes No
- Out-of-State Competition: Yes No
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
28 Number of trainees in HUA location
- Turnover Rate: 10%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$26,780
- In-Kind Contribution: \$35,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	Priority Rate SET HUA	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., PL-Comm'l Skills	23	8-60	0-12	\$910	*\$12.53
				Weighted Avg: 35			
2	Priority Rate Job Creation SET HUA	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., PL-Comm'l Skills	5	8-60	0-12	\$1,170	*\$11.00
				Weighted Avg: 45			

* It will be made a condition of contract that the trainees will never be paid less than the statewide or local minimum wage rate in effect at the end of retention regardless of wage expressed in this table & Contract.

- Reimbursement Rate: Job #'s 1 & 2: \$26 Priority/Program Initiative
- County(ies): San Luis Obispo
- Occupations to be Trained: Administration Staff, Sales Staff, Owner, Installers, Design Technicians, Service Technicians
- Union Representation for Trainees: Yes No
- Health Benefits: (Employer Paid to Meet ETP Wage) No Yes
- Turnover Rate Justification for Waiver

N/A

OVERVIEW

Year Company Founded:	1975	Company Headquarters: <input checked="" type="checkbox"/> Single location
Facility location(s) where training will occur		Atascadero (San Luis Obispo County)
Nature of Business		<ul style="list-style-type: none"> • Solar electrical and heating contractor • Provides alternative energy systems to customers (installation, service, and repair).
Customer Base:		Residential and Commercial customers

Business / Industry Needs / Changes	The solar panel industry continues to grow as people attempt to off set the high cost of utilities, and utilize alternative energy systems that promote a clean environment. As the industry advances, Solarponics must train its staff to meet customer demand.
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Training Plan:

Need for Training:	<p>Increase Productivity and Efficiency: As a small company, all employees come into contact with customers. As a result, Solarponics must provide customer service and communication training to all departments. Training will ensure staff is able to interact effectively when handling orders, gathering information and meeting all customer needs.</p> <p>Various computer programs are used by Solarponics to support various departments. TACO (Tahycoe) software and SolarEdge Software are two software products that aide Solarponics in offering market leading Solar systems. SolarEdge Software ,is predominantly used to configure SolarEdge site-specific parameters, and to display and troubleshoot site-specific issues.</p> <p>Plumbing and Electrical Skills: Incumbent and Newly hired workers have basic skills in plumbing and electrical systems. Each solar energy system has a control center that must be configured and programmed to the performance and scheduling needs of the system. Solarponics must train Installers and Service Technicians in skills to be proficient. This training will set the standard for the skill levels required and standardize the knowledge base.</p>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 CBT
 Productive Lab

Business Skills	Commercial Skills	Computer Skills
Continuous Improvement		

Productive Laboratory	Justification: <input type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures
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	<input checked="" type="checkbox"/> Certification Standards
	12 PL Hours per-trainee
	Occupations Receiving PL Training: Installers and Service Technicians
The PL instructor must be dedicated to training, at a ratio of 1:2.	
Ratio Higher than 1:1	1: 2 Production process requires a team of two workers.

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; or, <input type="checkbox"/> Expanding existing business capacity by adding a new production shift; <input type="checkbox"/> Opening specific new plants or facilities, expanding or upgrading existing facilities, and/or repurposing existing unused space/buildings or facilities; <input type="checkbox"/> The recall or rehire of laid-off workers (backfilling) is allowed, with justification to show that the company is renewing a workforce that was reduced due to economic conditions or other reasons leading to attrition .
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Veterans Program

Number of Veterans	0 \$26 for all Types of Proposals
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High Unemployment Area

All trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in Kern County are in an HUA. 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. Solarponics requests a wage modification, from \$22.77 to \$12.53 in Job Number 1; and from \$13.66 to \$11.00 in Job Number 2.

Training Infrastructure & Administrative Plan	Coordination of Training (Oversight): The Owner will oversee administration of this Agreement. Trainers: In-House Administrative Duties: Solarponics has retained a third party administrator to assist with administrative duties.
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RECOMMENDATION

Staff recommends approval of this proposal and modifications

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	Strategic Business Solutions, LLC	Visalia	\$1,900
• Administrative	Strategic Business Solutions, LLC	Visalia	Not to exceed 13% of payment earned
• Training Vendors	N/A	N/A	N/A

Exhibit B: Menu Curriculum

Trainees may receive any of the following:

Class/Lab Hours

8-60

BUSINESS SKILLS

- Customer Service Training
- Sales Training
- Fiscal Management
- Effective Communications

COMMERCIAL SKILLS

- Plumbing Best Practices for Solar Equipment
- Electrical Best Practices for Solar Equipment
- Electronic Controls Installation or Repair
- Solar Systems Installation and Design

COMPUTER SKILLS

- Solar Edge Software
- TACO (Tay-co) Plumbing Design Software

CONTINUOUS IMPROVEMENT

- Teambuilding
- Leadership
- LEAN Processes
- Inventory Management

Productive Lab Hours

0-12

COMMERCIAL SKILLS (Ratio 1:2)

- Solar Energy Systems Installation and Design

CBT Hours

0-12

COMPUTER SKILLS

- SolarEdge Computer Software Training (6.0)
- TACO Software Training (6.0)

Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.



**Delegation Training Proposal for:
 Sonoma Media Investments, LLC
 Contract Number: ET19-0387**

Approval Date: January 9, 2019

ETP Regional Office: San Francisco Bay Area **Analyst:** A. Townsend

PROJECT PROFILE

Contract Attributes:	Retrainee	Industry Sector(s):	Services (G) Information / Multi Media (51) Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Sonoma	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Pacific Media Workers Guild, The Newspaper Guild CWA Local 39521		
Number of Employees in:	CA: 281	U.S.: 281	Worldwide: 281
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	16%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$97,200

Total ETP Funding
\$74,520

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee	Business Skills, Computer Skills, Management Skills	120	8-200	0-30	\$621	\$16.70
				Weighted Avg: 27			

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

Minimum Wage by County: Job Number 1: \$16.70 per hour in Sonoma County
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No Maybe
 Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Account Executives	\$16.70 - \$29.72	13
Accounting Specialists	\$24.72 - \$27.04	9
Administrative Assistants	\$22.38 - \$28.85	3
Client Service Assistants	\$20.00 - \$24.72	7
Customer Service Representatives	\$17.00 - \$18.03	5
Copy Editors	\$26.05 - \$35.27	14
Directors	\$40.85 - \$80.29	7
Graphic Designers	\$26.00 - \$26.00	2
HR Staff	\$25.00 - \$28.00	2
IT Specialists	\$32.19 - \$75.00	5
Leads	\$16.70 - \$29.00	6
Managers	\$26.44 - \$57.69	16
Marketing Specialists	\$23.51 - \$30.05	2
Online Producers	\$22.98 - \$32.88	3
Payroll Staff	\$20.00 - \$28.00	2
Photographers	\$21.01 - \$34.46	2
Reporters	\$20.60 - \$34.23	22

INTRODUCTION

Founded in 2012, Sonoma Media Investments (www.sonomamediainvestments.com) (Sonoma Media) is a news agency headquartered in Santa Rosa. Sonoma Media provides news thru newspaper, online, and media event campaigns to individual subscribers and businesses within Sonoma County. Sonoma Media products include: Santa Rosa Press Democrat, Petaluma Argus-Courier, Sonoma Index-Tribune, Northbay Business Journal, Sonoma Magazine, Spirited Magazine, La Prensa Sonoma, and Emerald Report. This is Sonoma Media's first ETP Contract. Training will be delivered at the company site in Sonoma county.

