

# PANEL PACKET

## MARCH 2016





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# M e m o r a n d u m

To: Panel Members

Date March 25, 2016

From: Stewart Knox  
Executive Director

File: Panel Memo Doc.

Subject: **Directions to Meeting Site**

The Employment Training Panel will meet on FRIDAY, **March 25, 2016 at 9:30 a.m.**

**California Environmental Protection Agency  
Sierra Hearing Room, 2nd Floor  
1001 I Street  
Sacramento, CA 95814**

Telephone (916) 327-5640 (ETP Central Office)  
FAX: (916) 445-5972 (ETP Central Office)

## **Directions to the California Environmental Protection Agency - Sierra Hearing Room**

### **From Sacramento International Airport:**

- Take **Hwy 5** South
- Exit on "**J**" **Street** to **11<sup>th</sup> St.**
- Turn Left on **11<sup>th</sup> 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 March 25, 2016

From: Stewart Knox  
Executive Director

File: Mtg. Site Memo

Subject: **Future Meeting Sites**

March 25, 2016	<b>California Environmental Protection Agency</b> <b>Time: 09:30 AM</b> <b>Sierra Hearing Room, 2nd Floor</b> <b>1001 I Street</b> <b>Sacramento, CA 95814</b>
April 2016	<b>NO PANEL MEETING IN APRIL</b>
May 26, 2016	<b>California Environmental Protection Agency</b> <b>Time: 09:30 AM</b> <b>Sierra Hearing Room, 2nd Floor</b> <b>1001 I Street</b> <b>Sacramento, CA 95814</b>
June 24, 2016	<b>California Environmental Protection Agency</b> <b>Time: 09:30 AM</b> <b>Sierra Hearing Room, 2nd Floor</b> <b>1001 I Street</b> <b>Sacramento, CA 95814</b>



**STATE OF CALIFORNIA  
EMPLOYMENT TRAINING PANEL MEETING**

California Environmental Protection Agency

1001 I Street

Sierra Hearing Room, 2<sup>nd</sup> Floor

Sacramento, CA 95814

February 26, 2016

**PANEL MEMBERS**

Barry Broad  
Chair

Janice Roberts  
Vice-Chair

Gloria Bell  
Member

Sonia Fernandez  
Member

Leslie McBride  
*Ex-Officio* Member

Edward Rendon  
Member

Sam Rodriguez  
Member

**Executive Staff**

Stewart Knox  
Executive Director

Maureen Reilly  
General Counsel

**STATE OF CALIFORNIA**  
**EMPLOYMENT TRAINING PANEL MEETING**  
California Environmental Protection Agency  
1001 I Street  
Sierra Hearing Room, 2<sup>nd</sup> Floor  
Sacramento, CA 95814  
February 26, 2016

**I. PUBLIC PANEL MEETING CALL TO ORDER**

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

**II. ROLL CALL**

Present

Gloria Bell  
Barry Broad  
Janice Roberts  
Sonia Fernandez  
Leslie McBride  
Sam Rodriguez

Absent

Edward Rendon

Executive Staff Present

Stewart Knox, Executive Director  
Maureen Reilly, General Counsel

**III. AGENDA**

Chairman Broad asked for a motion to approve the Agenda.

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

Motion carried, 6 - 0.

ACTION: Ms. Bell moved and Ms. Fernandez seconded the motion that the Panel approve the Agenda.

Motion carried, 6 - 0.



#### **IV. MINUTES**

ACTION: Mr. Rodriguez moved and Ms. McBride seconded the motion that the Panel approve the Minutes from the January 22, 2016 meeting.

Motion carried, 6 - 0.

#### **V. REPORT OF THE EXECUTIVE DIRECTOR**

Stewart Knox, Executive Director, said, welcome and good morning Panel members, applicants, and stakeholders. Following the last Panel meeting in January, we have a smaller Panel meeting today with approximately \$9.1M in projects with an additional \$614,000 in Delegation Orders for a total of just over \$9.7M. I will also update you on how we are doing on our funds as we get closer to the end of the Fiscal Year (FY) 2015/16.

Today we have a mix of single employer and multiple employer projects. Regional Office Managers Greg Griffin, Creighton Chan, and Willie Atkinson are here today to present those proposals.

Regarding the Budget for Alternative Fuels and Vehicle Technology Program in partnership with the California Energy Commission, we started off this year with \$2.8M. The Panel has approved over \$2.5M in projects, and we have about \$200,000 remaining in this FY. Since December 2015, the \$2M of the drought funding has been completely encumbered, and we were not allocated additional funds for FY.

In regards to the CORE funding for the FY 2015/16, to date, the Panel will consider an additional \$9.1M in projects with another \$614,000 approved by Delegation Order. Should the Panel approve all the projects for today, the Employment Training Panel (ETP) will have approximately \$10.6M for the remainder of FY 2015/16, which will take us fairly close to the end of the FY. We will not hold a Panel meeting in April, but we will have a meeting in May with the Panel Members to discuss how the funds are allocated; in June, we will have the funds available for the next FY. We will continue to accept pre-applications during this process, and continue with Delegation Orders as we go through the end of this FY.

Under Delegation Order, all project proposals are capped at \$100,000 to be approved by the Executive Director on a continuous flow basis, and as of today we, have approved 10 projects totaling over \$614,000.

For the FY 2015/16 program funding, to date, we have approximately over 680 projects submitted in the first and second round of applications, with a value of just over \$130M. If all the projects are approved today, the Panel will have approved close to \$80M in proposals. Financially we look very strong. We are not cutting out the pre-applications. Most of the applications that are coming in are repeat contracts, and they are getting in line for the next year's funding cycle.

Regarding the FY 2015/16 Fund Status Report, we will go over the report in May, and look at alternatives on how to put out the funding for the following FY. We are running low in certain areas, so we will bring some recommendations for a reallocation of funds before the Panel.

Regarding applications for contracts that are still in the regional offices: Single Employer Contract requests are at \$25M in demand; \$7.5M in allocations. Multiple Employer Contract (MECs) requests are at \$7M in demand; \$2.4M in allocations. Small Business has \$3.5M in demand; \$1.1M in allocations. Critical Proposals are at \$560,000 in demand; \$1.2M in allocations. Apprenticeships are at \$5.1M in demand; \$1.2M in allocations. Overall demand is approximately \$40M.

Regarding the number of projects remaining in the regional offices today: Single Employers 107, MECs 11, Small Business 75, Critical Proposals 2, Apprenticeships 11; total of 205. AAU by category: Single Employers 55, MECs 17, Small Business 61, Critical Proposals 0, Apprenticeships 14; total of 147. Staff is currently working very hard with those projects; about 75% have been assigned to the regional office thus far. They have done a great job this year maintaining a pretty good standard of about \$9M to \$10M per month.

In regards to the legislative update, the following bills have been introduced in the 2015-16 legislative session that have a potential or direct impact on the ETP, or that may be of interest to the Panel:

AB 1598 Budget Act of 2016 and SB 825 Budget Act of 2016. These are the budget bill placeholders for this year’s budget.

AB 1033 Economic Impact Analysis: Small Business Definition. This bill would allow state agencies, when preparing an economic impact analysis, to use a consolidated definition of small business as a business that is independently owned and operated, is not dominant in its field of operation, and that has fewer than 100 employees.

AB 2095 Economic Development. This bill would express the intent of the Legislature to enact legislation that would enhance, and advance opportunities in certain facilities in California.

AB 2288 Apprenticeship Programs: Building and Construction Trades. This bill would provide that, if the Commission on State Mandates determines that the bill contains costs mandated by the state, reimbursement for those costs shall be made pursuant to these statutory provisions. This bill will be heard at the Assembly Budget Committee on March 20, 2016.

AB 2642 Removing Barriers to Employment Act. The bill would additionally appropriate an unspecified amount from an unspecified fund to the California Workforce Investment Board for administration of the grant program.

**VI. MOTION TO ADOPT CONSENT CALENDAR PROJECTS**

Mr. Knox asked for a motion to adopt Consent Calendar Items #1 through #5, and Items #7 through #9. Item #6 was removed from the Consent Calendar due to low success rate.

American Financial Network, Inc.....	\$201,075
Esurance Insurance Services, Inc.....	\$204,620
JSR Micro, Inc.....	\$118,404
Los Alamitos Medical Center, Inc. dba Los Alamitos Medical Center.....	\$149,760

P2S Engineering, Inc.....	\$105,960
The Management Association, Inc. dba The Management Trust.....	\$201,600
The Technical School Inc. dba Technical College.....	\$116,175
Virgin Galactic, LLC.....	\$247,200

ACTION: Ms. McBride moved and Ms. Fernandez seconded approval of Consent Calendar Items #1 through #5, and Items #7 through #9.

Motion carried, 6 – 0.

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

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

ACTION: Ms. Roberts moved and Ms. McBride seconded the approval to delegate authority to the Executive Director in event of loss of quorum.

Motion carried, 6 – 0.

Mr. Broad said, with regards to Item#6, Rabobank, on the Consent Calendar, we will deal with this project at our next Panel meeting and give them an opportunity to appear before the Panel.

## **VIII. REPORT OF THE GENERAL COUNSEL**

Maureen Reilly, General Counsel, said, we are pleased to see that we have almost 200 Veterans included in this month's training; 100 of those Veterans are on the Delegation Order. It's a small funding amount, but about 25% of the workforce is Veterans. We are really making a push for this initiative, and we will recognize the companies that have stepped forward with a Veterans training component on our *ETP Salutes*. Thank you to those companies.

## **IX. REVIEW AND ACTION ON PROPOSALS**

### **Single Employer Proposals**

#### **Los Robles Regional Medical Center**

Greg Griffin, Manager of the North Hollywood Regional Office, presented a Proposal for Los Robles Regional Medical Center (Los Robles) in the amount of \$746,974. Los Robles is a 354-bed acute care hospital that provides medical services to the residents of Ventura and Los Angeles Counties, the Greater Conejo Valley, and surrounding communities. Los Robles is a repeat contractor with less than \$500,000 earned at the Los Robles facilities within the past five years. Therefore, Substantial Contribution does not apply.

Mr. Griffin introduced Cynthia Johnson, Chief Nursing Officer, and Janine Gallego, Associate Chief Nursing Officer.

There were no questions from the Panel.

**ACTION:** Ms. Roberts moved and Ms. Fernandez seconded approval of the proposal for Los Robles Regional Medical Center in the amount of \$746,974.

Motion carried, 6 – 0.

### **US Foodservice, Inc.**

Mr. Griffin presented a Proposal for US Foodservice, Inc. (US Foods) in the amount of \$351,300. Established in 1989, US Foods is a certified “green” distribution operation that supplies over 350,000 national brand products alongside the company’s own private-label and signature brand items. This will be US Food’s third ETP Agreement. Although the Company has earned over \$250,000 in the past five years, no single location has surpassed that amount. Therefore, US Foods is not subject to Substantial Contribution.

Mr. Griffin introduced Marlene Grove, Human Resource Manager.

Mr. Broad said, you seem to have an excellent performance record.

Ms. Roberts asked, is Livermore included in this proposal? Ms. Grove said, they’re a separate location. This contract proposal is for Southern California that encompasses the Corona, San Diego, and La Morada locations.

There were no further questions from the Panel.

**ACTION:** Ms. Bell moved and Ms. McBride seconded approval of the proposal for US Foodservice, Inc. in the amount of \$351,300.

Motion carried, 6 – 0.

### **Wonderful Citrus Packing LLC**

Mr. Griffin presented a Proposal for Wonderful Citrus Packing, LLC (Wonderful Citrus) in the amount of \$658,264. Wonderful Citrus was founded in 1950 and is wholly-owned by The Wonderful Company. Prior ETP Agreements with the Company were under its former corporate name Paramount Citrus Packing Company LLC. Since then, the Company changed its name and business registration to Wonderful Citrus Packing LLC.

There are two ETP Agreements under The Wonderful Company umbrella: Wonderful Pistachios and Almonds, LLC. Wonderful Citrus is currently working to attract veterans into its workforce. As such, Wonderful Citrus is including a separate Veteran Job Number (Job Numbers 3 and 4) for training 20 Veterans.

Mr. Griffin introduced Mary Lou Gonzalez, Human Resources, Director of Operations, and Pete Makenzie, Senior Director of Operations.

Ms. Bell asked, what is the waiting period for your seasonal employees to qualify for medical benefits? Ms. Gonzalez said, 30 days. We have an on-site clinic at our facility, and this is one of the advantages of working for Wonderful Citrus. Even though our seasonal workforce may be laid off, they are still able to retain their benefits and receive services from our on-site clinic. Ms. Bell said, that's fantastic.

Ms. Bell asked, does your on-site clinic oversee your workers compensation cases as well, or is it just medical visits? Ms. Gonzalez said, our worker's compensation cases are handled by a third-party. Ms. Bell said, thank you.

Mr. Rodriguez asked, is your plant in Mexico also called Wonderful Citrus? Mr. Makenzie said, Wonderful Citrus is the larger company, and Halos is within that. We have our grapefruit produce and Texas Scarlett, and then the lemons and limes in Mexico. Mr. Rodriguez asked, is that under the same company brand? Mr. Makenzie said, it is under the same company. Mr. Rodriguez asked, will the employees from your Mexico plant come to the United States for training? Mr. Makenzie said, no. Ms. Gonzalez said, they are separate.

Ms. Roberts said, 165 training hours for a two-year average seems like a lot for an agricultural worker. Mr. Makenzie said, the technological sophistication of the plant is what drives the training hours. Although we are in agriculture, if you were to walk in our plant, it is a full on manufacturing plant. It is highly automated, computerized and very sophisticated. With our growth, we are bringing in more equipment and computer systems; we are looking to create efficiency and continuous improvement, and that's creating a huge amount of training for our employees to be able to master the use of the equipment.

Ms. Roberts asked, will you be bringing technical training into the classroom; 1:6 ratio? Mr. Makenzie said, yes.

Mr. Griffin said, Ms. Roberts, we looked at the numbers during the development of the proposal. On the last project, the average hours were 190 per employee, which is consistent with the previous contract.

Ms. Roberts asked, is Palm Wonderful affiliated with your organization? Mr. Makenzie said, Palm Wonderful is our sister company. We are two separate companies, but owned by the same person. Ms. Roberts asked, does Paramount Farms have anything to do with you? Mr. Makenzie said, Paramount Farms is our sister company; same owner. Ms. Roberts said, does the owner of the company have multiple contracts with ETP, and who's the owner of the company? Mr. Makenzie said, the Reznicks own the company.

Mr. Rodriguez asked, is the company a private or holding company? Mr. Makenzie said, the company is private.

Ms. Bell said, do you also own Fiji water? Mr. Makenzie said, yes, that is correct. Ms. Bell said, I'm familiar with your facility, and I commend you on your safety program as well. You guys do a really good job.

**ACTION:** Ms. Roberts moved and Mr. Rodriguez seconded approval of the proposal for Wonderful Citrus Packing, LLC in the amount of \$658,264.

Motion carried, 6 – 0.

### **H. M. Electronics, Inc.**

Creighton Chan, Manager of the Foster City Regional Office, presented a Proposal for H. M. Electronics, Inc. (HME) in the amount of \$352,400. Founded in 1971 and headquartered in Poway, HME is a privately owned company that provides industry-leading wireless communication equipment, timer and software products to the quick service restaurant industry and high school collegiate athletic programs. This will be HME's second ETP Agreement.

Mr. Creighton introduced Kathy Vail, Vice President of Human Resources, Diem Lewis, Organizational Effectiveness Manager, and Debra Imonti, DLI Associates.

Ms. Fernandez asked, do you have a plan in place to recruit veterans, since your location is perfect for hiring and creating programs for veterans? Ms. Vail said, yes. We have a veteran outreach, and we have an affirmative action on the veteran program.

Ms. Roberts said, it sounds like you take great pride in your company, which is what we love to hear. So, are you familiar with the Malcolm Bridge Award (MBA)? Ms. Vail said, yes. We've had discussions over the past few years and the next award we're targeting is the Association for Manufacturing Excellence (AME). They have an award that is specific to Lean Enterprises who are implementing continuous improvement. We are in the process of preparing to apply for that next year. Ms. Roberts said, there's also a California MBA called CAP as well. You might want to look into that. I think you would be a good candidate, I could tell that you take pride in your company. Ms. Vail said, thank you.

There were no further questions from the Panel.

**ACTION:** Mr. Rodriguez moved and Ms. Bell seconded approval of the proposal for H. M. Electronics, Inc. in the amount of \$352,400.

Motion carried, 6 – 0.

### **Service Champions, Inc.**

Mr. Chan presented a Proposal for Service Champions, Inc. (SCI) in the amount of \$379,440. Founded in 2000 and headquartered in Orange County, SCI specializes in installing, diagnosing, and repairing systems for Heating, Ventilation, and Air Conditioning (HVAC).

SCI partners with local organizations such as "Hire-A-Vet" and "Hire-a-Hero through participation in job fairs, and with the Department of Veteran Affairs to actively recruit, train, and employ veterans. SCI plans to hire eight Veterans over the next two years.

Mr. Chan introduced Claudia Del Rio, Human Resources Managers, and Julianna Kirby, Training Funding Partners.

Mr. Broad said, it looks like you're training everyone in the company. Ms. Del Rio said, yes. Mr. Broad said, this is your first proposal. Often times, first time folks who come in, they want to train virtually everybody, and then they figure out that it doesn't work well. When you train the whole company, you have to do it in phases, and when there's a change in the economy, the whole thing falls apart, and you have to stop the production. Ms. Kirby, I would like to address this question, do you feel comfortable with your set up for this proposal was done in a way that won't disrupt production? Ms. Kirby said, absolutely. When we looked at the development of our proposal with staff, we had the new hires in the project. With the implementation of the new ERP System, the training plan will touch everyone in the company. Not everyone will need 60 hours of training, but we looked at how many will need at least 8 hours. We scheduled the training and spaced it out so that the departments won't get hit all at once.

Mr. Rodriguez asked, is management part of the planning as you plan out the training? Ms. Kirby said, absolutely. Mr. Rodriguez asked, do you have all the management positions filled? Ms. Kirby said, there's definitely a hiring plan in place for technicians and installers. In order to support our growth, we also have to hire customer service dispatch, and some management positions. There's a front line management that will be a part of that project. The general manager, technical training manager; everyone is involved. Mr. Rodriguez asked, how long has this been going on? Ms. Kirby said, we've been working on this project since August. Mr. Rodriguez said, thank you.

There were no further questions from the Panel.

**ACTION:** Mr. Rodriguez moved and Ms. Roberts seconded approval of the proposal for Service Champions, Inc. in the amount of \$379,440.

Motion carried, 6 – 0.

### **TTM Technologies, Inc.**

Mr. Chan presented a Proposal for TTM Technologies, Inc. (TTM) in the amount of \$428,400. Founded in 1999 and headquartered in Costa Mesa, TTM manufactures printed circuit boards (PCB) and backplane assemblies for both original equipment manufacturers and electronic manufacturing service products.

This will be the third Agreement between ETP and TTM. The first Agreement involved changing the company culture into a learning organization. The second Agreement focused on providing Productive Lab, Manufacturing Skills, and Computer Skills training to Production Staff. Although the Company is a repeat contractor, substantial contribution is not being applied because not one facility has earned in excess of \$250,000 with the past five years.

Mr. Chan introduced Kam Johnson, Training Manager, North America Business Unit.

Mr. Broad said, I just want to go over the two previous Agreements. Mr. Chan said, the facilities from the two previous Agreements did not earn \$250,000.

Mr. Rodriguez said, the first agreement involved changing the company culture into a learning organization, and the second agreement focused on providing Lab Manufacturing skills. What is the purpose for the third proposal? Mr. Johnson said, the previous contracts involved San Diego, Santa Ana, and Santa Clara. In the past year, we acquired our competitor Viasystems. We now have two new facilities to us; Anaheim and San Jose. The majority of the training will focus on the two new facilities. We will be doing similar training as at our three original sites. We are also hiring a large group. A percentage is going through training at the three original facilities. The bulk of the training will be at our new facilities which haven't had any training. They've been struggling; they haven't had any pay increase, and they're excited to get going with the training.