Veterans program

Sonoma Media employs Veterans and actively works with organizations and placement firms that seek to match Veterans with its employment opportunities.

Need for Training

The print newspaper industry is declining. Sonoma Media must change its business model to meet the evolving needs of its customers and compete with digital media. To meet these demands, the Company invested in new software, Ipublish, which enables consumers to purchase advertisements directly online. The software will improve workflow and increase productivity.

Sonoma Media will also start implementing its CRM (Customer Relationship Management) software within the next two months. The CRM includes databases which do not require complex IT infrastructure for advertising material deployment and maintenance. The Company will also implement a new HRIS (Human Resources Information System), Paycom, in February 2019. Paycom features include an applicant tracking system, e-verifies new hires, benefit enrollment and administration, payroll processing, performance management, and reports. Paycom will eliminate paper documentation and offers a self-service portal where employees can update personal information. Training on the new software will increase staffs technology skills, improve productivity and quality.

The Company has developed a training plan that focuses on the technical aspects of the CRM, IPublish, and HRIS systems. Trainees will learn to connect the three systems and acquire the skills they need to be successful. Sonoma Media is also committed to the retention and promotion of staff. The Company will also offer training in leadership skills, communication, and decision-making to give trainees transferrable skills and growth within the organization.

Union Support

Pacific Media Workers Guild, The Newspaper Guild CWA Local 39521 represent Copy Editors, Online Producers, Photographers, and Reporters. The union has submitted a letter of support for the training of their respective members.

PROJECT DETAILS

Training Plan

Training will be delivered via Classroom/Laboratory/E-Learning and Computer Based Training (CBT) will supplement Class/Lab in the following:

Business Skills: Training will be delivered to all staff and will focus on Customer Service, Communication Technique and Strategies, Decision Making, and Coaching and Mentoring. Training will allow staff to excel in customer service and become future supervisors.

Computer Skills: Training will be delivered to all occupations and will focus on CRM – Line-Up, HRIS – Paycom, and IPublish. Training will allow staff to become experts in their craft when it comes to payroll, advertising, and digital media.

Management Skills: Training will be delivered to Managers and Directors and will focus on Supervisor Toolkit. Trainees will learn Fundamentals, Tough Conversations, and Conflict Management. Training will allow staff to become better supervisors and improve productivity.

Computer Based Training (CBT)

CBT will supplement Class/Lab and will allow employees to take courses at their own pace without instructors.

Commitment to Training

Sonoma Media allocates approximately \$17,000 annually that includes new-hire orientation, staff development, and job-specific training. ETP funds will not displace the existing financial commitment to training. Safety training is and will continue to be provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Sonoma Media has a detailed training plan in place and is ready to begin training upon approval. The Human Resources Director and Human Resources Generalist will oversee all project training and administration. Training will be delivered by in-house experts and vendors.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

The Personnel Perspective in Santa Rosa has been retained to provide training in Business skills for a fee of \$18,000.

Emtrain in Sacramento has been retained to provide training in Continuous Improvement and Business Skills for a fee of \$510.

Other trainers will be identified for ETP record-keeping purposes as they are retained by Sonoma Media.

Exhibit B: Menu Curriculum

Class/Lab/E-Learning Hours

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- + Communication Techniques and Strategies
- + Coaching and Mentoring
- + Customer Service Skills
- + Decision making
- + Leadership
- + Performance Management Essentials

COMPUTER SKILLS

- + CRM – Line-Up
- + HRIS - Paycom
- + IPublish

MANAGEMENT SKILLS (Managers & Supervisors Only)

- + Managing Up
- + Motivating your Employees
- + Supervisor Toolkit
 - Conflict Management
 - Fundamentals
 - Tough Conversations

CBT Hours

0-30

BUSINESS SKILLS

- + Communication Techniques (2 hours)
- + Communication Strategies (2 hours)
- + Coaching and Mentoring (2 hours)
- + Customer Service Skills (2 hours)
- + Motivating your Employees (2 hours)

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



PACIFIC MEDIA WORKERS GUILD

THE NEWSPAPER GUILD • CWA LOCAL 39521

Kathleen Anderson, Administrative Officer
Pacific Media Workers Guild, Local 39521
427 Mendocino Avenue
Santa Rosa, CA 95401

October 30, 2018

Aleli Townsend, Analyst
Employment Training Panel
1100 J Street
Sacramento, CA 95811

Dear Aleli & Employment Training Panel:

Pacific Media Workers Guild, Local 39521 is submitting this letter to the Employment Training Panel to express its support of any training plans offered to union represented employees by Sonoma Media Investments. Trainings will be offered to the following union represented occupations:

- Photographers
- Reporters
- Online Producers
- Copy Editors

For questions or additional information, please contact Crystal Riehl at crystal.riehl@pressdemocrat.com or 707-521-5425.

Sincerely,

Kathleen Anderson, Administrative Officer
Pacific Media Workers Guild, Local 39521
kanderson@mediaworkers.org



**Training Proposal for:
Southwest Machine & Plastic Co. dba Southwest Plastics Co.**

Small Business

ET19-0363

Approval Date: December 3, 2018

ETP Regional Office: North Hollywood

Analyst: E. Wadzinski

CONTRACTOR

- Type of Industry: Manufacturing (E)
Manufacturing (33)
Priority Industry: Yes No
- Number of Full-Time Employees
California: 23
Worldwide: 23
Number to be trained: 23
Owner Yes No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 0%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$23,920
- In-Kind Contribution: \$82,492

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, Cont. Improv., Mfg. Skills; PL-Manufacturing	23	8-200	0	\$1,040	\$17.54
				Weighted Avg: 40			

- Reimbursement Rate: Job #1: \$26 Small Business Rate
- County(ies): Los Angeles
- Occupations to be Trained: Production, Administration, Manager/Supervisor
- Union Representation: Yes
 No
- Health Benefits: Job #1: \$2.50 per hour

SUBCONTRACTORS

- Development Services: Training Funding Source in Seal Beach developed the proposal for a flat fee of \$1,500.
- Administrative Services: Training Funding Source also assisted with administration for an amount not to exceed 13% of funds earned.
- Training Vendors: To Be Determined

OVERVIEW

Founded in 1967 and located in Glendora, Southwest Machine & Plastic Co. dba Southwest Plastics Co. (SW Plastics) (southwestplastics.com) specializes in injection molding, compression molding and transfer molding of plastic parts for a broad customer base. SW Plastics provides mold making, design and repair for a variety of customers in the automotive, aircraft, aerospace, medical, industrial, oil and gas industries, and the military.