Mr. Rodriguez asked, do you anticipate a fourth proposal coming to the Panel in the future? Mr. Johnson said, potentially, but it would be a much smaller contract that will focus on the new facility. If we come with a fourth proposal, it will probably be half of our current proposal. Mr. Rodriguez said, thank you.

Ms. Roberts asked, is this proposal for Anaheim, Santa Clara, or San Jose? Mr. Johnson said, it still includes all five facilities. As Mr. Chan mentioned, 408 of the 680 employees are going to be at the two new facilities. The bulk of the training will be at the two new facilities; we're still training at the other facilities as well. It's a much smaller group.

Ms. Roberts asked, was the \$650,000 from the previous contract divided up with the three facilities; San Diego, Santa Ana, and Santa Clara? Mr. Johnson said, yes. Ms. Roberts asked, did any of those facilities earn more than \$250,000. Mr. Johnson said, no.

Mr. Broad said, we do have the option of requesting a company for substantial contribution, even though it's not required. If you would like to make a motion, that's up to you. Ms. Roberts said, certainly at the next proposal. Obviously, Mr. Chan is aware that they haven't received earnings over \$250,000. I'm just looking at the various facilities.

Mr. Broad said, this is not an issue were we feel manipulated. When you return for the fourth time, you might want to expect substantial contribution, because you are at multiple facilities.

There were no further questions from the Panel

**ACTION:** Ms. Roberts moved and Mr. Rodriguez seconded approval of the proposal for TTM Technologies, Inc. in the amount of \$428,400.

Motion carried, 6 – 0.

### **Covenant Care California, LLC**

Willie Atkinson, Manager of the Sacramento Regional Office, presented a proposal for Covenant Care California, LLC (Covenant Care) in the amount of \$749,900. Founded in 1994 and headquartered in Aliso Viejo, Covenant Care uses 5000 professionals to provide



24-hour in-patient care ranging from short-term skilled nursing and rehabilitative care to long-term assisted-living, custodial, prostate, and respite care. This will be Covenant Care's second ETP Agreement in the last five years.

The Company currently has 22% turnover rate, which is approximately 20% below the industry standard of around 40%. The ETP program is designed to fund training for stable, secure jobs. Therefore, the employer's turnover rate cannot exceed 20% annually for the facility where training is requested. The Panel may, or may choose not to, impose a "turnover penalty" when the company crosses this 20% threshold. Thus, staff recommends approval of the Company's 22% turnover rate with no penalty imposed.

Trainees in Job Numbers 2 and 4 work in High Unemployment Area (HUA), with unemployment exceeding the state average by 15%. 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. For Job Number 2 Retrainees, Covenant Care is requesting an HUA wage modification. I would also like to add that staff has reviewed and approved the LMS under this Agreement, although it's not included in the ETP 130.

In regards to Substantial Contribution (SC), the earnings in the previous Agreement were a little over \$560,000. However, over \$300,000 was under Job Creation, which is not part of the SC, and the rest of it was spread throughout multiple facilities.

Mr. Atkinson introduced Jaqueline Turner, Director of Education.

Ms. Roberts asked, are the training you provide portable skills? If someone leaves your organization, are they able to find another job in the same field? Ms. Turner said, it is to some extent. The clinical complexities in our hospitals have increased by 20%, so we're dealing with multiple condition and skill sets. This came about through the bundle payment and the Affordable Care Act (ACA), which has pushed higher acuity in our settings. We are training skilled nursing workforce members to challenge their skill set. We also provide sub-acute care which is not provided by most nursing facilities. We have a dementia unit, and we have returned 57% of our patients back into the community. We've stepped up our training and we provide a greater skill set.

Ms. Roberts asked, Mr. Atkinson, if their turnover rate goes above the 22%, what will happen? Mr. Atkinson said, we could potentially impose a 25% earned payment penalty. Ms. Roberts said, so 22% is our baseline.

Ms. Turner said, the industry turnover rate is 40%. Ms. Roberts said, we've done the same thing with other companies that have come through with that issue as well and we have imposed penalties. We understand where you are with that. Ms. Turner said, thank you

**ACTION:** Ms. Roberts moved and Ms. McBride seconded approval of the proposal for Covenant Care California, LLC in the amount of \$749,900.

Motion carried, 6 – 0.

## **E. & J. Gallo Winery, A Wholly-Owned Subsidiary of Dry Creek Corporation.**

Mr. Atkinson presented a Proposal for E. & J. Gallo Winery, A Wholly-Owned Subsidiary of Dry Creek Corporation (Gallo) in the amount of \$740,000. Gallo was founded in 1993. Today, Gallo is the largest-family owned winery in the United States. This is the second ETP contract with Gallo within the last five years.

Gallo is a repeat contractor with payment earned in excess of \$250,000 within the last five years. However, the Company is not subject to a Substantial Contribution (SC) under this proposal as incumbent trainees earned less than \$250,000, and the remaining payments were earned from Retrainee – Job Creation trainees, in which SC does not apply.

Mr. Atkinson introduced Rob Sanger, Training Services Director, California Manufacturers and Technology Association, and Rebecca Bettencourt, Operations Manager Training.

Ms. Roberts said, you have a great contract here. You did a great job with the training and logistics of your business. It's really difficult to get everybody trained. I want to congratulate you on your performance.

There were no further questions from the Panel.

**ACTION:** Ms. Fernandez moved and Ms. Roberts seconded approval of the proposal for E. & J. Gallo Winery, A Wholly-Owned Subsidiary of Dry Creek Corporation in the amount of \$740,000.

Motion carried, 6 – 0.

## **SAFE Credit Union**

Mr. Atkinson presented a Proposal for SAFE Credit Union (SAFE Credit Union) in the amount of \$749,610. Founded in 1940 and headquartered in Folsom, SAFE Credit Union provides financial services such as personal lending, business banking, and wealth management.

Mr. Atkinson introduced Chris Jensen, Senior Corporate Trainer, and Virginia Wade, Vice President of Human Resources.

Mr. Broad asked, what does SAFE stand for? Ms. Wade said, it used to stand for Sacramento Air Depot Federal Employees; the membership was designed for a specific field and they expanded to McClellan Air Force Base. Shortly thereafter, it became a community-based, which means anybody who lived or worked in the surrounding county.

Ms. Roberts asked, this is your first contract, you're requesting a large amount of money, and you have 22 locations. It's difficult to be in 22 locations at one time, and it's a challenging role with three job categories. Do you have any experience with ETP in the past? Mr. Jensen said, I used to work for the state of Washington in a program similar to this. Ms. Roberts said, I'm familiar with the state of Washington, and it's not similar to ETP at all. It's going through community colleges. Have you worked with community colleges? Mr. Jensen said, yes. Our program is going to be centralized for the 22 locations. We logistically planned most of the training out of our corporate headquarters.

Mr. Jensen said, we have two separate training centers. One of them has a live simulation lab, and the other location is dedicated within our headquarters with a separate computer lab that can hold up to 100 people that is set up for all of our employees. Ms. Roberts said, this is your first contract, and you don't have any other additional support, I want to address that. Mr. Jensen said, you're absolutely right. Our rosters, programs, and classes will be electronically monitored through the LMS.

Mr. Rodriguez said, the description in the narrative states that there's going to be an in class training and an online component; can you describe a little further? Mr. Jensen said, we have a broad LMS program. This will give them the access and skill set which could be done online. We have someone internally that will build the computer based training, and we have another person that will design the program, so we create a lot of it in-house. It can be administered throughout the organization so all 22 locations can access the training from each branch. Training times are separate from working hours. Mr. Rodriguez asked, have you identified the reporting mechanism to ETP in terms of the hours of training? Mr. Jensen said, we capture all the log-in and training hours. Every program has a complete roster and electronically done through the LMS. Mr. Broad said, that was impressive.

**ACTION:** Mr. Rodriguez moved and Ms. Roberts seconded the approval of the proposal for Safe Credit Union in the amount of \$749,610.

Motion carried, 6 – 0.

### **Multiple Employer Proposals**

#### **South Orange County Regional Chambers of Commerce, Inc.**

Mr. Griffin presented a Proposal for South Orange County Regional Chambers of Commerce, Inc. (SOCRCC) in the amount of \$1,180,212. Established in 1969, the SOCRCC is a nonprofit member organization comprised of approximately 550 business owners, corporate representatives, community leaders, and individual members. This will be SOCRCC's fourth ETP Agreement.

Mr. Griffin said, I would like to make a correction on page 5 of the ETP 130. The narrative indicates that SOCRCC training is scheduled to commence on February 1, 2016. The correct start date is March 1, 2016. Staff has done a 100% review of the core employers included in this proposal.

Mr. Griffin introduced Todd Burnett, President of Saddleback College, Barbara Thomas, and AK Thakore, CEO, Saisoft, Inc.

Mr. Broad said, 95% of the training in this proposal is computer-based. Mr. Griffin said, yes. Mr. Broad said, as technology advances, we are going to see more computer-based training, and computer-based training is cheaper than on-site training. Therefore the taxpayers need to capture the efficiency, and lower reimbursement rate. Computer-based training can be used repeatedly, once you have invested in it, it's extremely efficient, and therefore reimbursement rate should be lower. Our reimbursement rate should be consistent with the profit margin. While people are entitled to make a living, taxpayers are also entitled to the

most efficient bang-for-the-buck. What is our rule for reimbursement rate; how do we look at computer-based training? Do we need to have a review of our reimbursement rate, so that we are spreading the money around?

Mr. Knox said, our staff has looked at this issue. We looked at the Brokered Training Model after the E-learning model came to us last year. We've had several discussions with the community college as we looked at their E-learning rate. Their rate appears to be around \$13 to \$16 an hour. They have bricks and mortar, which many of the E-learning industries don't have. We have gathered information from 16 different community colleges, and we are looking at making a recommendation to the Panel to reduce the amount for E-learning. Depending on the scenario, if it's a Job Creation, or Veteran training, the rate is about \$18 with most of the contracts with the Brokered Training Model.

Ms. Reilly said, E-learning follows the same Class Lab rate as classroom training. Mr. Knox said, there's a couple of different things in the model that we actually would like to bring to the Panel's attention; it will either be in the March or May Panel meeting.

Mr. Broad said, I'm not sure how to look at this. On one pole, you have our apprenticeship program, where you have an instructor with the trainee who is learning the skills, and it's a traditional intensive person-to-person contact. I'm a little bit old fashioned; computer-based training versus a live in-person instructor, they're completely different. We learn efficiently when there's another person face-to-face giving us instructions. When we're looking at the television or computer screen, it's a much more passive form of learning. In your head, you're not interacting with a person, it's completely different. I may be wrong in thinking it's not as good, but that's my bias.

Ms. Roberts said, Mr. Broad, you're right on target. The advocacy of online training is completely different. I've done online training and I end up multi-tasking, I'm doing other things. If I'm in a classroom, I'm not looking at a screen. The advocacy of it is not there, and even if you tell me that it's there, I have not seen any evidence of it being there.

Ms. Roberts asked, what has Saddleback have to do with this proposal? You mentioned that you're on the Board of Directors. Is this a Saddleback College request or is it SOCRCC? Dr. Burnett said, it's SOCRCC. I serve on the executive committee, and we have a strong partnership. As an educator, I would like to give you some information about online education versus in-class and all the different components, it's much more complex. Although, there is some truth to what you're saying, just keep in mind that everybody learns differently. Ms. Roberts said, yes. Dr. Burnett said, I teach online in a graduate program, it's a lot harder than in-classroom. In some ways, you're more engaged with the student, you're forced to have a one-on-one as opposed to the overall class. I'm like you, I like in-class, and there are benefits to that.

Mr. Broad said, it might just be a personal preference; we grew up with papyrus. I'm not anti-technology, and computer-based training is here to stay. The Panel can make a determination that it's not worth as much; it's not as valuable and therefore we're not going to pay as much. It's a perfectly rational policy discussion to have, whether it's worth half, a third, or a quarter as much, because we believe it's more efficacious to have one-on-one training, and it's probably more expensive to provide. These are the things we do; we're

making policy as well as working with individual proposals. We need to base it on some objective criteria. That's what the public deserves, it's objective criteria. I'm not sure what the standard of measurement is, but we need to look at it in keeping up with technology. It's not about stopping technology advancements, because it's done in a certain way. We can make a decision on how we are going to reimburse, which we have done since the beginning. This is something we are obligated to look at.

Ms. Roberts said, I want to get back to the education part of this. I took my Master's Degree through an online education program. I voluntarily signed up for it, because I wanted to get my MBA. However, when it comes to training, not everyone is volunteering. The employers are requiring the employees to go through training. Their focus is not as dedicated as educational background versus a training background; let's not confuse the two. There are two different types of online delivery; one is educational, and one is for training. I want to separate these two things.

Ms. Roberts said, since the majority of the funding is going to Saisoft, over \$1M, and \$100,000 is going to SOCRCC, what is Saddleback College doing? What is SOCRCC doing for the \$100,000? Are you going to the employees and employers asking for surveys on the efficacy of training; or getting feedback, so that we know Saisoft is actually doing the job to get the \$1M from ETP? Dr. Burton said, that's an absolutely great question, and that's why I'm here today. We are the only educational workforce provider in all of South County, which is roughly 700,000 people; which is nice, and an advantage too. We have a tremendous leadership role in educational training in our area. We're very involved, and that's why I'm here today. As I mentioned, we are going to work more closely with Saisoft, with the Chamber, and others to find a training model that can be expanded by Saddleback. Not only for IT, but for other areas, and get us more involved in workforce training. What SOCRCC, Saisoft, and Saddleback College are working on is exactly what you said: Moving forward, how can we make a more effective, more efficient, better training model?

Ms. Roberts asked, have you looked for other trainers besides Saisoft to get the whole 100% ETP funds? There's got to be other trainers out there. Dr. Burton said, we are a trainer, and that's what we are hoping to do; that's exactly part of the model that we're looking at, so that we provide most of the training. As you know most of our community colleges provide a lot of IT training to some degree.

Ms. Roberts asked, are you getting the \$100,000? Dr. Burton said, the SOCRCC is getting the \$100,000, not Saddleback. Ms. Roberts asked, what is the Chamber doing to get the \$100,000? Dr. Burton said, Mr. Chair, one thing, keep in mind, the California Community College system is the largest in the world, 2.5 million students. They do not distinguish and pay us differently to educate online, versus in a classroom, if you want a model to follow, we have the largest educational system, and it does not do that.

Mr. Broad said, although online education is higher education, there is a lot of criticism from society as to whether this is a good development. It may be good for colleges like you; Harvard is charging the same. From the consumer's point of view for higher education in American society - parents, people that are going to college - with online development, there is a question, why isn't the cost of higher education dropping dramatically as a result of this? You're the engine that gets the working-class people into the middle class. I am a strong

supporter of community colleges, but we ask the same question: If the delivery of training is cheaper, why isn't the unit price dropping? Theoretically, you can find the greatest Yale coursework, beam it out to every college in America, get a class of 700,000 students watching it, and pay different amounts per college with some reimbursement going to the instructors at each college campus. It's wildly profitable. The cost of education is crippling; why is this method of delivery worth the same amount? We represent the consumers here, and we need to capture the efficiency and cost, for purpose of ETP reimbursement. This is exactly the same question that people are asking about higher education.

Dr. Burton said, it certainly is a valid policy discussion, and the issue is going on around the country as you said. Obviously, those of us that have an infrastructure built up, student support services, etc., the cost is still there for online. In fact, in some respect, it's even more expensive for us to do on-line training. I realize it's not necessarily apples to apples, but there is a correlation. I would like to have Mr. Thakore come up and say a few words.

Mr. Broad said, we need to have our questions answered. Ms. Thomas said, can you please repeat the question? Ms. Roberts asked, what are you doing as a chamber of commerce to earn your \$100,000 from this contract? Ms. Thomas said, we team up with Mr. Thakore and his marketing team. We recruit members and nonmembers to participate within our organization. Our membership level has declined by 50%-60% since the recession. We work on programs for members and nonmembers. What used to be very member-driven - in other words, you had to be a member, to have access to the programs and public officials - we really don't have that kind of focus anymore. We're broad-based, so we have a lot of relationships with non-members statewide, who are utilizing this training service. We put the dollars that we earn through this program, right back into our local communities. We use it to put together an economic report program that provide a marketing analysis for our region, that way, the monies are put back in the organization and the local community.

Ms. Roberts asked, have you done any follow-up with Mr. Thakore of his advocacy with his program? Is it posted on your website, or in newsletters? Have you interviewed employers and employees to get feedback? Ms. Thomas said, I have talked to some employers that are part of the training. However, we don't publicize the employer feedback on our website. We do publicize the ETP Program, that's on our E-newsletters that we send out bi-weekly. We do promote the program, but I don't have any case studies.

Ms. Roberts asked, are you familiar with the 19 companies on this proposal; are they members of your chamber? Ms. Thomas said, some are, and some are not members. Ms. Roberts asked, are you doing any recruiting, or is Mr. Thakore doing the recruiting? Ms. Thomas said, Mr. Thakore is the one doing the recruiting. However, a lot of our members are aware of the program because of me, and because the Chamber promotes it. I wouldn't say that Mr. Thakore does all of the recruiting, although he is in the forefront. Ms. Roberts said, OK.

Ms. Roberts asked, have you looked at other vendors besides Saisoft? Ms. Thomas said, I have to be honest with you. I've had a lot of vendors call me, and I've looked at them; we are very open to a lot of models. In fact, that's why we want to partner with Saddleback College. But I have to tell you, I have a lot of conversations with people that have approached us, and it's less than stellar. I'm a little sensitive to joining up on a State contract with a vendor that

I'm not familiar with, nor have seen performance reviews. When I talk to the ETP staff, they're not aware of these other vendors. I run a tight ship, and I'm pretty picky about whom I bring in as a partner. Having said that, we're still hoping to expand, and we know this program can't continue with only one model. We know the issues, what we do have to offer, and the other partners within our region that we can collaborate with. So to answer your question: Yes, there are other vendors out there, but I'm very skeptical. We dot every *I* and cross every *T*. I get the impression that ETP really appreciates how we operate our program, such as reports that we submit online; we've been audited and have had close to perfect reviews. So I'm very proud of what we do in the way of performance.

Ms. Roberts said, I see it differently, and I could be completely wrong. I see Mr. Thakore coming and saying to you: "I can get this contract with ETP for over \$1M, you can get the \$100,000 as a pass-through and I'll do the rest of the marketing and training. All you have to do is just stand there and be the head of the organization." Ms. Thomas said: No, that's not how it goes. Ms. Roberts said, explain to me how it goes. Ms. Thomas said, this program is not easy to manage, with the amount of money that we pay for administrative costs and the number of people that we train; it takes a significant amount of my time to have the relationship that I have with Mr. Thakore. The Chamber does not take this contract lightly, this is a State contract. I put in a large amount of time to oversee, and to have my hands on exactly what is being done. I'm not just sitting in a nice chair and getting the \$100,000; it doesn't work that way. Our organization is on the line for these dollars. Ms. Roberts said, you're accountable for those dollars, not Mr. Thakore. Ms. Thomas said, we are accountable for it. This is our third contract; believe me, I don't take this lightly, and the organization doesn't either. That's why I have a board member here with me. We just don't let Mr. Thakore go out and do what he wants to do. We have meeting after meeting; we're on the phone at least 10 times a week, and we are communicating.

Ms. Roberts asked, will the 5% of classroom training that is not delivered by Mr. Thakore be done in-house? What I'm reading here on the narrative is that 95% will be online, and 5% will be in-house at one of your 19 representative companies. Can you tell me what company will be delivering the 5% of in-house training? Ms. Thomas said, I will have Mr. Thakore address that.

Ms. Roberts repeated: So where is the 5% of the training going to be done? Mr. Thakore said, that question is answered in the narrative that we have submitted. Ms. Roberts said, I see it, but it doesn't give me a company name; it just says "large companies". Mr. Thakore said, it does not break down the 19 companies, versus one. In the application that we submitted to field staff, the on-site training is achievable at companies that have the training infrastructure on-site, and have a critical mass of employees that need the training. When those objectives are met, then we do the on-site training. Ms. Roberts asked, who is that company? Mr. Thakore said, in the past it has been Quest Software, which is a member of the SOCRCC. They are not in this particular core group. Ms. Roberts asked, which of the 19 companies that I'm seeing here will be offering on-site training? Mr. Thakore said, at the present time none of them have opted for on-site training. As we come across that requirement, we will do on-site training; we are equipped to do that.