Need for Training

SW Plastics implemented a new ERP computer software system to handle various business functions including quoting for order entry, production, shipping and accounting. Company-wide training will be provided on the use of the system. SW Plastics is also in the midst of implementing a new “cloud” system so the Company can integrate a bar coding feature for data collection purposes such as labor, production and inventory. Bar coding is a feature requiring routine training to ensure proper scanning and coding. Additionally, SW Plastics is expanding its ISO certification by applying for the Aerospace Standard (AS 9100) to be accredited in February

2019. The ISO/AS certifications will require employees receive training on evaluating processes and procedures to maintain the high level of service expected by customers.

Training Plan

Training will be delivered by in-house subject-matter experts via class/lab and Productive Lab. Training will take place at SW Plastic's facility in Glendora.

Business Skills: Training will be offered to all occupations. Training will include communication skills, product knowledge, customer relations, inventory control, procurement, sales and marketing to address customer needs and increase sales.

Computer Skills: Training will be offered to all occupations. Topics include procedures for new accounting software and working with MS Project, Empower, Solid Works and Shoptech E2.

Continuous Improvement: Training will be offered to all occupations. Topics include Lean Manufacturing to improve calibrations, implement ISO procedures, and product testing procedures to improve delivery time.

Manufacturing Skills: Training will be offered to Production and Supervisors/Managers to provide skills to use the 5S methodology, operate compression thermoset molding equipment, document material formulations, operate and maintain production equipment, create molding materials, improve plastic injection molding and increase quality control methods.

Productive Laboratory (PL)

Trainees may produce goods for profit as part of PL training. The instructor will be dedicated to training delivery during all hours of training. SW Plastics will train Production Staff on injection molding machines, quality testing machines, moisture analysis, barcode scanners and computer systems for production equipment. Trainees will gain skills to operate and inspect components using relevant tools and equipment while following new processes outlined prior to training. PL training will be hands-on, utilizing new equipment.

The trainer will observe trainees performing tasks and offer coaching and mentoring throughout the process. The trainer will attest to the trainee's competency at the end of PL training. Most training will be at a 1:1 trainer-to-trainee ratio, however the Company is requesting a 1:2 ratio to provide training on some equipment to accommodate training where two people run a machine. Trainees will receive approximately 24 hours of PL.

Training Hours Limitation

SW Plastics requests to increase the maximum number of training hours allowed for a first time Small Business from 60 hours to 200 hours, as some trainees will need the increased range of hours to deliver what is detailed in the training plan.

Modification to Small Business Term Limit

The Company is requesting a modification to the Small Business contract term from 12 to 24 months. Services are based on customer demand making it difficult to provide training within the first 9 months of the contract term. A two-year term will allow the Company more time to provide training as outlined in the Proposal.

Temporary to Permanent Hiring

SW Plastics intends to train workers under Panel guidelines for the Temporary-to-Permanent program. The Company has retained these employees on a temporary basis with the intention of hiring them into full-time, permanent positions after training. The average time for converting temporary workers into full-time permanent employment is 4 to 5 months. These employees will receive employer-paid share-of-cost for healthcare premiums 30 days upon being hired into fulltime permanent employment with SW Plastics.

These trainees must be eligible to participate in ETP-funded training. Moreover, they cannot be enrolled as trainees until after they have been hired by SW Plastics into full-time, permanent employment. Until they are so hired, retention and post-retention wage requirements cannot be satisfied and the Company will not receive progress payments.

➤ Training Infrastructure

SW Plastics is ready to start training upon approval. The Vice President and Shop Manager will oversee the training project and all administration. The Contractor has hired Training Funding Source to assist with the administration of the project. Training will be delivered by in-house experts and vendors as needed.

RECOMMENDATION

Staff recommends approval of this proposal.

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Coaching
- Communication
- Customer relations
- Goal setting
- Inventory Control
- Leadership
- Planning
- Procurement
- Product Knowledge
- Project Management
- Sales/marketing
- Time management

COMPUTER SKILLS

- Accounting
- Engineering
- e-Mail/Web management
- Inventory control
- Microsoft Office (Intermediate or Advanced)
- MS Project
- Empower
- Production Web utilization
- Solid Works
- Shoptech E2

CONTINUOUS IMPROVEMENT

- Calibrations
- ISO/AS
- Product Interval testing
- Process Improvement
- Productivity improvement
- Quality improvement
- Situational awareness
- Teambuilding

MANUFACTURING SKILLS

- 5S
- Compression Thermoset Molding
- Design
- Documenting Material formulations
- Equipment Operations and Maintenance
- Lean Manufacturing

- Material Inventory Planning
- Molding Materials
- Plastic Injection Molding
- Quality Control
- Recycling
- Thermoplastic Molding
- Thermoset Injection Molding
- Tooling
- Transfer Molding
- Warehouse processes
- Waste reduction

Productive Lab Hours

0-24 Trainees may receive any of the following:

MANUFACTURING SKILLS (1:2 ratio)

- Lean Manufacturing
- 5S
- Equipment Processing
- Manufacturing Processes
- Documenting Material formulations

Reimbursement for retraining is capped at 200 total hours per-trainee, regardless of method of delivery.

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	Priority Initiative Retraining SET Small Business	Business Skills, Commercial Skills, Computer Skills, Cont. Improv., PL – Commercial Skills, OSHA 10/30	59	8-200	0	\$936	\$22.77
				Weighted Avg: 36			
2	Priority Initiative Retraining SET Small Business Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills, Cont. Improv. PL – Commercial Skills, OSHA 10/30	4	8 - 200	0	\$1,040	*\$13.66
				Weighted Avg: 40			

*It will be made a condition of contract that the trainees will never be paid less than the statewide or local minimum wage rate in effect at the end of retention regardless of wage expressed in this table & Contract.

- Reimbursement Rate: Job #'s 1 & 2: \$26 Priority/Program Initiatives

- County(ies): San Diego, Orange, Riverside
- Occupations to be Trained: Field Coordinators, Project Leads, Project Engineers, Administrative Staff, Managers/Supervisors, Owner

- Union Representation for Trainees: Yes No

- Health Benefits: (Employer Paid to Meet ETP Wage) No Yes
Up to \$2.50/hour may be included to meet ETP Required Wage for Job# 1.

OVERVIEW

Year Company Founded:	2004	Company Headquarters: <input checked="" type="checkbox"/>
	San Diego, CA	
Total Number of Facility locations in California	3	
Facility location(s) where training will occur	<ul style="list-style-type: none"> • San Diego (San Diego County) • Anaheim (Orange County) • Indian Wells (Riverside County) 	

Nature of Business	<ul style="list-style-type: none"> Watkins Landmark Construction (Watkins Landmark) is a full service general contracting construction company, headquartered in San Diego. The Company specializes in multi-family housing units, sports facilities, and hospitality projects including hotels. The Company's services include preconstruction, construction management, general contracting and design build.
Customer Base:	<ul style="list-style-type: none"> The Company's customers are primarily Property Developers.

Business / Industry Needs / Changes	<ul style="list-style-type: none"> Between 2016 and 2017, Watkins Landmark experienced significant growth as the Construction economy boomed in Southern California, adding its Anaheim location in 2017. The Company will be working on large projects in 2019 including an \$80 Million hotel in Palm Springs and a \$70 Million apartment complex in Indio. Therefore, the Company expects growth between 5-10% in 2019. The Company is experiencing internal changes including an overhaul of the internal procedures manual and the development of an internal intranet with a training portal accessible to all employees. Watkins Landmark is making training its focus of 2019, implementing a robust training plan for all staff. Watkins Landmark will be implementing a new Payroll software in late 2018, new Accounts Payable software, and a Document Management System in 2019.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> Improve internal processes and procedures to work more effectively and manage growth. This will include training on new internal procedures, but will also focus on commercial and business skills. This includes Estimating Skills, Project & Performance Management, Field Operational Procedures, Standard Operating Procedures, Communication Skills, Leadership Skills and Customer Satisfaction. Training will also focus on updates to internal software programs including new Payroll, Accounts Payable and Document Managements Systems for all staff staff. Further, training will occur on updates to the Company's existing software platforms including estimating, project management, timekeeping, and accounting software platforms.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 CBT
 Productive Lab

Business Skills	Commercial Skills	Computer Skills
Continuous Improvement		
Certified Safety Training	<input checked="" type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input type="checkbox"/> Hazardous Materials (HAZMAT)	

Productive Laboratory	Justification: <input type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Procedures <input type="checkbox"/> Certification Standards
	PL Hours per-trainee: 20
	Occupations Receiving PL Training: Approximately 10 Field Coordinators, Project Leads, Project Engineers will receive PL training.
The PL instructor must be dedicated to training, at a ratio of 1:1.	

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly hired employees to an existing function.
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Training Infrastructure & Administrative Plan	<ul style="list-style-type: none"> • Coordination of Training (Oversight): The Company's Controller will oversee this training project. • Trainers: In-house and external vendors will provide training. • Administrative Duties: The Company's controller will oversee Administration with administrative assistance provided by facilitators at each location. The Company has also hired a third-party vendor to assist with administration of this project.
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RECOMMENDATION

Staff recommends approval of this proposal and modifications

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	Training Funding Source	Seal Beach	\$ 2,900
• Administrative	Training Funding Source	Seal Beach	13% of earned funds
• Training Vendors	TBD		

Exhibit B: Menu Curriculum

Class/Lab Hours

8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Coaching
- Communication Skills
- Contracts Management and Compliance
- Conflict Management
- Customer Satisfaction
- Plan Reading
- Leadership
- Planning
- Performance Management
- Standard Operating Procedures

COMMERCIAL SKILLS

- Change Order Process
- Equipment and Tool Operations
- Estimating
- Field Operational Procedures
- General Construction/Worksite Procedures
- Installation Procedures
- Product Knowledge/Universal Design
- Project Closeout/Commissioning
- Site Logistics
- Zero Punch List
-

COMPUTER SKILLS

- Adobe
- Digital Job Documents Management
- Google / G-Suite Apps
- Microsoft Office
- Primavera P6
- Procore
- Procore & Sage Integration
- Sage Estimating/Accounting
- Time Tracking

CONTINUOUS IMPROVEMENT

- Process and productivity improvement
- Team Building/ Problem Solving

OSHA 10/30

- OSHA 10
- OSHA 30

Productive Lab Hours

0 – 30

COMMERCIAL SKILLS

- Equipment Operations
- Field Operational Procedures
- Installation Procedures

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



**Training Proposal for:
Wellington Foods, Inc.**

Delegation \leq \$75,000 Single Employer

ET19-0365

Approval Date: December 3, 2018

ETP Regional Office: San Diego

Analyst: H. Bernard

CONTRACTOR www.wellingtonfoods.com

- Type of Industry: Manufacturing (E)
Priority Industry: Yes No
- Number of Full-Time Employees
California: 150
Worldwide: 150
Number to be trained: 143
- Out-of-State Competition: Yes No
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 11%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$74,360
- In-Kind Contribution: \$124,325

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	Priority Rate Retrainee	Business Skills Comm'l. Skills Computer Skills Mfg. Skills	128	8-200	0	\$520	\$16.70
				Weighted Avg: 20			
2	Priority Rate Retrainee Job Creation	Business Skills Comm'l. Skills Computer Skills Mfg. Skills	15	8-200	0	\$ 520	*\$13.66
				Weighted Avg: 20			

It will be made a condition of contract that the trainees will never be paid less than the statewide or local minimum wage rate in effect at the end of retention regardless of wage expressed in this table & Contract.

- Reimbursement Rate: Job #'s 1 & 2: \$26 Priority/Program Initiatives
- County(ies): Riverside
- Occupations to be Trained: Production Staff, Administrative Staff, Quality Staff, Operations Staff
- Union Representation for Trainees: Yes No
- Health Benefits: (Employer Paid to Meet ETP Wage) No Yes
Up to \$1.20/hour may be included to meet ETP Required Wage for Job#(s) 1 & 2.

OVERVIEW

Year Company Founded:	1974	Company Headquarters: <input checked="" type="checkbox"/> Single Location Corona
Facility location(s) where training will occur		• Cities & (Counties) Corona (Riverside)
Nature of Business		• Wellington Foods manufactures dry-blended powder-form dietary supplements.
Customer Base:		• Wellington Foods' customers are retailers of food additives including GNC, Costco and Sam's Club.

Business / Industry Needs / Changes	<ul style="list-style-type: none"> • Due to increased product demand and the implementation of new products, the Company is growing rapidly, with an expected growth of 30% in 2019. The Company invested \$2 million for a new Hot Fill production line, which will increase revenue by 10%. This line adds liquid dietary supplements to the product line and the Company must hire 15 additional staff to manage the new equipment. • Due to Company and industry growth, Wellington must improve its production line to stay competitive. As such, the Company has hired a third party to evaluate its production processes and put forth recommendations on companywide improvements.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> • Training will be provided on the new Hot Fill product line, which includes new equipment, new raw materials and new procedures added to the manufacturing process including mixing, homogenizing and sanitation. • The Company will provide extensive training on Good Manufacturing Practices and LEAN Manufacturing to improve the flow of products from raw material to finished goods. This training will improve product quality by reducing defects and reducing the cost of its finished materials.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

Class/lab E-Learning CBT Productive Lab

Business Skills	Commercial Skills	Computer Skills
Manufacturing Skills		

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; or, <input checked="" type="checkbox"/> Expanding existing business capacity by adding a new production shift; <input checked="" type="checkbox"/> New equipment
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Temp-to-Perm

Average days to convert temporary workers to full time permanent employment.	90 days
Employer-paid healthcare premiums while on temporary status.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No These workers will receive employer-paid health benefits immediately upon hire.