Mr. Broad said, I would like to make a point. There's a separate issue that involves Saisoft here, and it's a fundamental fairness issue related to other multiple employer contractors.

We have an annual limit on the number of times you can come back, and you're the only person that has beaten that. What you do is, you go to these different chambers of commerce, set up the same deal, get 99% of the money, and they get 1%. They do relatively little, they're not doing any of the training, and you're doing the marketing and administration. You have gotten \$3M out of us in one year. That's the problem. You're the only one in California that gets that.

Mr. Broad said, we are going to have to put a limit on that because you have beat our system, and we're not going to let you beat it again. We are going to take a look at this because we can't allow one provider to figure out a scheme, and that's what this is. If you were a Saisoft Training Institute, as a multiple employer contractor you would only be here once a year. All your competitors are here once a year, but you're here three times a year, because you have figured out the system. There may be issues that Ms. Roberts is bringing up, but that's all separate. My issue is the equity.

Mr. Broad said, it's a fundamental fairness issue, and a competitiveness issue, and I think it has to be addressed. We could say to everybody: If you do this model, you get one annual shot at it. Otherwise, it's just not fair, it's not fair to other contractors, it's not fair to the Chamber of Commerce, it's not fair to other community colleges, or AFL-CIO apprenticeship; it's not fair to anyone who is subject to the funding limits for each Fiscal Year. I'm sorry, I just can't see how that's justifiable. We have to make it fair one way or another. That is not your problem, Ms. Thomas, that's Mr. Thakore's problem, except that, you're not the only one coming up here with exactly the same thing.

Ms. Thomas said, let me just ask you a quick question, as to an overall perception on how this program works: How many people, how many employers really understand that they pay \$7 per-employee, per-year for money that goes into this program? Mr. Broad said, we hope they understand that our whole thrust is to spread this money around to as many employers as possible. We want new people to come in, we market to new employers, we encourage that.

Ms. Thomas said, this has been an eye-opening experience for every person that I have reached in South Orange County, and beyond. Every time I talk about this program, they have no idea. From the Chamber, I don't see any marketing that is being done on this program. How many other chambers even know about this? Mr. Broad said, maybe there's some fair criticism of our marketing people, maybe we don't do enough, maybe the California Chamber of Commerce and the California Manufacturing and Technology Association (CMTA), all the other businesses association and the labor groups, maybe they don't spread it around as much either. Maybe that is a fair criticism. On the other hand, the difference between this model, and if Saddleback College was holding the contract, is that Saddleback would get this once a year. Their employees would be spending time doing the training at a significantly greater cost, than what is going on here. This is not personal, don't take it personally. Ms. Thomas said, of course. Mr. Broad said, it's not a personal question, but it is an issue.

Mr. Broad said, that is not a reflection on you. It's not even a reflection on Saisoft. He may do a great job; he's just done it too many times. Ms. Thomas said, let me help by saying that we're aware of the issue that you have with this model. We want to try and fix the model



going forward. We know that internally you have some things you have to work on too. I think online training and computer-based training has evolved at a speed faster than what ETP has been able to respond to. That's one issue. The other issue is the E-learning model in this proposal. But we want to branch out, we want to open up training opportunities for other vendors. We don't want to throw the baby out with bathwater. It has taken hours and hours to prepare for this hearing, anticipating questions. We are not going to come back like this, we can't. We know it's an issue, on your side and on our side. We are willing to work on collaboration with other training vendors and things like that.

Ms. Thomas said, I also want to say that the Chamber wants to help you guys in your marketing, because I am so shocked that people just don't understand what the heck I'm talking about. Mr. Broad said, that's where you're getting your \$100,000. Ms. Thomas said, I know, but I'm only in this one little region. Mr. Broad said, you should be saying to me, with all due respect: For my \$100,000, I'm giving you guys \$1M worth of work. I spend eight hours a day busting my pick, talking to every mom-and-pop business in South County, and they're telling me to go away because I'm bugging them so much about ETP training, you see what I'm saying? That's what you're getting paid for. Ms. Thomas said, right, and you know why I like to do this? It's because I own my own business, and I pay those dollars. I am a management consultant. Mr. Broad said, me too, I own my own business. Ms. Thomas said, I know it, I see it; there is kind of a win-win. That's really all I want to say: I get it, we all get it, and were going to fix what we're doing. Mr. Broad said, we are too. Ms. Thomas said I know you are.

Mr. Broad said, we're going to change the rules to make this work. We keep struggling with how to wrap our head around it, and I think we finally have. Ms. Roberts said, we're getting closer. Mr. Broad said, this is probably one of the most astute presentations we've had from a chamber of commerce. Because we've had other people up here with this model, and we've asked them the same question, and they just shake their head. They pretty much said, we have really no idea what we're doing and they came back the next month with Mr. Thakore so he can respond. Ms. Thomas said, that's not happening here. Ms. Roberts said, this is the kind of precedent that we see. We see that the chamber as just showing a public face, and they become a pass-through. Ms. Thomas said, that's why I don't want to throw the baby with bathwater. You might not like the model right now, but please give us a chance to fix it.

Mr. Broad said, were not going to change the rules in the middle of the game, because that's unfair too. I've been sitting here while we've gone through this Saisoft "evolutionary conversation", and one thing is abundantly clear to me: Mr. Thakore does a good job at what he does. I don't think that the training isn't being delivered, or isn't high-quality training; I don't think any of that. I actually think you're a smart guy, you produce a high-quality product, and you have also figured out how to get our funding. You are way smarter, maybe, than everybody else; that may be what we're dealing with. We're not going to punish you for being good at what you do, or for providing high-quality training, because that would be fundamentally unfair. But, in the long run, we are going to have to figure out a way that we subject you to the same rules that apply to everybody else. Is that a fair statement? With that said, I think we need to talk about this particular project, unless there are other comments.

Mr. Rodriguez said, I just have one suggestion, I have a unique situation where I also sit on the San Francisco Workforce Board. We do a lot of work with the San Francisco chamber, unions, apprenticeship programs and community colleges. Over the last five years, we have embedded a “client satisfaction survey” for quality control and quality assurance. Many of your sister chambers throughout the state are also doing the same thing. The California Manufacturers and Technology Association also does the same thing. I think a survey like that may be very helpful for you as a chamber. Ms. Thomas said, we will do that, that’s very helpful. Mr. Rodriguez said, but you have to own that, not the vendor. Ms. Thomas said, we would do that. Mr. Rodriguez said, in San Francisco we have an eclectic culture. It’s been very helpful to us to understand the level of client satisfaction and all the trainings that we do throughout the city. Ms. Thomas said, thank you. Mr. Rodriguez said, you’re welcome.

Mr. Griffin said, Mr. Chair, I would like to make one point: there is no CBT in this proposal. It’s all E-learning instructor led real-time, I just want to point that out for clarification. Mr. Broad said, but people are still sitting behind computer terminals. Mr. Griffin said yes they are. Mr. Broad said, are they watching a live person? Mr. Griffin said, absolutely. Mr. Thakore said, the trainees are doing real labs that are assigned to them as exercises by a live person, as broadcast over servers in the cloud or their own computer. Mr. Broad said, and that goes to the question of what it’s worth, which we need to look at in a fair and objective way. That may be worth more than looking at a “canned” computer program, or that may be like taking an online traffic school. Mr. Thakore said, it’s not like a traffic school in any way.

Mr. Rodriguez said, Mr. Chair, if you allow me, I was involved in an MIT Stanford training model a couple of years ago. The thinking was to go hire the top instructor, a Nobel Physics Winner, to do training in technology; that person was a professor at the University of Chicago. Like many professors do, they moonlight and have their own business and an exorbitant amount of money was being paid to this one professor, who was teaching basically 300 students for an hour and a half, all online. We quickly figured out we can do this much efficiently, because the content was pretty well known, and it reduced our cost. What was interesting to me based on the reports from an audit, was the efficacy of the technology. To Mr. Chairman’s point, the technology, other than paying for the backend delivery, it’s always about the content. You’re basically paying for it once, unless it’s trademarked. Mr. Thakore said, some of it, yes. Mr. Rodriguez asked, some of the content you have trademarked under your company, or under your name? Mr. Thakore said, some of the courses we developed are proprietary; others we purchase from the market. Mr. Rodriguez said, is it a private company? Mr. Thakore said, yes sir. Mr. Rodriguez said, so it’s basically you? Mr. Thakore said, yes. Mr. Rodriguez said thank you.

Ms. Fernandez said, Mr. Chair, I would like to schedule a meeting to discuss this topic. I was not only a student at Saddleback College, but also a student at a community college and did some web-based training and classroom work, and it was not at the same level. I really want to address this. To me, it’s an ethical issue of the trust we have with the taxpayer’s money that we’re sending out. I really would like to schedule a meeting to discuss this topic and come up with a policy. Mr. Broad said, Ms. Fernandez’s comment has been noted.

Mr. Thakore said, this is specific to Ms. Roberts’ question about the quality. This issue came up the last time I was here, and as a response to that, I emailed the Executive Director close

to three dozen or so feedback comments we had received. These were all for the live instruction of online training. If you would like, I can resend that email. Ms. Roberts said, thank you, I appreciate that.

Ms. Roberts asked, where they positive or negative feedbacks? Mr. Thakore said, that's a fair question. That feedback I sent was positive, although we do get negative feedbacks. It's not that it doesn't happen. Most of the time, it's with a brand-new teacher adapting from the brick-and-mortar world or online world, and it takes some getting used to, especially in terms of engaging the trainees, and assisting them to get the labs done. In those specific areas, it's never about the subject matter expertise, because these are trainers that we hire who are already Microsoft and Cisco Certified Trainers. Their technical capabilities are never in doubt; it's their assimilation and adoption of the new medium, that's where we run into difficulties. It takes them maybe three or four sessions to get used to the new medium and methodology.

Ms. Fernandez said, the last time you were here, you mentioned that you were utilizing the free trial period with Microsoft. Has that changed? Mr. Thakore said, that varies. For classes that require training in open source software, that is free license; we continue to use that. Where it is required for us to purchase licenses, we purchase those to be used by the trainees and for use in the classroom. It varies from class to class.

Mr. Thakore said, with regards to the cost efficiency, I totally agree with you. When you do have this discussion, please bear in mind that the way SOCRCC runs the program, is they do not charge anything to the employers. The cost efficiency of using online methodology is already being passed on to the employers that are participating in this program. Unlike other community colleges, or other entities out there that have training or contracts with ETP. We do not charge the employers any money, whatsoever. We fully subsidize it and manage to do it within the funding that we received from ETP. Please factor that in when you look at the overall cost.

Ms. Fernandez said, in that case, if you're utilizing free technology, can you please explain why there is such a high cost for each trainee? Mr. Thakore said, again that is applicable only for classes, like Linux System Administration. Linux is an open source software and there is no licensing fee. However, if we look at CompTia Networking, that does require network simulator for which we have to purchase 20 licenses, for 20 trainees, it varies. The cost you look at is factoring all those cost and yet in spite of that, we are able to provide it in the fully subsidized manner.

Ms. McBride and Mr. Broad voted aye.

**ACTION:** Ms. McBride moved and Mr. Broad seconded approval of the proposal for South Orange County Regional Chambers of Commerce in the amount of \$1,180,212.

Ms. McBride and Mr. Broad voted aye. Ms. Bell, Ms. Roberts, and Ms. Fernandez voted nay, and Mr. Rodriguez recused.

Motion defeated, 2 ayes - 3 nays - 1 recuse.

Ms. Roberts said, I would like to have them come back and look at some other qualifications, because I do think that the chamber has done a great deal of work behind this, but I just don't feel like we got enough information to approved the proposal at this time.

Mr. Broad said, in all fairness to them, they probably shouldn't come back until we change the rules. Ms. Roberts said, that's right. Mr. Broad said, then we can have a discussion, in which they're perfectly free to participate, which should have full public input. We should hold a hearing on this stuff, and talk about whatever we propose; but I don't think it would be fair to have them come back and keep guessing about what would make us happy, since it's clear that there's not a majority support for this proposal in its current form. Thank you, it's done

Ms. Thomas said, even against staff recommendation? Mr. Broad said, it's a recommendation, the Panel has the vote. It's defeated. Ms. Thomas said, I understand. I'm disappointed; out of the healthy discussion we had, I think it's really unfair. Mr. Broad said, I think you're entirely entitled to be disappointed under the circumstances. It may feel unfair, however, the Legislature in its wisdom and the Governor, who signed the law that made ETP, gave the Panel a vote to exercise and the discretion to exercise that vote. After thorough discussion and debate, the majority has spoken. I didn't happen to be in the majority, but that is the way democracy works.

Mr. Griffin asked, Mr. Chairman, would the Panel be opposed to the Chamber coming back with a different training vendor until the decision is made? Mr. Broad said, it's not about the training vendor, absolutely not. That would not be right. The question is whether we're comfortable with the training model. That has something to do with, not the training vendor as such, but the training vendor's frequency in using this model. It's the same with different chambers of commerce, and how that works as an equity issue. And there are questions about reimbursement.

Mr. Broad said, the questions about reimbursement are universal to everyone. That's not related to this model, but would include this model; it's actually an issue for every single proposal that comes before the Panel. I think that the safest thing to say is that they should probably consider coming back after we have examined this, and after we have a staff recommendation on how to change the rules. We've taken a vote and fully considered this question, and I think we should try to consider it at the next possible Panel meeting. I want staff to come up with a recommendation for dealing with the issues, and we will have a thorough public discussion.

### **California Manufacturers and Technology Association**

Mr. Atkinson presented a Proposal for California Manufacturers and Technology Association (CMTA) in the amount of \$1,199,812. CMTA is a trade association representing a large number of California's manufacturing, processing, service, and technology-based companies. This will be CMTA's fifth ETP Agreement within the last five years.

CMTA conservatively plans to have 10 Veterans (Job Number 5) participate in training, who have served on active full-time duty in the Armed Forces. Veteran trainees in Job Number 5 will receive a higher reimbursement rate of \$22 per hour.

Mr. Atkinson introduced Dorothy Roth, President, CMTA and Robert Sanger, CMTA.

Mr. Broad said, is there a plan for a taste test? Quality training equals better tasting beer.

Mr. Rodriguez said, this is great because I like the way you say “take advantage of California training reimbursement money”. There’s a lot of question from the business private sector when you say training. It takes a while to understand the reimbursement process. Do you have an Memorandum of Understanding (MOU) with UC Davis Extension on brewery, or are they a sub-vendor? Mr. Sanger said, I just spoke with Jim Brown at the Extension earlier in the week. If we have microbrewers in the area, California microbrewers that come through their classes, there are culture classes as well, what will happen is they’ll notify me and I’ll work their company. For example, let’s say they’re coming from Rubicon brewery, it’s the master brewery and that’s where they’ll take the class; and we’ll run it more like a rebate program. They’ll pay the fee up front to UC Davis, so they don’t have to change their business practice. Once they finish the class, then we’ll rebate the employer back, whatever the reimbursement is depending on the size of the brewery, and that will be a discount, basically. Those courses are pretty expensive. Mr. Rodriguez asked, do you have an agreement with UC Davis so you don’t get charged the university overhead of 115%. Mr. Sanger said, this is the extension, so they’re used to working with businesses. Mr. Rodriguez said, perfect.

Ms. Fernandez said, I’m just really excited to see the Veterans component on this proposal.

ACTION: Ms. Fernandez moved and Mr. Rodriguez seconded approval of the proposal for California Manufacturers and Technology Association in the amount of \$1,199,812.

Motion carried, 6 – 0.

## **X. PUBLIC COMMENTS**

There were no public comments.

## **XI. MEETING ADJOURNMENT**

Mr. Broad adjourned the meeting at 11:19 a.m.

## Single Employer Contractor

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

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

These features apply to core program funding.

## Multiple Employer Contractor

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

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

### *Retraining*

- Training hours for retrainees are capped at 200. The Panel may modify this cap for good cause on a case-by-case basis.
- The MEC must provide union letters of support for represented employees.
- The MEC must make an "in kind" contribution toward the cost of training, of at least 50% of the ETP-funded amount. These contributions may consist of:
  - 1) wages/benefits paid during training by participating employers;
  - 2) development, recruitment, placement, and assessment costs; and,
  - 3) facility and material expenses.
- The MEC must provide a list of participating employers to demonstrate actual employer demand for the occupational skills in the curriculum.
- The MEC must have a core group of participating employers for at least 80% of the training plan.
- Participating employers must be subject to the Employment Training Tax.
- Participating employers must demonstrate an ongoing commitment to training, and represent that ETP funds will not displace existing resources.

### *New Hire Training*

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

These features apply to core program funding.

## Delegation Order Process

- The Panel has delegated authority to the Executive Director, without consultation with the Panel Chair, to approve (1) small business (100 or fewer employees) for \$100,000 or less, and (2) single and multiple employer proposals for \$100,000 or less.
- This procedure allows projects to be approved on a flow basis. This process recognizes the need for just-in-time training, and reduces or eliminates the need for a Consent Calendar.
- An ETP130 and Curriculum is prepared for each proposal. They are reviewed and approved after the Executive Director signs off. The effective date will be the date specified by the Field Analyst and if no date is specified, the earliest effective date of contract is the day after the project is approved by the Executive Director.
- A copy of approved Delegation Orders is included in each month's Panel Packet, for projects approved prior to the Panel meeting, as an information item.





**Training Proposal for:**  
**Baycorr Packaging Inc. dba Heritage Paper**  
**Agreement Number: ET16-0395**

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** San Francisco Bay Area

**Analyst:** L. Lai

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee HUA	Industry Sector(s):	Manufacturing  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Alameda, Fresno, San Joaquin	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: 185	U.S.: 185	Worldwide: 185	
<u>Turnover Rate:</u>	10%			
<u>Managers/Supervisors:</u> (% of total trainees)	17%			

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$196,416		\$0	\$0		\$196,416

In-Kind Contribution:	100% of Total ETP Funding Required	\$200,000
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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	Adv. Technology, Business Skills, Computer Skills, Con't. Improve, Mfg Skills, OSHA 10/30	176	8-200	0	\$1,116	\$15.60
				Weighted Avg: 62			

**Minimum Wage by County:** \$17.02 per hour for Alameda County; \$16.10 per hour for Sacramento County; \$15.60 per hour for Fresno and San Joaquin 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 \$6.02 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Admin/Support Staff (Accounting, Administration, Customer Service, HR, IT, Sales, Marketing)		49
Technical Staff (Design, Engineer, QC, R&D)		48
Production Staff (Fulfillment, Production, Transportation, Warehouse)	*	49
Manager/Supervisor		30

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

**INTRODUCTION**

Headquartered in Livermore, Baycorr Packaging Inc. dba Heritage Paper (Heritage) ([www.heritagesolutions.com](http://www.heritagesolutions.com)) was founded in 1986. The Company designs, manufactures and delivers custom packaging. Items include display units for food service companies, custom wood crates for wine manufacturer, and specialty items such as shipping containers for medical equipment. Customers include domestic and international manufacturers in the food and beverage, packaging and shipping, electronics, automotive, and biotechnology industries. In the last two years, the Company has grown from 109 to 189 total employees at its four facilities located in Livermore, Fresno, Lathrop, and Sacramento. All four locations will participate in training.

**PROJECT DETAILS**

This will be Heritage's fourth Agreement, third within the last five years. The Company's first Agreement (ET08-0418) focused on Continuous Improvement and Manufacturing Skills and the second (ET12-0146) focused on customer service, sales and marketing, Lean Manufacturing, and a new bag/pouch line for the food industry. The most recent Agreement (ET14-0273), focused on training employees on a new digital print technology.

This new proposal will continue training not completed under ET14-0273 due to delays in software updates; problems with software compatibility; equipment testing; and training of subject-matter experts.

In addition, Heritage will offer training on:

- New Products: In addition to traditional cardboard displays, the Company will now offer permanent displays made of wood and plastic that can be used year round.
- High-end Flexography Printing (known as high flex): This procedure will enable the Company to meet customer demands for the most high-resolution, cost-effective corrugated containers and displays.
- Hewlett-Packard HDR (High Dynamic Range) Print Technology: Heritage is one of a select group of manufacturers in the United States to have this technology. The Company will be able to offer rapid set-up and high-production runs of a wide range of high-quality substrates for packaging, signage and graphics.
- Paycom: The Company will be changing to a new payroll processing system with more features and accessibility.