<p><i>Training Infrastructure & Administrative Plan</i></p>	<ul style="list-style-type: none"> • Coordination of Training (Oversight): The Manufacturing Operations Manager will oversee this project. • Trainers: In-house experts and vendors • Administrative Duties: The Operations Manager will administer this project, with assistance from an HR Administrator. Further, the Company has retained Training Refund Group to assist with the administration.
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RECOMMENDATION

Staff recommends approval of this proposal and modifications

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	Training Refund Group	Anaheim	\$5,000
• Administrative	Training Refund Group	Anaheim	13% payment earned
• Training Vendors	5 Why Leaders	Palmdale	\$30,000
	GMP Training Systems	Orange	\$30,000

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

8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Leadership
- Team Building
- Communication Skills
- Presentation skills
- Customer Relationship Management
- Sales Skills
- Supervisory Skills
- Problem Resolution

COMMERCIAL SKILLS

- Lean Leadership
- Process Improvement
- Lean Manufacturing
- Basic Variation
- Industrial Psychology
- Systems Thinking
- Theory of Knowledge
- The Fourteen Management Principles
- The Five Deadly Wastes
- Advanced Lean Leadership
- Variation
- Systems Thinking
- Single Minute Exchange Of Die
- Total Productive Maintenance
- Hoshin Planning
- Order to Cash
- Implementing Zero Quality Control
- Implementing Non-Stock Production
- Managing To Learn
- Implementing Kanban
- Study Of Toyota
- 5 Keys To Workplace Improvement
- Kaizen and Communications
- Developing Your Own Lean Production System
- Implementing The Harata Method
- Coaching, Managing, and Leading
- Key Performance Indicators
- Developing Your Own KPI'S
- Financialization, Innovation, Knowledge Creation,
- Creating and Writing Standardized Work Instructions
- Measuring Machine Downtime and Overall Equipment Effectiveness
- Eliminating Waste

COMPUTER SKILLS

- Production Control software
- Customer Relationship Management
- Intermediate Microsoft Office
- Adobe Software

MANUFACTURING SKILLS

- Good Manufacturing Practices Fundamental Principles
- People, Patients, Position and Profit
- Regulations
- Good Manufacturing Practices
- “Dose” of Control
- Good Documentation Practice/Change Control
- Effective Written Procedures
- Conducting and Documenting Investigations
- Reducing the Risk of Contamination
- The Role of the FDA

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



**Training Proposal for:
Wisoman Foods, Inc.**

Small Business

ET19-0385

Approval Date: January 3, 2019

ETP Regional Office: San Francisco Bay Area

Analyst: A. Townsend

CONTRACTOR

- Type of Industry: Manufacturing (E)
Priority Industry: Yes No
- Number of Full-Time Employees
California: 18
Worldwide: 18
Number to be trained: 17
Owner Yes No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 9%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$4,862
- In-Kind Contribution: \$4,218

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate	Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills,	17	8-200	0-30	\$286	\$18.22
				Weighted Avg: 11			

- Reimbursement Rate: \$26 Small Business Rate
- County(ies): Alameda
- Occupations to be Trained: Accountant/HR Staff, Bookkeeper, CEO, Customer Service Staff, Document Control Staff, Machine Operators, Maintenance Staff, Managers, Mixers, Production Staff, Sales Representatives, Supervisors, Warehouse Staff
- Union Representation: Yes
 No
- Health Benefits: N/A

SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: SCS Global Services, Emeryville, will deliver SQF training for \$12,325.

OVERVIEW

Founded in 2011 and located in Hayward, Wisoman Foods, Inc. (Wisoman) (www.wisoman.com) manufactures organic, non-GMO flour tortillas, wraps and flatbreads. Wisoman caters to retail stores, restaurants, grocery stores and food wholesale markets. Training will take place at the Company’s location in Hayward.

Need for Training

This is Wisoman’s second ETP Agreement, and second within the last five years. Prior training focused on new equipment. Training included Assembly Procedures, Manufacturing Practices, and Production Machine Programming. In this proposal, training will focus on the new ERP system, Fishbowl (integrates with QuickBooks), order management, sales, shipping, tracking and reporting. The Company also invested on a new payroll system, UAttend, which accurately calculates timekeeping entries, tax deductions and time off. The new software will improve staff’s technical skills and workload efficiency.

Wisoman launched a new product, Fulka Roti, a type of flatbread using unleavened whole-wheat flour. The company must ensure staff understand the changes in Global Food Safety Initiatives and comply with requirements to achieve Level 2 Safe Quality Food (SQF) Certification. Hazard Analysis and Critical Control Points training is also necessary for employees to better understand the systematic preventive approach to food safety. Trainees will not receive duplicate training.

Training Plan

Training will be delivered via Classroom/Laboratory/E-Learning and Computer-Based Training in the following:

Business Skills: Training will be offered to CEO, Sales Representatives, Managers, Supervisors Accountant/HR, Customer Service and Document Control Staff. Training will focus on Communication Skills and Customer Service, Communication Strategy, Leadership Skills and Product Knowledge. Trainees will acquire transferable skills; become competent leaders; and proficient in dealing with customers.

Computer Skills: Training will be offered to CEO, Managers, Sales Representatives, Supervisors, Accountant/HR, Customer Service and Document Control Staff. Training will allow staff to become proficient on new software updates and more efficient. Topics include ERP-Fishbowl, Office 365, QuickBooks and UAttend.

Continuous Improvement: Training will be offered to all occupations and include HACCP Food Safety/SQF, Decision Making, Lean Manufacturing, Problem Solving, Production Management, Project Management and Teambuilding.

Manufacturing Skills: Training will be offered to Machine Operators, Managers, Mixers, Production Staff, Supervisor, and Warehouse Staff. Topic will focus on Good Manufacturing Practices. Trainees will be able to work with a higher level of efficiency.

Training Infrastructure

Wisoman has a detailed training plan in place and is ready to begin training upon approval. The Accountant/HR Supervisor will oversee all project administration. HR Assistant and the Department Supervisors will assist with training and administration. Training will be delivered by in-house experts and vendors as needed.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0466	Hayward	5/10/16 – 5/9/18	\$40,716	\$4,778 (12%)

The administration for this project was insufficient. Rosters for some classes were not collected. This resulted in poor performance. In the new proposal, a team of staff will be responsible to assist with training and administration to ensure success. This proposal has been right-sized to the previous amount earned.