## Training Plan

To address all the above, Heritage must provide training (Class/Lab and E-Learning) to employees across all areas of the business to integrate the new digital printing processes and prepare for growth and increased production capacity.

### Advanced Technology (10%)

Heritage requests the Advanced Technology (AT) rate of \$26 per hour for the training in Digital Print and High-End Flexo Print Technologies. Heritage has made over \$10 Million investment in the new Digital Printing Division including \$7 million for Gopfert Printing equipment, \$1.5 million for Vega Gluing, and \$2.2 million for HP Digital Printer. Limited staff training (1-6 hours) was included in this investment—none which is part of this proposal.

Necessary workforce training on the machinery is highly technical and will be conducted in a simulated lab environment and the trainees will not be producing any products while in training. About 30 hours of training will be delivered to 40 Production and Technical Staff responsible for programming the software and operating the machines. The trainer-to-trainee ratio will not exceed 1:10 to allow in-depth coverage and personal attention from the instructor. Trainers will be VP of Operations, Managers, and Supervisors who were trained in train-the-trainer courses under the previous Agreement (ET14-0273).

**Business Skills** (23%): Training will be offered to Admin/Support Staff and Managers/Supervisors to implement new sales, marketing, administrative and financial processes related to new products and customers. Supervisors/Managers will also receive Performance Management training to ensure customer and internal goals and objectives are met and managed in a timely manner.

**Computer Skills** (25%): Training will be delivered to Admin/Support Staff (specifically Accounting, Administration, HR, and IT). Trainees will learn how to use the new Paycom software for faster payroll processing. Trainees will also learn how to interface information from existing software systems into a singular reporting mechanism.

**Manufacturing Skills (20%):** Training will be offered to Production Staff, and Supervisors/Managers and will focus on the launch of new equipment and processes and the integration of new products and industries. Topics include Design and Pre-Press Processes, Advanced Glue Technology, Permanent Displays, and Packing & Fulfillment. Training will reduce waste and production lead times.

**Continuous Improvement (20%):** Training will be provided to all occupations. Topics will include processes and Lean Manufacturing techniques related to the new processes. Training will efficiently eliminate waste, increase profitability, and optimize administrative and manufacturing processes.

**Certified Safety Training (2%)**

OSHA 10/30. This training will be provided to Technical Staff. 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 locations in Fresno and San Joaquin Counties are located in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. However, the Company is not asking for a wage modification.

**Commitment to Training**

ETP funding will not affect the Company's financial commitment to training. The annual training budget is \$80,000 per facility. Courses offered include basic skills, basic & intermediate computer systems, on-the-job training, employee orientation, human resource, sexual harassment prevention and regulatory training, CPR, and ISO skills (to maintain 2001:2008 certification). The Company also offers ad-hoc training for unforeseen needs, seminars, conferences and open enrollment classes.

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

**Substantial Contribution**

Although the company is a repeat contractor, substantial contribution is not being applied because no one facility has earned in excess of \$250,000 within the past five years.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0273	Fresno, Livermore, Lathrop, Sacramento	02/03/2014– 02/02/2016	\$197,000	\$196,880 (100%)
ET12-0146	Fresno, Livermore, Lathrop, Sacramento	10/03/2011– 10/02/2013	\$199,584	\$198,279 (99%)

**DEVELOPMENT SERVICES**

Heritage retained Sallyanne Monti Consulting in San Francisco to assist with development of this proposal for a flat fee of \$8,500.

**ADMINISTRATIVE SERVICES**

Heritage also retained Sallyanne Monti Consulting to 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:

#### **ADVANCED TECHNOLOGY**

- Advanced Digital Print Technology
- Advanced High End Flexo Print Technology

#### **BUSINESS SKILLS**

- Customer Service, Sales & Marketing Skills
  - Advanced Digital Print Technology
  - Advanced Flexo Print Technology
  - Advanced Glue Technology
  - Design & Pre-Press Processes
  - Flexo Printing Progressions
  - Permanent Displays
- Performance Management

#### **COMPUTER SKILLS**

- Advanced Existing Software Integration for Reporting
  - Advanced Digital Print Technology
  - Advanced Flexo Print Technology
- Paycom

#### **CONTINUOUS IMPROVEMENT**

- Continuous Improvement Processes for New Initiatives
  - Advanced Digital Print Technology
  - Advanced Flexo Print Technology
  - Advanced Glue Technology
  - Design & Pre-Press Processes
  - Flexo Printing Progressions
  - Permanent Displays
- Lean Manufacturing & 5S for New Initiatives
  - Advanced Digital Print Technology
  - Advanced Flexo Print Technology
  - Advanced Glue Technology
  - Design & Pre-Press Processes
  - Flexo Printing Progressions
  - Permanent Displays

#### **MANUFACTURING SKILLS**

- Advanced Glue Technology
- Design & Pre-Press Processes
- Flexo Printing Progressions
- Permanent Displays
- Packing & Fulfillment
- Production Advancements

**OSHA10/30** (OSHA certified instructor)

- OSHA 10 (requires completion of the full 10-hour course)
- OSHA 30 (requires completion of the full 30-hour course)

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

**E-Learning Hours**

8 - 200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Customer Service, Sales & Marketing for New Initiatives
  - Advanced Digital Print Technology
  - Advanced Flexo Print Technology
  - Advanced Glue Technology
  - Design & Pre-Press Processes
  - Flexo Printing Progressions
  - Permanent Displays
- Performance Management

**COMPUTER SKILLS**

- Advanced Existing Software Integration for Reporting
  - Advanced Digital Print Technology
  - Advanced Flexo Print Technology
- Paycom

**CONTINUOUS IMPROVEMENT**

- Continuous Improvement Processes for New Initiatives
- Lean Manufacturing & 5S for New Initiatives
  - Advanced Digital Print Technology
  - Advanced Flexo Print Technology
  - Advanced Glue Technology
  - Design & Pre-Press Processes
  - Flexo Printing Progressions
  - Permanent Displays

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



**Training Proposal for:**  
**Building Skills Partnership**  
**Agreement Number: ET16-0397**

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** North Hollywood

**Analyst:** M. Reeves

**PROJECT PROFILE**

Contract Attributes:	SET Retrainee Priority Rate Veterans	Industry Sector(s):	Transportation/Logistics  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-USWW Local 1877		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$54,400		\$3,860 8% (Job 1) 20% (Job 2)		\$58,260

In-Kind Contribution:	50% of Total ETP Funding Required	\$45,330
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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 SET Priority Rate	Business Skills, Commercial Skills	290	8-200	0	\$192	*\$10.15
				Weighted Avg: 10			
2	Retrainee SET Veterans	Business Skills, Commercial Skills	10	8-200	0	\$258	*\$10.15
				Weighted Avg: 10			

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

**Minimum Wage by County:** \$21.28 per hour Statewide (priority industry) or per union collective bargaining agreement.

**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
Baggage Staff		30
Passenger Service Staff		135
Cabin Staff		55
Security Staff		80

\*Wages are per collective bargaining agreement.

**INTRODUCTION**

Building Skills Partnership (BSP) ([www.buildingskills.org](http://www.buildingskills.org)) is a statewide non-profit collaboration between the Service Employees International Union-United Service Workers West (SEIU-USWW) with building service employers, and community leaders.

BSP provides services to six regions in California: Los Angeles, Orange County, San Diego, San Jose, Oakland/San Francisco, and Sacramento. BSP works with some 80 signatory employers that contribute training and education funds for approximately 12,000 represented service workers. This will be the fifth training project with ETP for additional funding to

supplement the employer contributions. [Note: Training for Janitors is being funded under an active ETP Agreement (ET15-0409).]

This proposal is for emergency response and preparedness training delivered to 300 workers at Los Angeles International Airport (LAX), in the airport service occupations shown above. Due to its record of effectively leading joint labor/management programs, BSP was tasked with developing and overseeing training in this area.

The scope of training stems from the November 2013 shooting incident at LAX. This shooting incident revealed serious deficiencies in emergency preparedness for airport service workers. Although untrained in emergency response, these workers played a large role in helping to restore operations at LAX, both during and after the shooting.

The shooting incident made it clear that baggage handlers and other service workers, who are amply dispersed throughout an airport, are often first-responders in emergencies. Incident debriefings revealed several areas of concern by employers and workers such as confusion about evacuation routes, rally points, and accounting for co-workers.

A comprehensive training initiative was negotiated to address these concerns, in collective bargaining between SEIU-USWW and eight signatory employers on behalf of some 9,000 airport service workers at LAX. These agreements, effective in June 2014, require employer contributions to fund emergency response and preparedness training for these workers.

This will be BSP's first attempt at providing training to airport service workers. As such, only one of the eight signatory employers is participating under this proposal: G2 Secure Staff, LLC. BSP's goal is to deliver a successful program for G2 Secure Staff and then expand training opportunities to additional signatory employers.

## **PROJECT DETAILS**

BSP is seeking ETP funding to support its first attempt at training for airport service workers at LAX, in the area of emergency preparedness and response. This is a focused program with 8-12 hours per-trainee for approximately 300 trainees.

### **Training Plan**

**Business Skills** (25%) - Training will be offered to all occupations. These modules are designed to help employees improve their customer service and communication skills. Training emphasis will be on effective communication in emergency situations, including accurate and concise reporting.

**Commercial Skills** (75%) - Training will be offered to all occupations. Training will cover the role of airport service workers in emergency situations. Trainees will learn proper evacuation procedures, observation techniques, and how to deal with suspicious packages.

### **Curriculum Development**

BSP worked closely with employers, airport managers, service employees, and SEIU-USWW representatives to develop the proposed Curriculum. BSP also met with local emergency personnel to customize the course material for the specific requirements of LAX. The course content has been compiled from longer training courses developed for security guards, police officers, and fire department personnel. BSP also plans to adapt emergency response course material from the Thomas Shortman Training Fund and SEIU 32BJ, District 615. The proposed

Curriculum is specifically designed to provide emergency response training to workers who have received minimal classroom instruction on this content in the past.

### **Veterans Program**

BSP conservatively plans to have 10 Veterans (Job Number 2) participate in training, who have served on active full-time duty in the Armed Forces. The Panel has established a higher reimbursement rate and other incentives for training California veterans, as will be reflected in the contract.

### **Marketing and Support Costs**

BSP already has surveyed, interviewed, and delivered presentations to airport service employers in connection with this project. BSP has also allocated resources to perform needs assessments, recruitment, and curriculum customization based on employer and worker feedback. Staff recommends 8% Support Costs for Job Number 1 and 20% Support Costs for Job Number 2 (Veterans) to fund these efforts.

### **Special Employment Training Wage Modification**

BSP is eligible as a Group of Employers for funding under Special Employment Training (SET). Under SET, participating employers are not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of retention. However, the Panel may accept a collective bargaining minimum wage. BSP is requesting a post-retention wage of \$10.15 per hour, consistent with the collective bargaining agreement for G2 Secure Staff.

### **Training Coordinator**

BSP has a team of in-house bilingual trainers who will assist with the proposed training. BSP will ensure that all trainers are well-versed in the Curriculum prior to the delivery of training. Specialized training vendors may be identified during the contract term.

### **Tuition Reimbursement**

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

### **Commitment to Training**

ETP funds will not displace the existing financial commitment to training of participating employers. Participating employers will continue to provide new-hire orientation and informal one-on-one essential job skills training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### **➤ Training Infrastructure**

BSP has eight full-time staff members to coordinate marketing, recruitment, needs assessments, and the scheduling and tracking of training. In addition, BSP has retained an outside administrative consultant to ensure that all training records adhere to ETP requirements.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**ACTIVE PROJECTS**

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

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET15-0409	\$336,700	04/06/15 – 04/05/17	350	0	0

Based on ETP Online Training Systems, there are 220 enrolled trainees (63%); and, 6,287 reimbursable hours have been delivered, sufficient to earn \$100,781 (30% of approved amount).

The Contractor projects final earnings of approximately 90% based on training currently committed to by employers and in progress through December 2016.

**PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0205	Statewide	12/31/12 – 12/30/14	\$398,665	\$320,065 (80%)
ET11-0111	Statewide	12/20/10 – 12/19/12	\$399,788	\$329,303 (82%)

**DEVELOPMENT SERVICES**

California Labor Federation in Sacramento assisted with development of this proposal at no charge.

**ADMINISTRATIVE SERVICES**

Strategy Workplace Communications in Oakland will 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****• Customer Service**

- Developing advanced customer relations and service knowledge
- Identifying customer needs
- Understanding non-verbal communication
- Applying innovative ways of handling complaints and requests
- Communicate effectively in an emergency

**• Communication Skills**

- Communication – communicating effectively with authorities and the public in emergency situations
- Communication – learning the chain of command in emergency situations and become aware of the role they should play
- Effective verbal and written communication through accurate and concise work reporting
- Responding to client concerns and requests professionally
- Communicating with customers, co-workers, supervisors, managers, building owners and management representatives effectively

**COMMERCIAL SKILLS**

- Responding to an active shooter
- Emergency Response Procedures
- Role of Building Service Worker – the chain of command in emergency situations
- Evacuation Procedures
- Disease Control Protocol
- Observation Skills – techniques to use and improve their senses when performing daily duties
- Dealing with suspicious packages and bomb threats – identifying conventional explosive devices and handling reporting of “suspicious package” or other threats
- Indicators of terrorist event – identifying and reporting behaviors
- CPR/First Aid

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: Building Skills Partnership

CCG No.: ET16-0397

Reference No: 15-0291

Page 1 of 1

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: G2 Secure Staff, LLC

Address: 5757 W. Century Blvd., Suite 518

City, State, Zip: Los Angeles, CA 90045

Collective Bargaining Agreement(s): SEIU-USWW Local 1877

Estimated # of employees to be retrained under this Agreement: 300

Total # of full-time company employees worldwide: 6,000

Total # of full-time company employees in California: 1,300



**Stronger Together**  
**Local 1877**  
**SOULA 2006**  
**Local 24/7**  
**Local 2007**

**Southern CA**  
**Headquarters**  
828 W. Washington Blvd.  
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SERVICE EMPLOYEES  
INTERNATIONAL UNION

ETP Reference No. 15-0291

January 25, 2016

The Employment Training Panel  
1110 J Street, 4th Floor  
Sacramento, CA 95814

Dear Panel Members:

United Service Workers West -Service Employees International Union of which I am President, fully supports the application being submitted by the Building Skills Partnership (BSP). SEIU-USWW has been a full partner in the planning of this training project with the BSP. We have met with Director Aida Barragan and employers at LAX Airport regarding the ETP training schedule, the training curriculum and the recruitment plan for our members. Our employers see value in the training provided by BSP and have committed to continue our partnership to expend into more of their locations.

It is a pivotal time for training service workers at LAX as they are frontline workers and responders in cases of emergencies, natural disasters, and threats to safety. Training provided by BSP, in a partnership with employers, adds value to Union labor and provides protection and stability for the trained workers.

We have participated and will continue to take part in any meetings required by our joint efforts to create successful training programs for our members. We plan to support the training by assisting the BSP in contacting companies and getting them involved in the training. Finally, we would support adding other property service SEIU locals to the program in the future.

We fully give our approval for the BSP to run its first ETP-funded training program and believe that the training will help SEIU-USWW employees develop the skills needed to position themselves for secure and better paid work in California. Should you have any other questions, please contact me at 213-284-7706.

Sincerely,

A handwritten signature in blue ink, appearing to read "David Huerta", is written over a circular blue stamp.

David Huerta  
President  
SEIU-USWW



## Training Proposal for:

### City of Richmond Workforce Investment Board

**Agreement Number: ET16-0398**

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** San Francisco Bay Area

**Analyst:** D. Woodside

#### PROJECT PROFILE

Contract Attributes:	At-Risk Youth Ex-Offender SET New Hire Veterans	Industry Sector(s):	Construction Green Technology  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Contra Costa	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤0%		
Managers/Supervisors: (% of total trainees)	≤0%		

#### FUNDING DETAIL

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$127,350		\$0		\$127,350

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 Ex-Offender At-Risk Youth Multiple Barriers SET	Commercial Skills	25	24-260	0	\$4,500	\$14.19
				Weighted Avg: 225			
2	New Hire Veterans	Commercial Skills	3	24-260	0	\$4,950	\$14.19
				Weighted Avg: 225			

**Minimum Wage by County:** Contra Costa County – Job Number 1: SET/MB – New Hire (at-risk youth/ex-offender) \$10.64 per hour; Job Number 2: New Hire \$14.19 per hour.

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

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

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

### **Wage Range by Occupation**

Occupation Titles	Wage Range	Estimated # of Trainees
Construction Laborer		10
Carpenter Pre-Apprentice		8
Solar Installer		10

## **INTRODUCTION**

The City of Richmond Workforce Investment Board (RWIB) ([www.ci.richmond.ca.us](http://www.ci.richmond.ca.us)) provides policy direction and guidance on all workforce development activities in Richmond. One of RWIB's most successful programs is the RichmondBUILD Careers Academy (RichmondBUILD), which provides vocational skills training in high-growth construction, energy efficiency, and renewable energy fields. RichmondBUILD primarily serves Richmond residents, but also partners with the city of San Pablo to benefit additional residents in Contra Costa County.

RWIB proposes to train a total of 28 unemployed individuals from 3 distinct groups: (1) at-risk youth, (2) veterans, and (3) individuals with multiple barriers to employment including ex-offenders. Trainees will be placed and retained in full-time jobs in the construction and green technology industries. This project will be the fourth Agreement with RWIB but only the second in the previous five years.

## **Employer Demand**

This proposal will help address the anticipated workforce needs of employers involved in large-scale construction projects in Contra Costa County, including projects already underway or beginning in the near future. Employment opportunities will be generated by infrastructure and capital projects, as well as commercial and residential energy-saving retrofits and upgrades. Feedback from a large number of local employers helped identify the most likely areas of need for skilled workers. RWIB cites a few of the following projects that will create employment opportunities in the City of Richmond for its residents:

- Chevron Modernization Project - \$1 Billion (Summer of 2016);
- Terminal One - \$400 million
- Solar One Project - \$10 million
- Berkeley Global Campus - \$1.5 billion

RichmondBUILD has successfully placed graduates at the various construction sites in progress. There is an ongoing partnership with many of the employers involved with the Chevron Modernization project, and several other capital improvement projects in Richmond including: Ghilotti Brothers, Overaa Construction, Whiteside Construction, Alton Construction, Turner Group Construction, Net Electric, and Bay Cities Construction.

RichmondBUILD is also in close contact with the lead subcontractors (such as Brand Scaffolding) responsible for the Chevron Modernization Project. Since Chevron has supported RichmondBUILD to ensure the existence of a trained local workforce, the subcontractors will benefit from the qualified pool of RichmondBUILD graduates.

While the construction contractors responsible for the Berkeley Global Campus (BGC) project have not yet been chosen; RWIB staff met with the BGC Community Relations Representative to plan for anticipated workforce needs resulting from the construction of the campus. Discussions also focused on long-term labor needs and indirect job creation after construction. Like Chevron, Berkeley Global Campus has also shown their support for RichmondBUILD, particularly its energy efficiency training component, by contributing over \$10,000 for training materials and equipment.

All of the projects listed above have entered into or committed to a local hire goal of at least 25% and RichmondBUILD will be the primary source for the hiring.

RWIB members believe that all of these endeavors will result in a high placement and retention rate and 100% earnings.

## **PROJECT DETAILS**

### **Training Plan**

All classroom/laboratory training is center-based and will occur at RichmondBUILD's training center in Richmond, housed in a 10,000 square-foot facility with 30 feet of ceiling clearance on the main training floor (for building projects). Computer labs, administrative offices, and classroom space are also available at the center. Classes run five days a week, 6 hours a day for 30 hours a week

**Commercial Skills:** (100%) training is based on the International Carpenters Union Pre-Apprenticeship curriculum. The lead instructor for RichmondBUILD is a journeyman carpenter referred by the International Carpenters Union. His two assistants are program graduates that will provide assistance to trainees during the lab training.

Through close consultation with Carpenters Union Local 152, RichmondBUILD has developed a construction training curriculum meeting entry requirements for apprenticeship in various trades. Following completion of the training program, RichmondBUILD participants will receive an industry and union-recognized certificate of completion and will be provided assistance in entering apprenticeship programs. As a result of their training, most trainees should be able to find employment in the construction industry, including specialized sectors such as petrochemicals, hazardous materials clean-up, energy efficiency, and renewable energy.

Total training hours for both Job Numbers is capped at 260 hours as allowed for New-Hire training. Trainees typically attend in excess of 260 hours of commercial job skills and additional job readiness training; thus, any excess training hours above 260 (e.g., job readiness) will be funded by other funding sources (e.g., Workforce Investment Act funds).

### **Solar Energy Training Program**

In order to meet the business needs of a local construction project, Solar One, and other utility scale and residential photovoltaic projects, RichmondBUILD has added Solar Energy Installation training to its list of training programs and Solar Installer to its occupations to be trained. RichmondBUILD reports that its employer partners have projected local industry growth and demand for skilled solar installers during the next two year period. Solar One's owner, Marin Clean Energy, has committed to hiring local residents for 50% of its openings, and the project's employer of record, Stion, a private sector company, is looking to graduates of the RichmondBUILD program to be a major component of their new-hires.

### **Curriculum Development and Employer Input**

RWIB members, including local Chamber of Commerce representatives, provide ongoing feedback about business conditions specific to Richmond, and training curricula that will best prepare individuals for employment in construction and other industries. RWIB members from the construction industry include: Steve Bell of Carpenters Local 152; Bob Lilley of Electricians Local 302; Willie Hicks of Laborers Local 324; Len Turner, President of Turner Group Construction; Per Lorentzen, Business Manager for Chevron; John Troughton, Senior President of Kennedy Wilson, Nate Tyler, CEO of NET Electric; and others with specialized knowledge of employer needs. In addition to advice about training curricula, RWIB members are able to provide insight on specific projects under development that will create jobs for RichmondBUILD program graduates.

### **Impact/Outcome**

Completion of the core training results in a certification of Pre-Apprenticeship Construction Training Skills, recognized by the Carpenters' and Laborers' Unions throughout the Bay Area. Depending on individual course work, a trainee may also receive various industry certifications, such as in solar technology and installation.

## **Marketing and Employer Participation**

RichmondBUILD's success in marketing and recruitment is based on collaborations with numerous public and private partners including: Contra Costa College; the Contra Costa County WIB; the Richmond Housing Authority; Rising Sun Energy Center; Turner Group Construction; and Net Electric. In addition, RWIB will actively market its training program to area employers using several strategies. These include the City of Richmond's local employment ordinance, community benefits agreements, and development agreements with local employers.

## **New Hire Recruitment Plan**

Over the past nine years, RichmondBUILD has placed graduates in high-wage jobs, with approximately 100 applicants typically competing for the 30 available seats in each training session. As such, word-of-mouth has been the most effective recruitment tool.

RichmondBUILD also coordinates closely with the One-Stop Center to track interest and facilitate recruitment into the program. Flyers about the program are available, as well as a sign-up sheet that results in reminder calls, resulting in high participation in information sessions held at RichmondBUILD. After attending these sessions, all interested individuals must pass a basic math, reading and agility test to qualify for RichmondBUILD's training. Additionally, participants must have a GED or high school diploma.

## **Ex-Offender/At-Risk Youth**

Job Number 1 will be funded as Special Employment Training (SET) including Multiple Barriers and Ex-Offender/At-Risk Youth. RWIB 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 program guidelines. Job Number 1 may also include SET Multiple Barriers Trainees who have two or more barriers to employment (e.g., mental or physical disability, limited English proficiency, limited math skills).

### **➤ 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 with multiple employers such as in the construction industry, retention may be satisfied by employment of at least 500 hours within a maximum of 272 days.

### **➤ Wages**

Trainees will receive the ETP Minimum New-Hire Wage.

➤ **Incidental Placement**

Incidental placement with public and nonprofit entities is permissible for these trainees not to exceed 25% of the number placed from Job Number 1. This cap may be increased to 35% under the Ex-Offender/At-Risk Youth program for good cause.

**Veterans Program**

Job Number 2 will be funded as SET/Veterans – New Hires. The Panel has established a higher reimbursement rate (\$22 per hour) and other incentives for training California veterans. RichmondBUILD will target outreach to Veterans through the One Stop, the EDD's Veterans' Representative, and other community-based organizations serving the Veterans population. In addition, RWIB will leverage its own outreach efforts with the Contra Costa Building Trades Council who have identified employing veterans as a top priority.

➤ **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.

➤ **Wages**

These trainees will receive the ETP Minimum New-Hire Wage.

➤ **Incidental Placement**

Incidental placement with public and nonprofit entities is permissible for Veterans in Job Number 2 not to exceed 25% of the number of trainees placed from Job Number 2. This placement rate may be increased to 45% for Veterans for good cause. However, RWIB is not seeking the increase.

**Temporary Agency**

New-hire placements as a Temporary Worker shall be no more than 20% of the total new-hire trainee population. This cap will be applied to the number of trainees who have completed training and retention and reached the applicable Minimum Wage, at the time of fiscal closeout. This is consistent with Panel standards for Temporary Agency training (T.22,CCR section 4427.)

**High Unemployment Area**

Trainees may work in a High Unemployment Area (HUA) in Contra Costa County, which is a region with unemployment exceeding the state average by 15%. The determination of HUA status is based on unemployment data from EDD's Labor Market Information Division. RWIB is asking for the ETP Minimum New Hire Wage as the post-retention wage for the trainees, rather than the Statewide Average Hourly Wage. However, RWIB is not requesting a post-retention HUA wage modification for trainees in either Job Number 1 or Job Number 2.

### **No Support Costs Requested**

RWIB is not seeking support costs for this training in order to ensure that there is no duplication of other government funds that they receive, and to be able to administratively account for ETP training and administration costs.

### **No Funding From Other Sources Used for ETP**

Although RWIB does receive funding from other government sources, its representative has stated that such funds will not be used to defray ETP-funded training and administration costs. ETP funds will only be used to fund training hours not paid for by other government sources.

### **No Training Costs Passed on To Trainees**

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

### **RECOMMENDATION**

Staff recommends approval of this proposal with the retention modifications for both Job Numbers.

### **PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0179	Richmond	12/31/12 – 12/30/14	\$183,000	\$127,539 (70%)

This Agreement served only the At-Risk Youth Ex-offender populations. RWIB placed 27 new hire trainees for earnings of 70%. In order to improve performance in the proposed project, RWIB has worked with private sector employers to increase job opportunities for program graduates. Strong relationships with local unions will also strengthen the pathway into employment. Finally, the newly-proposed funding amount of \$127,350 is slightly under what was earned under ET13-0179.

### **DEVELOPMENT SERVICES**

N/A

### **ADMINISTRATIVE SERVICES**

N/A

### **TRAINING VENDORS**

N/A

## **Exhibit B: Menu Curriculum**

### **Class/Lab Hours**

24-260

Trainees may receive any of the following:

#### **Commercial Skills**

- Overview of established safety rules and regulations and maintaining a safe and clean work environment
- Assembling and fastening materials to make framework or props, using hand tools and wood screws, nails, dowel pins, or glue
- Building or repairing cabinets, doors, frameworks, floors, and other wooden fixtures used in buildings; using woodworking machines, carpenter's hand tools, and power tools
- Preparation of foundations and floors; installation of floor components
- Construction of walls, including framing, exterior sheathing, sheetrock
- Constructing forms and chutes for pouring concrete
- Erecting scaffolding and ladders for assembling structures above ground level
- Filling cracks and other defects in plaster or plasterboard and sand patch, using patching plaster, trowel, and sanding tools
- Finishing surfaces of woodwork or wallboard in houses and buildings using paint, hand tools, and paneling
- Installing structures and fixtures, such as windows, frames, floorings, and trim, or hardware, using carpenter's hand and power tools
- Hazardous material safety
- Energy efficiency, including testing materials,
- Solar panel installation:
  - Principles of photovoltaic
  - Site surveys and preplanning
  - System sizing and installation
  - Electrical Safety
  - Materials/ Tools

- Electrical Math
- Introduction to modules, inverters and balance of system components
- Modules Features
- Inverter Features
- Mounting Systems
- Electrical Wiring and Connections
- Installation Methods and Guidelines
- Sizing Methodologies and Calculations
- Roof Top Installations
- Commissioning and Operations

Note: Reimbursement for new hire training is capped at 260 total training hours per trainee.





**Amendment Proposal #1 for:**  
**Giligia College**  
**Agreement Number: ET16-0169**

**Amendment Effective Date:** January 15, 2016

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** North Hollywood

**Analyst:** M. Paccerelli

**CURRENT PROJECT PROFILE**

Contract Type:	Retrainee SET/HUA Priority Rate SB<100	Industry Sector(s):	Services Manufacturing
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	Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Current Contract Term:	October 1, 2015 to September 30, 2017	Substantial Contribution:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

**CURRENT FUNDING**

Current Funding	In-Kind Contribution
\$50,927	\$33,600

**AMENDMENT FUNDING**

Requested Funding	Support Costs	Amendment Funding	In-Kind Contribution
+\$45,258	+\$3,170	+\$48,428	+\$31,974

Total Funding
\$99,355

**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	Retrainee SET/HUA SB<100	Business Skills, Computer Skills, Cont. Imp.	16	8-200	0	\$2,753	\$15.97
				Weighted Avg: 117			
2	Retrainee SB<100	Business Skills, Computer Skills, Cont. Imp.	13	8-200	0	2,753	\$15.97
				Weighted Avg: 117			
3	Retrainee SB<100 Priority Rate	Business Skills, Computer Skills, Cont. Imp.	6	8-200	0	\$3,253	\$15.97
				Weighted Avg: 117			

**Minimum Wage by County:** \$15.97 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 health benefits to meet the Post-Retention Wage.

Wage Range by Occupation	
Occupation Titles	Wage Range
Administrative Staff	
Graphics Design Staff	
Accounting Staff	

**INTRODUCTION**

Giligia College (Giligia) is a for-profit training agency founded in 2006. Located in Van Nuys, Giligia offers professional studies and career-related programs in office administration and multimedia design programs.

This project was targeted to train 35 workers from small to medium-sized companies. The Agreement was approved at the September 2015 Panel Meeting and training commenced on October 1, 2015.

**AMENDMENT DETAILS**

As a first-time ETP Contractor, Giligia submitted a conservative training plan with weighted average of 60 hours per trainee for all job groups. This was to ensure that they were able to manage and implement the project.

Since training began, there has been a high demand for additional training from participating employers. Several employers indicated the need to improve workers' skills in computer

applications as well as office and technical skills to remain competitive. However, there is not enough training funds in the current Agreement.

As a result, Giligia is requesting additional funding to increase the weighted average by 57 hours in all Job Numbers, from 60 to 117 hours per-trainee. Training in Continuous Improvement, Business and Computer Skills will be a continuation of the current curriculum, for the same trainee population. Therefore, Giligia is requesting an effective date of January 15, 2016 when this revision request was submitted to ETP. This is consistent with training for existing trainees. There is sufficient time remaining in the contract term for the extra hours of training to be delivered, in time for retention.

In summary, this Amendment will increase the Agreement amount by \$48,428, to \$99,355. It will increase the cost per-trainee from \$1,411 to \$2,753 in Job Numbers 1 and 2; and from \$1,668 to \$3,253 in Job Number 3. There will be no change to the curriculum or trainee wages.

### **RECOMMENDATION**

Staff recommends approval of this Amendment.

### **CURRENT CONTRACT PERFORMANCE**

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

Agreement No.	Approved Amount	Term	No. Trainees (Average)	No. Completed Training	No. Retained
ET16-0169	\$50,927	10/01/15 – 09/30/17	35	0	0

Based on the ETP Online Systems, 1,856 hours have been tracked for potential earnings of \$44,937 (88% of the originally approved amount).



**Retrainee – Job Creation  
Training Proposal for:**

**Ly Brothers Corporation dba Sugar Bowl Bakery**

**Agreement Number: ET16-0406**

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** San Francisco Bay Area

**Analyst:** C. Hoover

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Alameda	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: 273	U.S.: 273	Worldwide: 273	
<u>Turnover Rate:</u>	11%			
<u>Managers/Supervisors:</u> (% of total trainees)	15%			

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$184,992		\$0	\$0		\$184,992

In-Kind Contribution:	100% of Total ETP Funding Required	\$203,480
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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	Manufacturing Skills, Cont. Improvement, Computer Skills, Business Skills	128	8-200	0	\$1,314	\$17.02
				Weighted Avg: 73			
2	Job Creation Initiative Retrainee Priority Rate	Manufacturing Skills, Cont. Improvement, Computer Skills, Business Skills	7	8-200	0	\$2,400	\$14.19
				Weighted Avg: 120			

**Minimum Wage by County:** Job Number 1: \$17.02 per hour for Alameda County.

Job Number 2 (Job Creation): \$14.19 per hour 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 \$3.39 per hour may be used to meet the Post-Retention Wage in Job Number 1.

Up to \$3.00 per hour may be used to meet the Post-Retention Wage in Job Number 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1:</b>		
Production/Operators/Sanitation Staff		43
Shift/Department Leads		15
Administrative/Accounting/HR/Payroll Staff		15
Warehouse Staff/Drivers		9
R&D/Purchasing/Buyers/Quality Assurance Staff		15
Maintenance Mechanics		11
Supervisors/Managers		20
<b>Job Number 2:</b>		
Production/Operators/Sanitation Staff		7

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

**INTRODUCTION**

Founded in 1984, and headquartered in Hayward, Ly Brothers Corporation dba Sugar Bowl Bakery (Ly Brothers) ([www.sugarbowlbakery.com](http://www.sugarbowlbakery.com)) develops quality baked goods. The Company is now one of the largest bakeries operating in Northern California. Ly Brother's

customers include grocers/supermarket chains (Safeway, Walmart & Krogers), warehouse clubs (Costco & Sam's Club) and food service institutions. The Company's products include Sugar Bowl Bakery's Perfect Madeleines, Petite Palmiers and Petite Brownie Bites.

In effort to cut overhead and keep product prices down, Ly Brothers built a new research and development (R&D) kitchen last year. The Company plans to reconfigure the old R&D kitchen into a Quality Micro Inspection Lab. Currently, all quality micro-testing is outsourced at an average annual cost of \$48,000. With this savings in mind, the Company has invested \$85,000 in new equipment for the lab. ETP funds will be used to train Production Staff on the skills necessary to run the \$85,000 in new equipment the Company invested in to run its new Quality Micro Inspection Lab.

## **PROJECT DETAILS**

Ly Brothers conducted an Engagement Survey of its employees, which improvement was needed in the following areas:

- Increased accuracy with real-time plant-floor data (IQity software system)
- Leaner manufacturing- Kaizen (Lean Six Sigma- LSS, Green Belt, Black Belt)
- Capital investment in technology and equipment (Intermediate/Advance MS Office, Electronic Data Interchange software and portable computers)

## **Training Plan**

Class/Lab training will be delivered as outlined below:

**Business Skills (5%):** This training will be offered to all occupations. The training will focus on project management, business and operations performance (goalsetting) for the Company's Shift/Department Leads and its Supervisors/Managers. Budgeting and payroll system training will be delivered to its Accounting/Payroll staff as a new payroll system is being implemented. In addition, an Annual Operation Planning (AOP) course will be delivered to its Supervisors/Managers and Purchasing/Buyers staff. Warehouse and Production staff who may be leads will get this training.

**Computer Skills (5%):** This training will be offered to all occupations. The training will focus on software skills data entry, keyboarding and interface as many of the employees have had minimal exposure to computers. Intermediate and advanced level training on MS Office, software training on Electronic Data Interchange for the Warehouse Staff and IQity software system training for the Production/Operators staff will be delivered.

**Manufacturing Skills (50%):** This training will be offered to all occupations. Plant operations, equipment training, equipment overhaul, automated numeric control and operating standards will be delivered to Maintenance Mechanics, Production/Operations/Sanitation Staff, Supervisors/Managers, Department Leads, Quality Assurance staff (Q&A) and Warehouse Staff to manage each of the facility's operations. Operating standards will be provided to Administrative Staff for understanding of plant down time for fiscal responsibility.

**Continuous Improvement (40%):** This training will be offered to all occupations to solve problems, make decisions, lead, communicate, manage daily schedules, and for Safe Quality Food (SQF) Level 3 certification. Training is also intended to improve regulatory reporting, quality control, implement policy and procedural changes as needed. These trainings will be offered to Supervisors/Managers in the areas of coaching, leadership, problem solving, conflict resolution, decision making, train the trainer, and Kaizen (Lean Six Sigma- LSS, Green Belt and Black Belt).

**Commitment to Training**

ETP funds will not displace the existing financial commitment to training. The Company spends \$25,000 annually on training. It provides orientation, safety, required regulatory and OSHA training to its staff. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

Ly Brothers mandates OSHA/EPA regulatory safety training. As such, all departments are trained in accordance to OSHA/EPA regulations. All departments receive elective training that includes HR training and New Hire Orientation. Class/Lab, on-the-job training and computer-based training are the training methods used to deliver training for regulatory and HR related trainings. OSHA and EPA training is job-specific, but HR training is company-wide.

➤ **Training Infrastructure**

The Company's Director of Human Resources (HR) will assign staff department heads to collect training rosters. The HR Director will maintain original rosters in a binder for monitoring and review purposes by ETP. In addition, Ly Brothers has engaged a third-party administrator to assist with administration of this project. Two staff members will be dedicated to scheduling training, ensuring enrollment of trainees, monthly review of training hours and meeting the training plan through ongoing communication with the administrative consultant as well as ETP staff.

**Impact/Outcome**

Some trainees will be eligible for SQF Level 3 certification at the completion of training in Continuous Improvement.

**Retrainee - Job Creation**

In support of job creation, the Panel is offering incentives to companies that commit to hiring new employees. Under the Retrainee-Job Creation program, training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

In this proposal, Ly Brothers has committed to hiring seven new employees (Job Number 2). The date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Ly Brothers is adding new jobs as of January 10th, 2016. Training will lead to formulate a strong career ladder, build an internal succession plan as well as strengthen the Company's capacity company-wide. Ly Brother's management is committed to the delivery of training, working with the Company's production schedules as well as incorporating training into the potential for new product development.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

Ly Brothers retained Training Grants Intelligence, Inc. (TGII) in Suwanee, GA to assist with development of this proposal for no cost. TGII is a specialist within the manufacturing industry. Ly Brothers has contracted for services from this consulate on previous occasions.