Exhibit B: Menu Curriculum**Class/Lab/E-Learning Hours**

8-200

Trainees may receive any of the following

BUSINESS SKILLS

- Communication Strategy
- Customer Service
- Leadership Skills
- Product Knowledge

COMPUTER SKILLS

- ERP - Fishbowl
- Office 365
- Quickbooks
- UAttend

CONTINUOUS IMPROVEMENT

- HACCP/Food Safety/SQF
- Decision Making
- Lean Manufacturing
- Problem Solving
- Production Management
- Project Management
- Teambuilding

MANUFACTURING SKILLS

- Good Manufacturing Practices

CBT Hours

0 – 30

BUSINESS SKILLS

- Communication Strategy (2 hours)
- Customer Service (2 hours)
- Leadership Skills (2 hours)
- Product Knowledge (2 hours)

COMPUTER SKILLS

- ERP - Fishbowl (2 hours)
- Office 365 (2 hours)
- Quickbooks - Intermediate/Advanced (2 hours)
- UAttend (2 hours)

CONTINUOUS IMPROVEMENT

- HACCP/Food Safety/SQF
 - The Five Preliminary Steps for Developing a HACCP Plan (3 hours)
 - The Seven Principles of a HACCP Plan (5 hours)
 - Managing Risk in SQF/Food Safety (2 hours)
 - Maintenance of Current Customers in SQF/Food Safety (2 hours)

- Preparation For New Regulations on Food Safety (2 hours)
- Increasing Market Share (2 hours)

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



**Training Proposal for:
Wittman Enterprises, LLC**

Small Business

ET19-0414

Approval Date: February 7, 2019

ETP Regional Office: Sacramento

Analyst: A. Townsend

CONTRACTOR

- Type of Industry:

Services (G)

Priority Industry: Yes No

- Number of Full-Time Employees

California: 95

Worldwide: 95

Number to be trained: 90

Owner Yes No

- Out-of-State Competition:

NAICS Code Eligible

- Special Employment Training (SET):

Yes No

- High Unemployment Area (HUA):

Yes No

- Turnover Rate:

16%

- Repeat Contractor:

Yes No

FUNDING

- Requested Amount:

\$51,480

- In-Kind Contribution:

\$54,720

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100	Business Skills, Computer Skills, Continuous Improvement	90	8-200	0	\$572	\$17.70
				Weighted Avg: 22			

- Reimbursement Rate: Job #1: \$26 Small Business Rate
- County(ies): Sacramento
- Occupations to be Trained: Billers, Cash/Support Service Representatives, Customer Service Representatives
- Union Representation: Yes
 No
- Health Benefits: Job #1: \$2.50 per hour

SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: To Be Determined

OVERVIEW

Founded in 1991 and located in Rancho Cordova, Wittman Enterprises, LLC (Wittman) (www.webillems.com) provides medical coding and billing services including custom electronic submission of claims. The Company also offers fire and false alarm billing, first responder and assessment billing (treat-no-transport), and custom data analysis. The Company provides services to non-profit organizations, municipal and special district agencies in the Emergency Medical Services (EMS) industry and Fire Departments. Training will be delivered at the Company's Rancho Cordova location.

Need for Training

This is Wittman's second ETP project, the second within the last five years. Training in the previous project focused on Wittman's Quality Assurance Initiative program, medical coding, and other specialized training. In this proposal, training will focus on the upgraded electronic administrative system and enhanced technological tools to increase productivity and overall performance.

Wittman recently purchased three software systems to help monitor patient demographics, tracking, and payment cycles. The Last Onexp (TLOxp) is a TransUnion Business solution that skip traces and investigates local patient demographics. TLOxp has a Full Tech search function which works as a batch processor offering the ability to flag, scrub, and monitor numerous

individuals and businesses at once. Wittman also invested in Optical Character Recognition (OCR), which is the mechanical or electronic conversion of images that is typed, handwritten, or printed text into machine encoded text. The Company also invested in Change Health Care, a software that provides revenue payment cycle that connects payers, providers, and patients. These systems will enhance employee performance, job satisfaction, and improve customer relationships by eliminating unnecessary data processes, increasing staffs' technology skills, and improving productivity and quality. Training courses will not be duplicated for trainees who received training under the previous Contract.

Training Plan

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

Business Skills: This training will be offered to all occupations. Courses include Communication, Customer Service, Project Planning, and Negotiation. Trainees will gain knowledge in all aspects of communication, become confident and proficient in their job responsibilities, and provide excellent customer service.

Computer Skills: This training will be offered to all occupations. Topics in TLOxp, OCR, and Change Healthcare will update trainees' skills in using technological tools to become experts in system use and increase work productivity.

Continuous Improvement: This training will be offered to all occupations. Courses include Processes and Services, Problem Solving, Lean Culture, and Smart Workflows. Training will focus on enhancing problem solving skills, and efficiency in processes, thus create a positive and motivated work environment.

➤ Training Infrastructure

Wittman has a detailed training plan in place and is ready to begin training upon approval. The Human Resources Manager and Administrative Staff will oversee training and project administration. Department Managers and Supervisors will assist with training scheduling and ensure training schedules are strictly implemented. Training will be delivered by in-house experts. Other trainers will be identified as they are retained by Wittman.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0248	Rancho Cordova	10/14/16- 10/13/18	\$89,000	\$50,851 (57%)

Prioritizing training was a challenge which resulted in poor performance. Only one staff, the Human Resources Manager, was designated to administer the project. To ensure training is a top priority in this project, the Company has designated the Human Resources Manager, Administrative Staff, Department Managers, Supervisors and Administrative Staff to administer training, to closely monitor training schedules, to ensure performance. The proposal has been right-sized to the amount earned in the prior contract.

Exhibit B: Menu Curriculum

Class/Lab/E-Learning Hours

8-200 Trainees may receive any of the following:

Business Skills

- ✚ Communication
- ✚ Customer Service
- ✚ Data Entry
- ✚ Negotiation
- ✚ Project Planning and Execution

Computer Skills

- ✚ Change Healthcare
- ✚ Optical Character Recognition (OCR)
- ✚ The Last Onexp (TLOxp) / Full Tech Search

Continuous Improvement

- ✚ Lean Culture
- ✚ Problem Solving
- ✚ Processes and Services
- ✚ Smart Workflows

Reimbursement for retraining is capped at 200 total hours per-trainee, regardless of method of delivery.