### **ADMINISTRATIVE SERVICES**

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

### **TRAINING VENDORS**

To Be Determined



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

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- ✚ Project Management
- ✚ Payroll System
- ✚ Business and Operations Performance (goalsetting)
- ✚ Annual Operation Planning (AOP)
- ✚ Budgeting

**COMPUTER SKILLS**

- ✚ Software Skills (data entry/keyboarding/interface)
- ✚ Electronic Data Interchange (software)
- ✚ Intermediate/Advance MS Office
- ✚ IQuity (software system)

**CONTINUOUS IMPROVEMENT**

- ✚ Problem Solving Team
- ✚ Team Building
- ✚ Six Sigma Tools (managers/supervisors)
- ✚ Lean Six Sigma- LSS (Kaizen initiatives/event)
- ✚ 5S (Kaizen- Sort, Set In Order, Shine, Standardize & Sustain)
- ✚ Team Development
- ✚ Time Management
- ✚ Decision Making
- ✚ Leadership
- ✚ Coaching
- ✚ Collaboration
- ✚ Conflict Resolution
- ✚ Kaizen (Green Belt, Black Belt, Lean Six Sigma- LSS)
- ✚ Train the Trainer
- ✚ Run Right Processes (pre-lean management training)

**MANUFACTURING SKILLS**

- ✚ Production Operations (food processing, packaging, labeling)
- ✚ Equipment Operation (ovens, oil roaster, case cartoner, vertical filler, weighers, horizontal fillers, robotics, laser sorting, cameral sorting, cannery, palletizing, wrappers, fumigation, heating chambers, bulk storage, sanitation)
- ✚ Reliability Processes (work orders management part management, reporting, preventive maintenance, predictive maintenance, running preventive maintenance, bar code scanning system)
- ✚ Warehouse Barcode System
- ✚ Assembly Procedures (shipper assembly)
- ✚ Inventory Control (work order management and inventory control)
- ✚ Warehousing (shipping and receiving)
- ✚ Quality Testing
- ✚ Forklift Operations
- ✚ GMP's ( Good Manufacturing Practices)

- ✚ Quality Systems Assurance (testing, inspection, lab equipment)
- ✚ Cross-Training in Production Skills (packaging, processing, receiving, bulk storage, sorting, maintenance: facilities, electrical, mill wright, mechanical, cannery, sanitation, pest control, crewing)
- ✚ Cross-Training in Management, Warehouse & Production Equipment (ovens, oil roaster, case cartoner, vertical & horizontal fillers, weighers, robotics, laser and cameral sorting, crackers, cannery, palletizing, wrappers, fumigation)
- ✚ Environmental Sustainability/Energy Conservation
- ✚ Safety
- ✚ New Automation Implementation
- ✚ Food Safety Initiatives: SQF (Safe Quality Food), IFS (International Featured Standard), HAACP (Hazard Analysis Critical Control Point)
- ✚ Basic Operator Training (packaging and processing)
- ✚ SCADA (supervisory control and data acquisition) OEE (overall equipment effectiveness)
- ✚ Electrical/Control Systems Training
- ✚ Quality Assurance Testing (micro testing)
- ✚ Packaging Maintenance
- ✚ Safety Stand Downs

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:

**Mt. San Antonio College**

**Agreement Number: ET16-0386**

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** North Hollywood

**Analyst:** M. Pacerelli

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100 HUA	Industry Sector(s):	Manufacturing Wholesale Trade Goods Movement Transportation/Logistics Services  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, Riverside, San Bernardino	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:

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$196,000		\$13,554 8%		\$205,382

In-Kind Contribution:	50% of Total ETP Funding Required	\$152,150
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Impr., Mfg. Skills, Mgmt. Skills, Literacy Skills	16	8-200	0	\$770	\$15.60
				Weighted Avg: 40			
2	Retrainee	Business Skills, Computer Skills, Continuous Impr., Mfg. Skills, Mgmt. Skills, Literacy Skills	10	8-200	0	\$641	\$15.60
				Weighted Avg: 40			
3	Retrainee Priority Rate SB<100	Business Skills, Computer Skills, Continuous Impr., Mfg. Skills, Mgmt. Skills, Literacy Skills	90	8-200	0	\$1,112	\$15.60
				Weighted Avg: 40			
4	Retrainee SB<100	Business Skills, Computer Skills, Continuous Impr., Mfg. Skills, Mgmt. Skills, Literacy Skills	80	8-200	0	\$941	\$15.60
				Weighted Avg: 40			
5	Retrainee HUA SB<100	Business Skills, Computer Skills, Continuous Impr., Mfg. Skills, Mgmt. Skills, Literacy Skills	12	8-200	0	\$941	*\$11.70
				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 (Final Payment) regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

**Minimum Hourly Wage by County: Job Numbers 1-4:** \$16.48 for Los Angeles County; \$16.51 for Orange County; \$15.60 for Riverside and San Bernardino Counties. **Job Number 5 (HUA):** \$12.36 for Los Angeles County; \$12.38 for Orange County; and \$11.70 for Riverside 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.

<b>Job Numbers 1-4 Wage Range by Occupation</b>		
	Wage Range	Estimated # of Trainees
Production/Warehouse Staff		82
Office/Administrative Staff		80
Manager		12
Supervisor		12
Owner (Job Numbers 3-4 only)		10

<b>Job Number 5 Wage Range by Occupation</b>		
Occupation Titles	Wage Range	Estimated # of Trainees
Production/Warehouse Staff		5
Office/Administrative Staff		2
Manager		1
Supervisor		2
Owner		2

## **INTRODUCTION**

The Mt. San Antonio College (MTSAC) ([www.mtsac.edu](http://www.mtsac.edu)) was created in 1945 as a community college district providing more than 200 academic and vocational programs. It is the largest, single-campus community college district in California with a combined student enrollment (Credit, Continuing Education and Community Service) of over 65,000. Its district boundaries encompass the communities of Baldwin Park, Bassett, Charter Oak, Covina, Diamond Bar, the southern portion of Glendora, Hacienda Heights, City of Industry, Irwindale, La Puente, La Verne, Pomona, Rowland Heights, San Dimas, Valinda, Walnut, and West Covina.

In addition, MTSAC is an approved workforce training provider on the I-Train system providing education and training for the Los Angeles County Worksource Centers' clients or professionals in transition.

MTSAC is eligible to contract with ETP as a community college. The College proposes to retrain incumbent workers from large and small employers to meet the business needs from a wide variety of industries, the majority of which are Panel priorities and will meet the Panel's out-of-state competition criteria.

## **PROJECT DETAILS**

### **Employer Demand**

This will be MTSAC's second ETP Agreement, both within the last five years. Area businesses must compete nationally and internationally by producing and delivering quality products and services in a cost effective manner to satisfy customer needs. To do this, employers are adopting new business practices, incorporating new technology, and becoming leaner and more efficient through continuous improvement strategies.

Under this proposal, participating employers will include large and small manufacturers, wholesalers, and service companies with out-of-state competition. Employers belong to both priority industry sectors, such as manufacturing, goods movement, and transportation logistics and non-priority sectors, such as wholesale trade and other services. The “core” group of employers (ETP 100B) represents over 60% of requested funding, the majority of which are small businesses.

The proposed training is designed to provide participating employers a competitive edge to rebuild California businesses to compete nationally and internationally; and assist them in adapting to new practices and challenges brought in by the steady return of manufacturing to the State.

**Business Skills** (10%) – Training will be offered to Administration and Office Staff to improve strategic and financial planning; standardize processes; enhance internal and external customer service; and develop time, project, and resource management skills.

**Computer Skills** (20%) – Training will be offered to all occupations to learn how to utilize new and upgraded software to expedite work, improve accuracy, and connect to company-wide operating systems with inter-dependent functions.

**Continuous Improvement** (30%) – Training will be offered to all occupations to learn teamwork skills, improve workflow, and troubleshoot and resolve problems.

**Manufacturing Skills** (20%) – Training will be offered to Production and Warehouse Workers to operate new equipment, cross-train for flexibility, and move product expeditiously through production, shipping, and receiving processes.

**Management Skills** (10%) – Training will be offered to Managers and Supervisors with the skills needed to undertake strategic planning, implement change, and become more effective leaders to motivate and coach workers in a high performance workplace.

**Literacy Skills** (10%) – Training will be provided to Production and Warehouse Staff to overcome communication problems with their peers and management, and better understand written/verbal instructions and workplace documentation. VESL courses will enable trainees to participate in larger group training programs delivered principally in English, interact in teams, improve job skills, and increase promotional opportunities.

### **Curriculum Development**

MTSAC has historically provided continuing education to incumbent workers in a wide array of area businesses. The overall ETP curriculum was developed by college personnel based on findings from current and prior employer needs assessments and industry focus groups. Staff continuously updates the curriculum to keep pace with the evolving technologies and industry trends. Trainers provide input from trainee evaluation forms for every class, and 60 and 90-day follow-up meetings are held with employers to evaluate the effectiveness of the training.

Each individual employer’s training curriculum is based on an assessment of its specific business needs. MTSAC’s Project Managers work with the employers to customize curriculum, select classes and instructors, and develop a schedule.

### **Commitment to Training**

ETP funds will not displace the existing financial commitment to training of participating employers. Due to lack of training budgets and limited time and resources, participating employers have provided little to no prior training, except for basic job skills and mandatory requirements. Some

employers have a small training budget, and the number of participants and the scope of the training are very limited. Most of the training is introductory only, and generally not comprehensive enough to generate company-wide results.

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

### **Marketing and Support Costs**

MTSAC personnel market and advertise training programs through Focus Groups with Local Businesses; Chambers of Commerce and telemarketing. The college provides a semi-annual Community Education catalog and marketing materials upon request. In particular, the College works with the San Gabriel Valley Economic Partnership, Employment Advisory Council, San Gabriel Regional Chamber of Commerce, La Verne Chamber of Commerce, Pomona Chamber of Commerce, and the Industry Manufacturers Council.

As a non-profit entity, MTSAC relies heavily on support funding to promote ETP training and facilitate individual employer meetings to discuss ETP requirements, assess training needs, and complete and process ETP Certification Statements. Therefore, MTSAC is requesting ETP's standard 8% support cost for additional employer marketing, recruitment, and assessment. The initial core employer list is small, but MTSAC will continue to contact employers and offer training to develop the program locally. Since marketing time and materials are needed for this endeavor, ETP staff recommends the Support Costs.

### **High Unemployment Area**

The 12 trainees in Job Number 5 work in High Unemployment Areas (HUA), regions with unemployment exceeding the state average by at least 25%. The participating employees who qualify are located in Los Angeles, Orange, Riverside, and San Bernardino Counties.

#### **➤ Wage Modification**

MTSAC is requesting the HUA waiver for trainees in Job Number 5 from \$16.48 for Los Angeles County; \$16.51 for Orange County; \$15.60 for Riverside and San Bernardino Counties to \$12.36 for Los Angeles County; \$12.38 for Orange County; and \$11.70 for Riverside and San Bernardino Counties. 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.

### **Tuition Reimbursement**

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

### **RECOMMENDATION**

Staff recommends approval of this proposal.

**ACTIVE PROJECTS**

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

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET14-0324	\$88,029	05/05/14 – 05/04/16	99	94	0

Based on the ETP Systems, 2,977 reimbursable hours have been tracked for potential earnings of \$75,683 (86% of approved amount). A revision request was submitted to redistribute funds between job numbers and is currently awaiting ETP approval. If approved, MTSAC projects final earnings of 100% based on training in progress and currently committed through February 2016.

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

N/A


















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














8-200

Trainees may receive any of the following:














**BUSINESS SKILLS**


-  Communication Skills
-  Conflict Management
-  Cost Reduction
-  Customer Service
-  Decision-Making
-  Finance for the Non-Financial Manager
-  Group Effectiveness
-  Interpersonal Skills
-  Negotiation
-  Personal Effectiveness
-  Planning
-  Product Knowledge
-  Project Management
-  Telephone Skills
-  Time Management

**COMPUTER SKILLS**







-  Budgeting Software
-  Company-Specific Software
-  Computer Networking
-  Document Control
-  Enterprise Resource Planning (ERP) Software
-  Managing E-mail
-  Microsoft Office (Intermediate & Advanced)
-  MS Project
-  Inventory Control
-  Payroll Software
-  Purchase Order Tracking
-  Shipping Solutions and Related Logistic Software
-  World Wide Web

**CONTINUOUS IMPROVEMENT**











-  Basic Logistics Standard Practices
-  Cost and Analysis
-  Inventory Control
-  ISO 9000
-  Leadership Skills for Frontline Workers
-  Lean Manufacturing/Operations
-  Planning
-  Problem Solving
-  Process Corrective Action
-  Scheduling and Planning
-  Six Sigma
-  Strategic Planning
-  Supply Chain Elements

-  Teambuilding
-  Time Studies & Line Balancing
-  Total Quality Management (TQM)

**MANAGEMENT SKILLS** (For Managers & Supervisors Only)


-  Change Management
-  Coaching/Motivating Employees
-  Conflict Management
-  Essential Interviewing Techniques
-  Leadership for Managers
-  Managing a High Performance Workplace
-  Supervisor/Lead Role
-  Understanding Work Group Dynamics

**MANUFACTURING SKILLS**

-  Manufacturing Resource Planning/Material Resource
-  Assembly Procedures
-  Equipment Operation
-  Food Processing
-  Manufacturing Practices
-  Production Operation
-  Safety\*
-  Shop Math
-  Warehousing
-  Welding

\*Safety hours are capped at 10% of a trainee's total training hours

**LITERACY SKILLS** \*\*

-  Vocational English as a Second Language (VESL)
  - Language Comprehension
  - Communicating with Co-Workers
  - Reading Letters and Reports
  - Understanding Numbers
  - Understanding Verbal Direction and Instruction
  - Writing Letters and Reports

\*\*Literacy hours are capped at 45% of a trainee's total training hours

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

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Mt. San Antonio College

CCG No.: ET16-0386

Reference No: 16-0254

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Able Industrial Products

Address: 2006 S. Baker Avenue

City, State, Zip: Ontario, CA 91761

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 75

Total # of full-time company employees in California: 43

Company: AmTram Logistics/ASEV Display Lab

Address: 9 Goddard

City, State, Zip: Irvine, CA 92618

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 44

Total # of full-time company employees in California: 44

Company: AXIOM Technology

Address: 18138 Rowland Street

City, State, Zip: City of Industry, CA 91701

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 89

Total # of full-time company employees in California: 55

Company: Fatboy Garage Motorsport

Address: 2518 Continental Ave.

City, State, Zip: El Monte, CA 91733

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 18

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

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Mt. San Antonio College

CCG No.: ET16-0386

Reference No: 16-0254

Page 2 of 2

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: K2 Motor Corp/Spec D

Address: 21901 Ferrero Pkwy.

City, State, Zip: City of Industry, CA 91789

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 87

Total # of full-time company employees in California: 87

Company: Morehouse Foods

Address: 760 Epperson Dr.

City, State, Zip: City of Industry, CA 91748

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 30

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



**Panel Amendment #1 Proposal for:**  
**PAMC, Ltd. dba Pacific Alliance Medical Center, Inc.**  
**Agreement Number: ET15-0288**

**Amendment Effective Date:** March 25, 2016

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** North Hollywood

**Analyst:** M. Paccarelli

**CURRENT PROJECT PROFILE**

Contract Type:	Priority/Retrainee SET Frontline - Retrainee Job Creation Medical Skills Training	Industry Sector(s):	Healthcare
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:	August 25, 2014 to August 24, 2016	Substantial Contribution:	<input checked="" type="checkbox"/> Yes 15% <input type="checkbox"/> No

**CURRENT FUNDING**

Current Funding
\$330,652

**AMENDMENT FUNDING**

Requested Funding	Total Funding
+\$155,328	\$485,980

**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/Retrainee SET	MST Clinical Preceptor & Didactic; Computer Skills; Cont. Imp.; Comm'l Skills	212	8-200	0-11	\$1,315*	\$20.32
				Weighted Avg: 86			
2	Priority/Retrainee SET Job Creation	MST Clinical Preceptor & Didactic; Computer Skills; Cont. Imp.; Comm'l Skills	74	8-200	0-11	\$2,800	\$13.32
				Weighted Avg: 140			

\*Reflects Substantial Contribution

**Minimum Wage by County:** Job Number 1 (SET/Priority Industry): \$20.32 per hour statewide;  
Job Number 2 (Job Creation): \$13.37 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 \$2.30 per hour in Job Number 1 and \$0.06 in Job Number 2 may be used to meet the Post-Retention Wage.

Wage Range by Occupation	
Occupation Title	Wage Range
Certified Nurse Assistant	
Medical Assistant	
Registered Nurse	
Licensed Vocational Nurse	
Certified Nurse Assistant	
Therapist	
Technician	
Medical Assistant	
Social Worker	
IT Support Staff	
Patient Care Support Staff	

**INTRODUCTION**

PAMC, Ltd. dba Pacific Alliance Medical Center, Inc. (PAMC) is an inner-city, fully licensed and accredited acute care facility. It offers 24-hour urgent care and surgical services including bronchoscopy, gastroenterology, general surgery, neurosurgery, obstetrics, gynecology, ophthalmology, orthopedic surgery, otolaryngology, plastic surgery, and urology. Other services include intensive care, wound care, cardiopulmonary laboratory, clinical laboratory, acute rehabilitation, physical therapy, radiology, computed tomography (CT) scan and mammography.

To better serve its community, the hospital expanded with a new wing to the Women's Center with four private labor, delivery, recovery, and postpartum suites; a 22-bassinet nursery; a four-bed recovery unit; and two delivery suites that can accommodate emergency surgeries, if needed. PAMC's proposal was approved at the August 2014 Panel Meeting.

**AMENDMENT DETAILS**

PAMC is requesting additional funding of \$155,328 as a consequence of increasing weighted average hours of training from 70 to 86 (Job Number 1) and 70 to 140 (Job Number 2). The Hospital has delivered enough training hours to exhaust all of its current ETP training funds. However, incumbent workers need more hours for in-depth learning, given the expansion described above. Additionally, the Hospital underestimated the amount of training needed to get new employees up-to-speed. This is a continuation of training for the same trainee population, using the existing curriculum.

This Amendment will increase the average cost for incumbent worker trainees from \$1,071 to \$1,315 (Job Number 1) and for newly hired trainees from \$1,400 to \$2,800 (Job Number 2).

**RECOMMENDATION**

Staff recommends approval of this Amendment.

**CURRENT CONTRACT PERFORMANCE**

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

Agreement No.	Approved Amount	Term	No. Trainees (Average)	No. Completed Training	No. Retained
ET15-0288	\$330,652	08/25/2014 – 08/24/2016	286	29	25

Based on ETP Systems, PAMC has provided 22,900 hours for potential earnings of \$304,199 (92% of the Agreement amount).



**Amendment Proposal #1 for:**  
**Professionals In Human Resources Association**  
**Agreement Number: ET16-0166**

**Amendment Effective Date:** September 29, 2015

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

**CURRENT PROJECT PROFILE**

Contract Type:	Priority/Retrainee	Industry Sector(s):	Manufacturing
	SB<100		Transportation/Logistics
	SET/HUA		Technology/Other
Counties Served:	Statewide	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Current Contract Term: September 28, 2015 to September 27, 2017

Current Funding	In-Kind Contribution
\$239,852	\$215,500

**AMENDMENT FUNDING**

Requested Funding	Support Costs	Amendment Funding	In-Kind Contribution
+\$220,800	+\$15,400	+\$236,200	+\$194,500

Total Funding
\$476,052



**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/Retrainee	Business Skills, Computer Skills, Cont. Imp., Mgmt. Skills, Mfg. Skills, OSHA 10/30	200	8-200	0	\$1,155	\$15.07
				Weighted Avg: 60			
2	Retrainee	Business Skills, Computer Skills, Cont. Imp., Mgmt. Skills, Mfg. Skills, OSHA 10/30	50	8-200	0	\$433	\$15.07
				Weighted Avg: 27			
3	Retrainee Priority Rate SB<100	Business Skills, Computer Skills, Cont. Imp., Mgmt. Skills, Mfg. Skills, OSHA 10/30	100	8-200	0	\$1,946	\$15.07
				Weighted Avg: 70			
4	Retrainee SB<100	Business Skills, Computer Skills, Cont. Imp., Mgmt. Skills, Mfg. Skills, OSHA 10/30	20	8-200	0	\$658	\$15.07
				Weighted Avg: 28			
5	Retrainee SET HUA	Business Skills, Computer Skills, Cont. Imp., Mgmt. Skills, Mfg. Skills, OSHA 10/30	18	8-200	0	\$352	\$11.30
				Weighted Avg: 22			
6	Retrainee SB<100 SET HUA	Business Skills, Computer Skills, Cont. Imp., Mgmt. Skills, Mfg. Skills, OSHA 10/30	18	8-200	0	\$517	\$11.30
				Weighted Avg: 22			

**Minimum Wage by County:** Job Numbers 1, 2, 3 & 4: \$16.44 per hour for Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Santa Clara Counties; \$15.97 per hour for Los Angeles County; \$16.02 per hour for Orange County; \$15.93 per hour for San Diego County; \$15.75 per hour for Sacramento County; \$15.56 per hour for Alpine County; and \$15.07 per hour for all other counties

Job Numbers 5 and 6 (SET-HUA): \$12.33 per hour for Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Santa Clara Counties; \$11.98 per hour for Los Angeles County; \$12.02 per hour for Orange County; \$11.95 per hour for San Diego County; \$11.81 per hour for Sacramento County; \$11.67 per hour for Alpine County; and \$11.30 per hour for all other counties.

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

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

Participating employers may use health benefits to meet the Post-Retention Wage and will vary by participating employer.

Wage Range by Occupation	
Occupation Title	Wage Range
Shipping Staff	
Operator I	
Operator II	
Engineer I	
Engineer II	
Production Staff I	
Production Staff II	
Maintenance Staff I	
Maintenance Staff II	
Shop Lead	
Technician	
Administration Staff	
Manager/Supervisor I	
Manager/Supervisor II	
Sales Staff I	
Sales Staff II	
Small Business Owners	

## **INTRODUCTION**

Established in 1944, and headquartered in Gardena, Professionals In Human Resources Association (PIHRA) ([www.pihra.org](http://www.pihra.org)) is a non-profit membership organization dedicated to providing business education, networking and advocacy with an emphasis on the human resources environment. PIHRA has 17 locations throughout California, located in Los Angeles, Orange, Riverside, San Bernardino and Ventura counties.

PIHRA is the largest affiliate of the Society for Human Resources Management Organization. PIHRA serves approximately 4,000 members in California. This includes private businesses, non-profit organizations, government agencies and workforce services. [Note: Only private-sector for-profit businesses are participating in this proposal.]

This proposal was originally approved at the September 25, 2015 Panel for \$479,162. Because PIHRA was a first time contractor, the Panel reduced the funding request by 50%. However, the Panel asked PIHRA to return for consideration for additional funding as long as they could show performance of at least 70%.

### **AMENDMENT DETAILS**

This Amendment will increase the funding amount from \$239,852 to **\$476,052**. This will restore the 50% funding cut at the September Panel Meeting. According to PIHRA, participating employers in Job Numbers 1 & 3 expressed the need for additional training. The additional funding will be used to increase the weighted average hours per-trainee from 29 to **60** for Job Number 1; and from 28 to **70** for Job Number 3. This will allow current trainees to continue under the Job Numbers they are currently enrolled in, retroactive to the start of term. Training is being delivered on a continuous basis, including multi-day and multi-week classes (4 to 8 hours per day, 3 to 5 days per week). With 16 months remaining in the contract term, there is sufficient time for PIHRA to deliver the additional hours of training, and for trainees to complete retention.

In summary, the additional funding will allow PIHRA to implement its original training plan, and accommodate participating employer demand. To date, the ETP Online Tracking System shows that PIHRA has already provided 99% of the scheduled training. There will be no changes to Curriculum or trainee wages.

### **RECOMMENDATION**

Staff recommends approval of this Amendment.

### **CURRENT CONTRACT PERFORMANCE**

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

Agreement No.	Approved Amount	Term	No. Trainees (Average)	No. Completed Training	No. Retained
ET16-0166	\$239,852	9/28/15 – 9/27/17	406	15	TBD

The ETP Class/Lab Tracking System shows 11,252 eligible hours for potential earnings of \$236,072 (98% of the Agreement amount). The Contractor projects final earnings of 100% for the increase in funding based on training committed to by employers for delivery through June 27, 2017.



## Training Proposal for:

**Valley Crest Companies dba The Brickman Group, Ltd.**

**Agreement Number: ET16-0399**

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** San Francisco Bay Area

**Analyst:** C. Hoover

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Engineering Services  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Contra Costa, Alameda, Placer, Sacramento, San Mateo, Santa Clara	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: 4,847	U.S.: 22,000	Worldwide: 22,000
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	18%		

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$216,000		\$0	\$0		\$216,000

In-Kind Contribution:	100% of Total ETP Funding Required	\$250,000
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Mgmt. Skills	300	8-200	0	\$720	\$15.60
				Weighted Avg: 40			

**Minimum Wage by County:** \$17.02 per hour for Alameda, Contra Costa, San Mateo and Santa Clara counties. \$16.10 per hour for Sacramento County. \$15.60 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 \$4.02 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administration/Support Staff		50
Technical Staff		89
Production Staff		105
Supervisor/Manager I		22
Manager II		25
Manager III		6
Manager IV		3

**INTRODUCTION**

Valley Crest Companies (Valley Crest) dba The Brickman Group Ltd. ([www.brickmangroup.com](http://www.brickmangroup.com)) designs, engineers, fabricates, builds and maintains natural environments for corporate campuses, developers, commercial real estate owners, public agencies, cities, hospitals, hotels, property managers and home builders. The Company, founded in 1949 and headquartered in Pleasanton, has locations nationwide. This proposal will include nine locations in Alameda, Contra Costa, Placer, Sacramento, San Mateo and Santa Clara.

Valley Crest provides environmental-landscape structures for commercial use. The structures are “turnkey” insofar as the design concept is carried forward through design, fabrication and installation. These are hardscape and softscape systems with all-trade integration (HVAC, electrical plumbing, carpentry). Projects range from historic restorations to site makeovers, to entire communities. Customers include Google, Facebook, Sandia Labs, PG&E and the City of San Jose.

Valley Crest is requesting ETP funding to deliver training to upgrade worker skills. Due to the drought and new statewide water conservation regulations, there is increased client demand for drought-tolerant landscaping, conservation-driven irrigation and water management solutions. In addition, the preference for organic gardens and other new horticultural practices have created growth in this industry.

## **PROJECT DETAILS**

ETP funding will enable Valley Crest to integrate new products, software and equipment into its business operations. Training will improve worker skills in the following:

- New equipment (equipment operations)
- Technology upgrades (E-One HRIS, iLawn, Salesforce.com)
- Drought solutions (landscape designs, irrigation systems, water management)
- Organic landscaping solutions (organic gardening skills)

## **Training Plan**

**Business Skills** (30%): Training will be offered to the Administration/Support Staff. This training will enable the Company to change its sales structure from branch leadership to a team-member structure. Branch leaders will focus on clients and team members, versus selling. Team members will focus on obtaining new business using cloud-based tools.

**Commercial Skills** (35%): Training will be offered to Technical and Production Staff. This training in equipment and practical skills for production will cover drought conservation solutions, horticultural business practices and organic gardening skills.

**Computer Skills** (27%): Training will be offered to Supervisors/Managers, Administration/Support and Technical Staff. This training will focus on upgrading key operational software systems and equipment. The Company is implementing iLawn technology, which provides up-to-the-minute, real-time images of property, structures and surrounding areas via the internet. This system will reduce bid and change order lead-time, on-site project hours and scrap material returns. Salesforce.com solutions will assist business development with cloud-based tools to increase sales. E-One Human Resource Information System training provides a fully integrated single software platform. Training will include a new Proprietary Software System to designed for a cloud-driven reporting system.

**Management Skills** (8%): Training will be offered to Supervisors/Managers to manage growth and ensure the Company is maintaining productivity while upgrading technology and expanding services. This training will help Supervisors/Managers lead teams to create realistic short and long-term plans to align with strategic initiatives.

## **Commitment to Training**

Valley Crest spends \$65,000 on training annually per facility in California. Basic skills, employee orientation, basic and intermediate computer systems, human resources and regulatory training are provided via on-the-job training, E-Learning, classroom and laboratory methods. Ad-hoc trainings are offered for unforeseen needs. Both job-specific and company-wide training is delivered as needed.

Valley Crest represents that 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

Valley Crest's Vice President (VP) of Human Resources (HR) and in-house Supervisors/Managers will ensure training meets ETP guidelines, while documenting ETP approved rosters. Branch Leaders will ensure training needs are met. The third party administrator will enroll and track training and the VP of HR will meet with ETP as its lead contact and will oversee the entire project.

### **Green/Clean Operations**

Valley Crest optimizes landscape design to enhance sustainable features, while using environmentally-friendly horticultural practices. The Company protects sites for habitats and natural vegetation; in addition, it protects soil quality, watershed and groundwater resources. While using healthy integration of land, natural resources, aesthetics and structure, the Company supports wetlands' restoration, native re-vegetation and green-roof initiatives. Green-roof initiatives include the use of recyclable roofing materials when possible and rainwater collection systems for plant and garden maintenance. LEED certified staff design and engineer projects in accordance with environmental building practices.

### **Impact/Outcome**

Business Skills training is projected to increase sales leads by 10% over the next 6-18 months. Computer Skills training should boost efficiency in processing orders by 5-7% over the next 12-36 months and save 10% in administrative hours by eliminating double entry. Commercial Skills training will help meet the increase in business.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

Sallyanne Monti Consulting in San Francisco assisted with development for a flat fee of \$8,500.

### **ADMINISTRATIVE SERVICES**

Sallyanne Monti Consulting will also perform administrative services for a fee of 13% of payment earned.

### **TRAINING VENDORS**

Hydropoint of Petaluma has been retained to provide some Commercial Skill training. Other training vendors will be identified for ETP record-keeping purposes, as they are retained.

**Exhibit B: Menu Curriculum****Class/Lab/E-learning Hours**

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- ✚ Team Selling Skills:
  - Building Effective Working Relationships
  - Finding Solutions to Team Challenges
  - Team Selling Techniques
- ✚ Performance Management:
  - Creating & Measuring Goals
  - Financial Metrics Analysis
  - Performance Benchmarks & Reporting
  - Performance Management During Rapid Change
  - Resource Management
  - Strategic Planning

**COMMERCIAL SKILLS**

- ✚ Drought Conservation Solutions:
  - Landscape Designs
  - Irrigation Systems
  - Plant Identification
  - Water Management
- ✚ Equipment Operations
- ✚ Horticultural Business Practices
- ✚ Organic Gardening Skills

**COMPUTER SKILLS**

- ✚ E-One Human Resource Information System
- ✚ iLawn Internet-Based Measuring
- ✚ Proprietary Software Interface for Reporting
- ✚ Salesforce.com

**MANAGEMENT SKILLS** (Managers/Supervisors Only)

- ✚ Leadership Skills for Supervisors/Managers for Growth:
  - Building Trust
  - Communication Techniques
  - Conflict Resolution
  - Delegating Dynamics
  - Leadership Styles
  - Motivating Teams

**E-learning Hours**

8-200

**BUSINESS SKILLS**

- ✚ Team Selling Skills:
  - Building Effective Working Relationships
  - Finding Solutions to Team Challenges
  - Team Selling Techniques
- ✚ Performance Management:
  - Creating & Measuring Goals



- Financial Metrics Analysis
- Performance Benchmarks & Reporting
- Performance Management During Rapid Change
- Resource Management
- Strategic Planning

**COMMERCIAL SKILLS**

- + Drought Conservation Solutions:
  - Landscape Designs
  - Irrigation Systems
  - Plant Identification
  - Water Management
- + Equipment Operations
- + Horticultural Business Practices
- + Organic Gardening Skills

**COMPUTER SKILLS**

- + E-One Human Resource Information System
- + iLawn Internet-Based Measuring
- + Proprietary Software Interface for Reporting
- + Salesforce.com

**MANAGEMENT SKILLS** (Managers/Supervisors Only)

- + Leadership Skills for Supervisors/Managers for Growth:
  - Building Trust
  - Communication Techniques
  - Conflict Resolution
  - Delegating Dynamics
  - Leadership Styles
  - Motivating Teams

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

# Watsonville Hospital Corporation dba Watsonville Community Hospital

**Agreement Number: ET16-0403**

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** San Francisco Bay Area

**Analyst:** L. Lai

## PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Medical Skills Training SET	Industry Sector(s):	Healthcare  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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No Cal-TECH and California Nurses Association		
Number of Employees in:	CA: 1,000	U.S.: 135,000	Worldwide: 135,000
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

## FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$126,360		\$0	\$0		\$126,360

In-Kind Contribution:	100% of Total ETP Funding Required	\$364,590
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## **TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Medical Skills Training Priority Rate SET	MS - Didactic, MS - Preceptor Computer Skills	185	8-200	0-12	\$216	\$37.23
				Weighted Avg: 12			
2	Retrainee Medical Skills Training Priority Rate SET	MS - Didactic, MS - Preceptor Computer Skills	24	8-200	0-12	\$3,600	\$46.95
				Weighted Avg: 200			

**Minimum Wage by County:** SET Statewide Hourly Wage: \$21.28

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

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

Although 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
<b>Job Number 1</b>		
Registered Nurse		148
Registered Nurse (Charge)		27
Respiratory Therapist		10
<b>Job Number 2</b>		
New Graduate Registered Nurse		24

## **INTRODUCTION**

Founded in 1938, Watsonville Hospital Corporation dba Watsonville Community Hospital (WCH) is a 106-bed community healthcare facility that provides a comprehensive portfolio of inpatient and outpatient services. The Hospital provides medical, surgical and emergency care, including a full service Wound Treatment Center, to the culturally diverse tri-county area: Monterey Bay, Central Coast and Santa Cruz counties. WCH is Watsonville's second largest employer, with more than 700 healthcare workers. Cal-TECH and California Nurses Association have provided letters in support of this training proposal

## **PROJECT DETAILS**

WCH is focused on expanding services by achieving special accreditations, and providing the best medical care possible. WCH's Nurses and therapists must have the proper knowledge and

skills to operate a variety of equipment/technology, serve on specialized teams, and work in multiple departments.

The proposed training will update and increase employee skill sets as needed to effectively care for patients; reduce hospital readmissions; and meet new and existing quality standards. The Hospital also needs to increase the retention rate of qualified staff.

## **Training Plan**

Employees will participate in Class/Lab, Clinical with Preceptor, and Computer-Based Training in the following:

**Medical Skills (MS) Training (90%):** All occupations will receive one or more modules of MS Didactic training (classroom) in advanced medical care to ensure competency. Didactic training will be provided in conjunction with Clinical with Preceptor training to enhance the learning environment. Fundamentals are required to provide the framework to support the clinical “hands-on” training. Together, these training environments will enhance learning opportunity and allow Nurses to understand clinical processes to prepare them for work in specialty areas. MS training will provide trainees with knowledge of specialized devices and equipment; evidence based protocols and clinical pathways; clinical procedures; and disease-specific assessment skills. Training will advance the overall skill level of nurses, allowing them to take on positions with greater responsibility and improve patient care and outcomes. New Graduate RNs generally receive over 300 hours of Medical Skills training, of which a maximum of 200 hours will be reimbursed by ETP.

The Panel has established a higher reimbursement rate, \$22 per hour, for nurse upgrade training, recognizing the higher cost of delivery for the Didactic and Clinical with Preceptor modes of delivery. The standard class/lab rate for priority industries (\$18 per hour) will apply to Computer Skills.

**Computer Skills (10%):** Training will be offered to all occupations to ensure staff can navigate the Hospital’s electronic medical recordkeeping system. Trainees will utilize this system on a daily basis and must understand how to accurately submit and review patient data.

## **Commitment to Training**

WCH spends up approximately \$360K annually on training. Current and past training include Antimicrobial stewardship training for pharmacy staff, in-service/training on Sedation Pain and Analgesia in the Critical Care Unit, OB emergencies in the ED, customer service skills, compliance, regulatory 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 CFO of WCH will be responsible for program oversight, and the Director of Human Resources will be responsible for providing training rosters, tracking trainees in a master spreadsheet, and supporting training scheduling and implementation. An Administrative Subcontractor will be hired to assist in program administration.

## **Special Employment Training/High Unemployment Area**

Under 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.

The trainees in this proposal work in Santa Cruz County, a High Unemployment Area (HUA), with unemployment exceeding the state average by 25%, under the Panel's standards. Although WCH qualifies for HUA status under these standards, the applicant is not requesting a wage or retention modification.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **DEVELOPMENT SERVICES**

WCH retained Economic Incentives Advisory Group in Phoenix, AZ to assist with development of this proposal for a flat fee of \$9,500.

## **ADMINISTRATIVE SERVICES**

Economic Incentives Advisory Group will also perform administrative services in connection with this proposal for a fee not to exceed 8% of payment earned.

## **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Menu Curriculum**

### **Class/Lab Hours**

8 – 200

Trainees may receive any of the following:

#### **MEDICAL SKILLS TRAINING – DIDACTIC**

- Fall Risk Assessment and Interventions
- Hazardous and Non-Hazardous Waste Disposal
- Infection Control
- Medication Compounding
- NIH Assessment Tool
- Point of Care
- Pyxis Override Education and Attestation
- Recognizing Changes in Patient Condition and Activating the Rapid Response Team
- Safe Patient Handling
- SBAR (Situation, Background, Assessment, and Recommendation)
- Stroke Alert
- Wound and Ostomy Care

#### **MEDICAL SKILLS – CLINICAL PRECEPTOR**

Emergency Department:

- Care of Pediatric Patients
- ER Nursing Skills
- Infection Control
- OB Trauma
- Pain Management
- Triage Nursing Skills

ICU/CCU:

- CCU Nursing Skills
- Hemodynamic Monitoring
- Infection Control
- Intra-Aortic Balloon Pump (IABP) Therapy
- Pain Management
- Patient Assessment & Care
- Pre and Post-Operative Care
- Ventilator & Tracheotomy Care

Long Term Care Unit (Sub Acute, Skilled Nursing, Transitional Care, and Hospice):

- Infection Control
- Medical/Surgical Nursing Skills
- Orthopedic Nursing Skills
- Pain Management
- Patient Assessment & Care
- Pre and Post-Operative Care
- Total Parenteral Nutrition (TPN)

- Ventilator & Tracheotomy Care

Medical/Surgical Unit:

- Equipment Skills
- Infection Control
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Orthopedic Nursing Skills
- Pain Management
- Patient Assessment & Care
- Pre and Post-Operative Care

Operating Room & Post-Anesthesia Care Unit (PACU):

- Equipment Skills
- Infection Control
- Malignant Hyperthermia
- Medication Administration & Management
- Patient Assessment & Care
- Pain Management
- Perioperative Nursing Skills
- Pre and Post-Operative Care
- Trauma Nursing Skills

Obstetrics Unit:

- Electronic Fetal Monitoring
- Infection Control
- Labor, Delivery and Postpartum Skills
- Neonatal Advanced Life Support (NALS)
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider (NRP)
- Patient Assessment & Care
- Respiratory Assessment & Care
- S.T.A.B.L.E. Program for infants

Respiratory Services Unit:

- Advanced Cardiac Life Support (ACLS)
- Basic Life Support (BLS)
- Care of Pediatric Patients
- Care of the Cardiac Patient
- Code Blue Response & Procedures
- Equipment Skills
- Infection Control
- Neonatal Resuscitation Provider (NRP)
- Patient Assessment & Care
- Respiratory Assessment & Care
- Ventilator & Tracheotomy Care

Telemetry Unit:

- Care of the Cardiac Patient
- Dysrhythmia Interpretation

- EKG & Cardiac Monitoring
- Equipment Skills
- Infection Control
- Intravenous (IV) Therapy
- Pre and Post-Operative Care
- Telemetry Nursing Skills

#### **COMPUTER SKILLS**

- Electronic Health Records
- Computerized Physician Order Entry
- Meaningful Use
- Order Entry
- Prescribing
- Public Health Reporting
- After Care and Follow-up Instructions

#### **CBT Hours**

0 – 12

#### **MEDICAL SKILLS TRAINING**

- Chest Pain (4)
- Early Warning Signs (.5)
- Emergency Medical Treatment and Active Labor Act (EMTALA) (.5)
- Hand Hygiene (1)
- Moderate Sedation (.75)
- National Patient Safety Goal (.5)
- Patient Restraint Seclusion (.75)
- Point of Care (.5)
- Pressure Ulcer Prevention (.75)

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



# **Cal-TEC**

## **California Technical Employees' Coalition**

P.O. Box 700  
West Sacramento, CA 95691

(916) 539-9014  
FAX (541) 382-3502

Doug Nakatani  
President

February 3, 2016

California Employment Training Panel  
1100 J Street, Suite 400  
Sacramento, CA 95814

Dear Members of the Panel,

The California Technical Employees' Coalition (CalTEC) union submits this letter in support of Watsonville Community Hospital (WCH)'s ETP Single Employer Application to the State of California Economic Development Unit.

CalTEC recognizes that the quality of health care and health-related education services offered to the community of Watsonville is our common concern and our joint responsibility. CalTEC is aware of the training resource challenges, training requirements to keep current with emerging technologies and regulatory changes and the workforce pipeline job-skill gap which faces the industry, specifically for frontline positions. Patients' health, wellness and safety are based on the knowledge, skills and abilities of those who serve them. Thus, CalTEC is pleased WCH is seeking resources to support this matter of crucial importance.

The proposed program for the performance-based contract is designed to produce effective results for Healthcare Workers – together, WCH, CalTEC, the worker, and ETP will support the expansion of high-wage, high-skill jobs in Watsonville. Should the ETP have any questions, they should not hesitate to contact me.