**Retrainee - Job Creation
Training Proposal for:
Woodmack Products, Inc.**

Small Business

ET19-0371

Approval Date: December 13, 2018

ETP Regional Office: Sacramento

Analyst: D. Jordan

CONTRACTOR

- Type of Industry: Manufacturing
Priority Industry: Yes No
- Number of Full-Time Employees
California: 75
Worldwide: 75
Number to be trained: 62
Owner Yes No
- Out-of-State Competition: Competitors Outside CA
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 10%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$74,932
- In-Kind Contribution: \$75,680

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, Hazmat, Mfg Skills	52	8-200	0-7	\$1,196	\$16.80
				Weighted Avg: 46			
2	Job Creation Initiative Priority Rate SB <100	Business Skills, Computer Skills, Hazmat, Mfg Skills	10	8-200	0-7	\$1,274	*\$14.00
				Weighted Avg: 49			

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

- Reimbursement Rate: Job #1: \$26 Small Business Rate
Job #2: \$26 Small Business Rate
- County: Sacramento
- Occupations to be Trained: Administrative Staff, Operators, Supervisors
- Union Representation: Yes
 No
- Health Benefits: Up to \$2.50 per hour

SUBCONTRACTORS

- Development Services: Propel Consulting Group of El Dorado Hills assisted with development of this proposal for a flat fee of \$2,500.
- Administrative Services: Propel Consulting Group will also perform administrative services in connection with this proposal for a fee not to exceed 10% of payment earned.
- Training Vendors: New Horizons Learning of Sacramento will provide Business Skills training for a fee of \$5,000.

INTRODUCTION

Founded in 1956 and headquartered in Rancho Cordova, Woodmack Products, Inc. (Woodmack) (www.woodmack.com) manufactures custom tubes and pipes for gas appliance industries. Woodmack's products include aluminum and steel and stainless steel tubing, in various forms and sizes. Customers are gas appliance manufacturers. Training will take place at Woodmack's sole location in Rancho Cordova. This is Woodmack's second ETP project, first in the last five years.

Need For Training

Product demand has increased since 2017. Since then, the Company has increased yearly revenue by \$350,000. This increase in demand has required Woodmack to increase efficiency by improving equipment knowledge and processes. In addition, Woodmack recently purchased new equipment, including Presses, Porting Machines, Wash Tanks and Lathes. New equipment will require training. Courses will include Lean Manufacturing, Preventative Maintenance, Single Minute Exchange of Die and 5S Methodology.

Woodmack's staff will also receive training in Business Skills in Project Management, Communication Skills, Sales Skills, and Customer Service. Training will allow staff to communicate effectively and provide excellent customer service.

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.

Woodmack expects continued growth over next few years. The Company has expanded business capacity by purchasing new equipment. The Company will hire 10 trainees (Job Number 2), including Administrative Staff, Operators and Supervisors. The addition of new staff will allow Woodmack to continue to provide excellent customer service and deliver a superior product. 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

Class/Lab and Computer Based Training will be provided by in-house subject matter experts and outside vendors in the following:

Business Skills: Training will be delivered to all occupations. Training will focus on problem solving, decision making, communication skills, customer service, sales skills and accounting. Topics will allow staff to provide excellent customer service.

Computer Skills: Training will be delivered to all occupations. Training will focus on new computer and software updates to increase efficiency. Topics will include AutoCAD, Intermediate/Advanced Microsoft Office, Wire EDM and Prototrak CNC Mill.

Manufacturing Skills: Training will be delivered to Operators and Supervisors. Training will focus on Lean Manufacturing, Equipment Operation, Kaizen and Preventative Maintenance. Training will allow staff to properly operate new machines and processes.

Hazardous Materials Skills: Training will be delivered to all staff except Administrative Staff. Training will focus on understanding materials and disposal methods. This training is highly technical and meets all industry and OSHA governmental standards.

Computer Based Training (CBT)

CBT will support Class/Lab training. Trainees in Job Numbers 1 and 2 will receive approximately 7 hours of CBT. Courses include Compressed Gas Cylinders, Hand and Power Tool Safety and Lockout/Tagout.

Commitment to Training

Woodmack allocates approximately \$70,955 annually for training that includes new-hire orientation, staff development and safety 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

Woodmack has a detailed training plan in place and is ready to begin training upon approval. The Company's President and the HR Lead will oversee this training project. The Safety and Training Manager will assist with training events and completing rosters. In addition, the Company has retained the services of a third-party subcontractor to assist with administration. Training will be delivered by in-house experts and outside vendors.

RECOMMENDATION

Staff recommends approval of this proposal.

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

8 - 200

Trainees will receive the following:

BUSINESS SKILLS

- Accounting/Finance - P&L Mgt
- Communication Skills
- Conflict Resolution
- Customer Service
- Leadership Skills
- Problem Solving & Decision Making
- Project Management
- Sales Skills

COMPUTER SKILLS

- AutoCAD
- CNC Lathe
- Intermediate/Advanced MS Office
- M1 by ECi
- Prototrak CNC Mill
- Wire Electrical Discharge Machining (EDM)

HAZARDOUS MATERIALS

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

MANUFACTURING SKILLS

- 5S Methodology
- Electronics
- Equipment Operation
- KAIZEN
- Kan-Ban
- Lean Manufacturing
- Preventative Maintenance
- Production Scheduling
- Single Minute Exchange of Die (SMED)

CBT Hours

0 – 7

MANUFACTURING SKILLS

- Compressed Gas Cylinders (45 minutes)
- Forklift Operator Safety (60 minutes)
- GHS Safety Data Sheets (30 minutes)
- Hand and Power Tool Safety (60 minutes)
- Housekeeping & Maintenance (30 minutes)
- Ladder Safety (45 minutes)
- Lockout/Tagout (60 minutes)
- Welding Safety (45 minutes)

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



**Training Proposal for:
Zadro Products, Inc.**

Delegation ≤ \$75,000 Single Employer

ET19-0359

Approval Date: December 5, 2018

ETP Regional Office: San Diego

Analyst: M. Ibarra

CONTRACTOR www.zadroinc.com

- Type of Industry: Manufacturing
Priority Industry: Yes No
- Number of Full-Time Employees **Small Business**
 - California: 55
 - Worldwide: 55
 - Number to be trained: 39Small Business Only:
Owner Yes No
- Out-of-State Competition: Yes No
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 5%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$29,406
- In-Kind Contribution: \$31,346

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage
				Class / Lab	CBT		
1	Small Business Priority Initiative Retraining	Business Skills, Computer Skills, Continuous Impr, Mfg Skills, PL-Computer Skills, PL-Mfg Skills	30	8-200	0	\$754	\$17.50
				Weighted Avg: 29			
2	Small Business Priority Initiative Retraining Job Creation Initiative	Business Skills, Computer Skills, Continuous Impr, Mfg Skills, PL-Computer Skills, PL-Mfg Skills	9	8-200	0	\$754	*\$14.58
				Weighted Avg: 29			

*It will be made a condition of contract that trainees will never be paid less than the statewide or local minimum wage rate in effect at the end of retention regardless of wage expressed in this table & Contract.

- Reimbursement Rate: Job #1: \$26 Priority/Program Initiatives
Job #2: \$26 Priority/Program Initiatives
- County(ies): Orange
- Occupations to be Trained: Administrative Support, Supervisor/Manager, Production, Owner
- Union Representation for Trainees: Yes No
- Health Benefits: (Employer Paid to Meet ETP Wage) No Yes
Up to \$2.50 per hour may be included for Job Numbers 1 and 2 to meet the ETP Required Wage.

OVERVIEW

Year Company Founded:	1983	Company Headquarters: <input checked="" type="checkbox"/> Single location Huntington Beach, CA
Facility location(s) where training will occur	Huntington Beach, CA	

Nature of Business	Zadro Products, Inc. (Zadro) manufactures beauty, personal care, and health solutions products including beauty, fogless, and travel mirrors; shower radios; stainless steel soap dispensers; cosmetics organizers; facial massagers; exfoliating body brushes; and shower accessories.
Customer Base	Direct consumer sales through E-Commerce and retail chains and the hospitality industry.

Business / Industry Needs / Changes	<p>New tax laws have applied 10% tariffs, with an additional 15% on January 2019, on some products manufactured offshore. The new tariffs have increased production costs. To mitigate the impact of tariffs, Zadro is bringing back some offshore product manufacturing to its Huntington Beach facility.</p> <p>In addition, Zadro projects an 18% increase in business growth in the next two years. To support increasing industry and business needs, the Company is committed to becoming a high-performing workplace with the following strategic plan: 1) hire and train nine new employees; 2) purchase new manufacturing equipment; 3) expand customer service department; 4) improve quality certifications; and 5) streamline manufacturing processes through Lean Manufacturing techniques. This will provide customers with shorter lead times and better pricing and support increased in-house production to help the Company remain competitive in the marketplace.</p>
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Training Plan

Need for Training	<p>Training will focus on Business Skills, Computer, Continuous Improvement, and Manufacturing Skills. Training will provide new and existing workers with knowledge and skills to understand Lean principles and quality control to remove waste from processes and shorten manufacturing lead times. The Company plans to implement new process improvement training to alleviate bottlenecks and lower overall costs of manufacturing in the US.</p>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 CBT
 Productive Lab

Business Skills	Computer Skills	Continuous Improvement
Manufacturing Skills		

Productive Laboratory	<p>Justification:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input checked="" type="checkbox"/> Certification Standards
	<p>24 PL Hours per-trainee</p>
	<p>Occupations Receiving PL Training: Administrative Support, Production, and Supervisor/Manager</p>

The PL instructor must be dedicated to training, at a ratio of 1:2.

Ratio Higher than 1:1	<p>Zadro requests a 1:2 trainer-to-trainee ratio to allow trainees to train on specific equipment that requires a two-person team to operate.</p>
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<p>Job Creation Justification</p>	<p><input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; or,</p> <p><input type="checkbox"/> Expanding existing business capacity by adding a new production shift;</p> <p><input type="checkbox"/> Opening specific new plants or facilities, expanding or upgrading existing facilities, and/or repurposing existing unused space/buildings or facilities;</p> <p><input type="checkbox"/> The recall or rehire of laid-off workers (backfilling) is allowed, with justification to show that the company is renewing a workforce that was reduced due to economic conditions or other reasons leading to attrition</p>
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<p>Training Infrastructure & Administrative Plan</p>	<ul style="list-style-type: none"> • Coordination of Training (Oversight): The Company's Vice President will oversee the ETP project. Human Resources and the Administrative Manager will manage and oversee administration and implementation of training. • Trainers: In-house subject-matter experts and vendors, if necessary. Training is ongoing; however, ETP training will start at contract approval. • Administrative Duties: Zadro will contract with a subcontractor to assist with project administration. The Company's Human Resources and Administrative Manager will work together to submit copies of completed attendance rosters to administrative subcontractor for uploading in the ETP online system.
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RECOMMENDATION

Staff recommends approval of this proposal and modifications

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	Training Funding Source	Seal Beach, CA	\$950
• Administrative	Training Funding Source	Seal Beach, CA	Not to exceed 13%
• Training Vendors	To Be Determined	N/A	N/A

Exhibit B: Menu Curriculum

Class/Lab and E-Learning Hours

8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

- ✚ Accounting/Finance Skills
- ✚ Administrative Assistant/Front Desk Skills
- ✚ Coaching/Communication Skills
- ✚ Conflict Resolution
- ✚ Customer Relations/Customer Service Skills
- ✚ Goal Setting
- ✚ Human Resources Skills
- ✚ Inventory Control
- ✚ International Traffic in Arms Regulations (ITAR)
- ✚ Leadership & Management
- ✚ Marketing & Business Development
- ✚ Performance Management
- ✚ Program Management
- ✚ Product Knowledge
- ✚ Project Management
- ✚ Team Cohesiveness
- ✚ Time Management

COMPUTER SKILLS

- ✚ 3D Printing
- ✚ Acrylic Engraving System
- ✚ Buying and Purchasing System
- ✚ Creative/Photography
- ✚ Customer Relationship Management (CRM)
- ✚ CAD/CAM
- ✚ Crystal Reports
- ✚ Enterprise Resource Planning (ERP)
- ✚ Information Technology
- ✚ Inventory Management System
- ✚ Manufacturing
- ✚ Material Resource (MRP)
- ✚ MS Office/Project
- ✚ Payroll Software System
- ✚ Program Management System
- ✚ Programming
- ✚ Quote FX
- ✚ Robotics & Production Animation
- ✚ Social Media Programs
- ✚ Scheduling System
- ✚ Warehouse Management System (WMS)
- ✚ Web Development

CONTINUOUS IMPROVEMENT

- + 6S
- + Corrective/Preventive Actions
- + Lean Manufacturing
- + Process/Productivity/Quality improvement
- + Quality Management (QMS)
- + HazMat Handling and Cmmunication

MANUFACTURING SKILLS

- + Blueprint Reading
- + Coordinate Measuring Machine (CMM)
- + Inspection/Programming
- + Equipment/Tool Operation, Maintenance, & Troubleshooting
- + Good Manufacturing Practices
- + Inspection Techniques
- + Preventative Maintenance
- + Production Purposes
- + Quality Systems
- + Surface Mount Defects—Causes and Prevention
- + Standard Operating Procedures (SOPs)
- + Statistical Process Control (SPC)

*Safety Training is capped at 10% of a trainee's total training hours

Productive Lab Hours

0 – 24

COMPUTER SKILLS (Ratio: 1:2)

- + Adobe (Indesign, Photoshop, Illustrator), web, photography, and IT

MANUFACTURING SKILLS (Ratio: 1:2)

- + Equipment Operations/Tools and Maintenance
- + Materials Handling and Storage
- + Product Assembly, Installation, Graphics, Painting, Returns/Repairs, Customer Service, Tradeshow Setup, Data Entry, Photography, and Sales
- + Shipping/Packaging/Packing

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