Sincerely,



James Voelzow, Labor Representative  
California Technical Employees' Coalition  
P.O. Box 700, West Sacramento, CA 95691  
Cell: 916-539-9014  
Fax: 541-382-3502  
E-mail: jvoelzow@gmail.com



OAKLAND  
2000 Franklin Street  
Oakland CA 94612  
phone: 510-273-220  
fax: 510-663-1625

*A Voice for Nurses. A Vision for Healthcare.*

February 17, 2016

Dear Members of the Panel,

The California Nurses Association (CNA) submits this letter of support of Watsonville Community Hospital's ETP Single Employer Application to the State of California's Economic Development Unit. Please do not move nor adjust the letterhead image in the background.

CNA recognizes that health-related education services offered to the community is our common concern, and that ETP's program will help fulfill those services and supports the proposed program to increase those services.

Sincerely,

A handwritten signature in black ink that reads "Teresa Mack".

Teresa Mack  
Labor Representative, CNA-NNU  
Office 408.920.0290  
Mobile 510.289.3291  
Email [tmack@calnurses.org](mailto:tmack@calnurses.org)



## RETRAINEE - JOB CREATION

Training Proposal for:

### Certified Aviation Services

Agreement Number: ET16-0411

Panel Meeting of: March 25, 2016

ETP Regional Office: North Hollywood

Analyst: E. Wadzinski

### PROJECT PROFILE

Contract Attributes:	SET Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Services Aerospace and Defense  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, San Francisco, San Diego, 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: 125	U.S.: 240	Worldwide: 240
<u>Turnover Rate:</u>	16%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$492,000		\$0	\$0		\$492,000

In-Kind Contribution:	100% of Total ETP Funding Required	\$1,350,000
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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 SET Priority Rate	Commercial Skills, Advanced Technology	95	8-200	0	\$3,600	\$26.00
				Weighted Avg: 200			
2	Retrainee SET Priority Rate Veterans	Commercial Skills, Advanced Technology	15	8-200	0	\$4,400	\$26.00
				Weighted Avg: 200			
3	Retrainee SET Job Creation Initiative	Commercial Skills, Advanced Technology	10	8-200	0	\$4,000	\$26.00
				Weighted Avg: 200			
4	Retrainee SET Job Creation Initiative Veterans	Commercial Skills, Advanced Technology	10	8-200	0	\$4,400	\$26.00
				Weighted Avg: 200			

**Minimum Wage by County:** ETP SET (Priority Industry) Statewide hourly wage of \$21.28.

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

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

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
<b>JOB NUMBER 1 (SET/RETRAINEE)</b>		
A&P Mechanics		92
Frontline Supervisors/Managers		3
<b>JOB NUMBER 2 (SET/RETRAINEE/VETERANS)</b>		
A&P Mechanics		11
Frontline Supervisors/Managers		4
<b>JOB NUMBER 3 (SET/JOB CREATION)</b>		
A&P Mechanics		10
<b>JOB NUMBER 4 (SET/JOB CREATION/VETERANS)</b>		
A&P Mechanics		10

## **INTRODUCTION**

Founded in 1990, Certified Aviation Services (CAS) ([www.certifiedaviation.com](http://www.certifiedaviation.com)) is a subsidiary of Aero-Mark, LLC. CAS is a leading provider of maintenance, repair and overhaul services that include airport line-maintenance for fleet operators around the world. CAS offers a wide range of aircraft and component services that provide customers innovative, cost-effective solutions.

The Company's work is regulated by the Federal Aviation Administration (FAA). CAS is licensed by the FAA as a Repair Station and European Aviation Safety Agency (14 CFR Section 145.6093). CAS also holds specialty licenses for aircraft registered in Europe and Bermuda. CAS needs to train Airframe & Power Plant (A&P) Mechanics for proficiency on a variety of aircraft.

## **PROJECT DETAILS**

A&P Mechanics must be certified by the FAA, through a rigorous process. Applicants must pass a series of oral, practical and written tests (the oral and practical tests cover 43 technical subjects). Applicants must be approved by an FAA inspector based on proof of experience, before taking the written examination.

CAS provides additional training for A&P Mechanics based on customer requirements specific to the different types of aircraft being serviced. The customers are commercial passenger, cargo and private air carriers including: American Airlines, Hawaiian, United, Jet Blue, China Eastern, China Cargo, Air Canada, Air Bus, Boeing, Southwest, Spirit, WestJet, Virgin America, Virgin Airlines, Lufthansa and more.

According to CAS, the A&P Mechanics must be adequately trained to service at least four different types of aircraft on any given eight-hour shift, in order to be productive. CAS has immediate demand to work on the following 13 different types of aircraft: Boeing 737's, 747's, 757's, 767's, 777's and 787's; Air Bus A-319's, A-320's, A321's, A-330's, A-340's, A-380's and McDonnell Douglas MD-80.

The Company's goal is to deliver between 800 and 1,000 hours of training to each newly-hired A&P Mechanic in their first 6 to 8 months, of which ETP would fund 200 hours (Job Numbers 3&4). Incumbent workers, including frontline supervisors, will also receive 200 hours of training each, to broaden their range of productivity (Job Numbers 1&2).

## **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage. However, CAS is not asking for a reduced wage, as all trainees in this proposal will meet the standard ETP Minimum Wage for a Special Employment Training (SET) project.

CAS plans to create 40 new positions in California within the next 18 months. In this proposal however, CAS is including a conservative number of 20 new positions under ETP's Job Creation program (Job Numbers 3&4). These new jobs will be for A&P Mechanics, Supervisors and Managers at the Los Angeles, Ontario, San Bernardino, San Diego and San Francisco facilities. The date-of-hire for all Job Creation trainees must be within the three-month period prior to approval, or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

## Veterans Program

CAS is committed to hiring and retraining Veterans. This effort is supported by ETP through a higher reimbursement rate and other training incentives, under the Veterans Program.

Veterans are good candidates for the A&P Mechanics occupation as they are already trained on how to follow policy and procedure, and many are mechanically inclined.

The Company is working with the Santa Ana Veterans Authority and other government agency sources to recruit candidates with aircraft repair experience in the military. CAS will train 15 incumbent-worker Veterans (Job Number 2), along with 10 newly-hired Veterans (Job Number 4). The same rules regarding the Job Creation date-of-hire applies, as stated above.

## Training Plan

**Commercial Skills** (10%) – Training will be offered to A&P Mechanics and Frontline Supervisors and Managers. This training is designed for professionals in the aviation maintenance and repair industry. These technical courses include General Aviation training, Overall Test – Competency for each type of aircraft, Human Factors training, Respirator and confined space training, FAA required class, Lightning strike awareness training, ETOPS training (Extended Twin Engine Performance Standards), RVSM training (Reduced Vertical Separation Minimums), LMP training (Lower Minimum Program), 1<sup>st</sup> Stage Fan Blade Inspection and Repair training, Thrust Reversal Lockout training, Emergency Evacuation System training and Oxygen Bottle Servicing training.

**Advanced Technology** (90%) – Training at the Advanced Technology (AT) level will be offered to A&P Mechanics and Frontline Supervisors and Managers. This training is designed exclusively for highly-technical professionals in the aviation maintenance industry. AT training flight Simulators for each type of aircraft in areas such as: Air Conditioning, Auto Flight, Communication System, Electrical Power System, Fire Protection, Flight Control System, Fuel System training, Hydraulic System, Anti-Ice System, and Instruments.

The proposed AT training is far more costly to deliver than Commercial Skills training. Eleven flight simulators are required to provide training at the cost of \$4 to \$7 million per simulator under CAS rents the equipment at the cost of \$7,500 per-trainee, for a 3-day class. These costs do not include training instructor. Additional equipment costs include iPad mini-tablets with preloaded Flight Simulator programming.

Due to these added costs, CAS is requesting reimbursement at the AT as identified in the curriculum. Staff recommends the AT rate for said courses. The 1:10 trainer-to-trainee ratio will be maintained for AT training to allow for in-depth coverage of complex course material and personal attention from the instructor.

## Commitment to Training

ETP funds will not displace existing financial commitments to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. The Company spends an estimated \$365,000 a year on training.

### ➤ Training Infrastructure

CAS is ready to start training upon approval of this proposal using qualified in-house trainers. If the need arises, the Company may utilize training vendor services which would be determined based on need. CAS has contracted with California Training Coalition to provide administrative

support and recordkeeping throughout the term of this ETP agreement. The Company's in-house Director of Training will be responsible for overseeing administration and training delivery.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

California Training Coalition in Upland is providing assistance with the development of this proposal at no cost.

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

To Be Determined

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

8-200

Trainees may receive any of the following:

**COMMERCIAL SKILLS**

- General Aviation training
- Brake Ridder training
- Overall Test – Competency for Each Type of Aircraft
- Human Factors training
- Caustic Materials – Security Training
- Human Factors training
- Respirator and Confined Space Training
- FAA Required class – EWIS training (Electrical Wiring Interconnect System)
- Lightning Strike Awareness Training
- Oxygen Bottle Servicing training

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

**ADVANCED TECHNOLOGY (ratio 1:10)**

- Simulator Aviation training
- Air Conditioning Training for Each Type of Aircraft
- Auto Flight Training for Each Type of Aircraft
- Communication System Training for Each Type of Aircraft
- Electrical Power System Training for Each Type of Aircraft
- Fire Protection Training for Each Type of Aircraft
- Flight Control System Training for Each Type of Aircraft
- Fuel System Training for Each Type of Aircraft
- ETOPS Training (Extended Twin Engine Performance Standards)
- RVSM Training (Reduced Vertical Separation Minimums)
- LMP Training (Lower Minimum Program)
- 1<sup>st</sup> Stage Fan Blade Inspection and Repair Training
- B717 Thrust Reversal Lockout Training
- B717/B767 Emergency Evacuation System training
- Hydraulic System Training for Each Type of Aircraft
- Anti-Ice System Training for Each Type of Aircraft
- Instruments Training for Each Type of Aircraft
- Landing Gear Training for Each Type of Aircraft
- Lighting Systems Training for Each Type of Aircraft
- Navigation System Training for Each Type of Aircraft
- Oxygen System Training for Each Type of Aircraft
- Oxygen Generator Replacement Safety Training
- Pneumatic System Training for Each Type of Aircraft
- Water & Waste System Training for Each Type of Aircraft
- Fuel Entering System Training for Each Type of Aircraft
- Airborne APU System Training for Each Type of Aircraft
- Doors/Windows Training for Each Type of Aircraft
- Power Plants training, CFM56-5/V-2500 RR/Trent 800/GE CF-6/P&W 4000 GE90 Etc.



- Advanced Avionics Training
- Rigging Training All Types
- SFAR 88 (fuel tank integrity safety)
- Fuel Tank Inerting Safety
- Bore Scope Inspection Training
- IDG Servicing Training (Engine generator service)

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:

**Lance Camper Mfg. Corp.**

**Agreement Number: ET16-0404**

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** North Hollywood

**Analyst:** E. Wadzinski

### PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative HUA Priority Industry	Industry Sector(s):	Manufacturing  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: 458	U.S.: 458	Worldwide: 462	
<u>Turnover Rate:</u>	16%			
<u>Managers/Supervisors:</u> (% of total trainees)	3%			

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$490,200		\$0	\$0		\$490,200

In-Kind Contribution:	100% of Total ETP Funding Required	\$495,876
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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, Commercial Skills, Mgmt. Skills, Cont. Imp., Mfg. Skills, Literacy Skills, HazMat, OSHA 10/30	41	8-200	0-3	\$1,080	\$16.48
				Weighted Avg: 60			
2	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Commercial Skills, Mgmt. Skills, Cont. Imp., Mfg. Skills, Literacy Skills, HazMat, OSHA 10/30	364	8-200	0-3	\$1,080	*\$12.36
				Weighted Avg: 60			
3	Job Creation Initiative Retrainee Priority Rate HUA	Business Skills, Computer Skills, Commercial Skills, Mgmt. Skills, Cont. Imp., Mfg. Skills, Literacy Skills, HazMat, OSHA 10/30	33	8-200	0-3	\$1,600	*\$10.50
				Weighted Avg: 80			

\*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 (Final Payment) regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

**Minimum Wage by County:** Job Number 1: \$16.48 for Los Angeles County; Job Number 2 (HUA): \$12.36 for Los Angeles County; and Job Number 3 (Job Creation/HUA): \$10.30 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 \$2.48 per hour in Job Number 1 and \$1.86 per hour in Job Number 2 may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>JOB NUMBER 1</b>		
Administration I (Payroll/Accounting, HR, Coordinators)		3
Administration II (Payroll/Accounting, HR, Coordinators)		25
Engineers		2

IT (IT, Web Design)		2
Manufacturing (Maintenance)		2
Manager		1
Marketing I		4
Marketing II		2
<b>JOB NUMBER 2</b>		
Manufacturing (Assemblers, Welders, Laminators, Cabinet Makers, Millworkers, Upholstery, Machine Operators/Programmers, Service Techs, Maintenance, Quality Control Staff)		318
Warehouse (Receiving, Shipping Clerks)		10
Administration (Accounts Payable/Receivable, Receptionist, Clerical, Office Staff)		24
Draftsman		9
Manager/Supervisor		3
<b>JOB NUMBER 3</b>		
Manufacturing (Assembler, Cycle Counter)		31
Sales		1
Administration (HR Assistant/Benefits Coordinator)		1

## **INTRODUCTION**

Founded in 1965 and located in Lancaster, Lance Camper Mfg. Corp. (Lance Camper) ([www.lancecamper.com](http://www.lancecamper.com)) builds and manufactures truck campers, travel trailers, toy haulers and, most recently, ultra-light travel trailers. These products are sold directly to retail customers and through dealerships. This will be Lance Camper's first ETP Agreement.

## **PROJECT DETAILS**

Lance Camper has recently begun to manufacture ultra-light travel trailers. The Company introduced a new camper design (650 series) at the Recreation Vehicle Industry Association show and response indicated a high demand for this new model, as well as two other new travel trailers, and a new toy hauler.

As Lance Camper moves into new markets, the Company needs to keep up with technological advancements in quality camper production, which is also impacted by the new equipment designs. Workers must be provided skills and knowledge related to high quality production, while remaining competitive with other out-of-state competitors. These efforts will assure that valued customers remain loyal to the brand.

Furthermore, the demand for the new products recently debuted has led to the need to hire an additional 33 employees to help fulfill manufacturing needs based on new orders received.

## **Retrainee - Job Creation**

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

In this proposal, Lance Camper has committed to hiring 33 new employees (Job Number 3) over the next two years to accommodate the increase in manufacturing demand based on orders for new products recently debuted at trade shows. These positions include Manufacturing, Administration and Sales Staff.

Lance Camper represents that the date-of-hire for trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. The Company also represents that these trainees will be hired into "net new jobs" as a condition of contract.

## **Training Plan**

Training will focus on production, sales and service for new products, and also include project management, Manufacturing Resource Planning (MRP), process procedures, HAZMAT, Management Skills, Vocational English as a Second Language and Computer Numeric Control (CNC) machining.

Training for new products, including the new light weight campers, is imperative. These newer products are designed to be structurally different than the current campers manufactured by Lance Camper. Training will mainly be class/lab with up to three hours Computer-Based Training (CBT).

**Business Skills** (10%): Training will be offered to all occupations. Trainees will receive training in customer service, communication, conflict resolution and inventory control. Skills acquired will allow trainees to support both internal and external customers. Training in effective communication skills and customer service techniques will also provide skills to help improve communication, reduce order rework and increase customer satisfaction.

**Commercial Skills** (10%): Training will be offered to all occupations based on job function. Training will provide skills in mechanical/electrical repair, body work, transport loading/unloading, winch operation, operating procedures, Inspection/quality control and paperwork procedures (trip pack, bill of lading, forms). Training will cover industry-specific topics related to a trainee's specific line of work and job duties.

**Computer Skills** (10%): Training will be offered to all occupations. Training will include advanced Microsoft excel/power point, advanced word, advanced outlook; as well as MRP, ERP/SAP/Oracle, accounting systems, sales forecasting and engineering/document control. Training will provide new and updated skills to sharpen skills in computer software and equipment necessary to perform job duties.

**Continuous Improvement** (10%): Training will be offered to all occupations. Training in process improvement and other topics in the curriculum will allow trainees to be more efficient and competent, resulting in better quality.

**Management Skills** (5%): This training will be offered to Managers and Supervisors only. Training will provide skills in management procedures and policies.

**Literacy Skills** (10%): Training will be provided to Manufacturing staff. This training will enable employees with limited English skills to increase speaking, listening and comprehension skills in the workplace.

**OSHA 10/30** (5%): OSHA 10/30 is a series of courses “bundled” by industry sector and occupation. OSHA 10 and 30 will be provided to Manufacturing Staff, Managers, Supervisors and Engineers to ensure a safe work environment.

**Hazardous Materials** (5%): This training will be offered to all occupations. As part of the Global Harmonization System run by OSHA, all Lance Camper employees are required to receive hazardous materials training. Training includes handling, hazardous chemicals, chemical cleaning/handling and hazardous waste handling. Trainees will learn how to handle, store and transport hazardous materials.

**Manufacturing Skills** (35%): Training will be provided to Manufacturing staff, Managers and Supervisors. Training will provide skills in production operation, parts and products, manufacturing, equipment operation, maintenance and assembly, inventory procedures, warehousing, manufacturing practices, and forklift skills and operation. Training will also be provided on CNC Operations, Drill, Milling Machines, Grinders, CNC Programming, Power Tools Institute.

### **Temporary to Permanent**

Based on an increase in production demand of the new camper models, the Company may hire temporary employees to fill production and administrative positions. Approximately 70 trainees from Job Numbers 1 & 2 qualify under Panel guidelines for “temporary to permanent” employment. Lance Camper will retain these employees through a temporary agency, with the intention of hiring them into full-time, permanent positions after training. Temporary employees are converted to Lance Camper full-time employees within four months. In a few instances in the past, the Company has added an additional 30 days on to this timeframe to determine if an employee had the proper skills to be converted to a full-time Lance Camper employee.

These trainees must be determined eligible to participate in ETP-funded training before the start of training, while on payroll with the temporary agency. However, the retention and post-retention wage requirements cannot be satisfied until after Lance Camper has hired them. Until then, the Company will not receive progress payments.

### **High Unemployment Area**

All trainees work in Lancaster, which is designated as a High Unemployment Area (HUA). These trainees qualify for the ETP HUA minimum wage for Los Angeles County of \$12.36 for Job Number 2 (HUA Retrainee) and \$10.30 for Job Number 3 (HUA Job Creation). The Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Lance Camper is requesting a wage modification for trainees in Job Numbers 2 and 3.

### **Commitment to Training**

Lance Camper represents that ETP funds will not displace existing financial commitments to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. The Company spends an estimated \$15,000 a year on training which includes: new-hire orientation, basic computer skills, on-the-job training and sexual harassment prevention.

➤ Training Infrastructure

Lance Camper is ready to begin training upon Panel approval, with qualified in-house trainers in place, and a plan to hire training vendors on an as needed basis if necessary. Although the Company has contracted with Judith's Training Services (JTS) to provide administrative support and recordkeeping throughout the term of this ETP Agreement, Lance Camper's Human Resource Manager, and Safety and Training Coordinator will oversee the administration and training of this project.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

JTS in Los Angeles assisted with development for a flat fee of \$24,599.

**ADMINISTRATIVE SERVICES**

JTS 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**

- Inventory Control
- Communications - Negotiating, Conflict Management, Interpersonal Skills
- Customer Service - Customer Relations, Identifying Customer Needs, Telephone Skills, Handling Customer Requests, Resolving Complaints, Conflict Resolution

**COMPUTER SKILLS**

- Advanced Microsoft Excel/Power Point
- Advanced Word
- Advanced Outlook
- ADP - Payroll System
- HRS – Human Resources System
- Manufacturing Resource Planning (Accounting Systems, Computerized Scheduling, Sales Forecasting, Material Resource Planning, Inventory Control, Purchase Order Tracking, Cost Accounting, Engineering/Document Control, Personnel, Payroll, General Accounting)

**COMMERCIAL SKILLS**

- Mechanical/Electrical Repair, Body Work, Operating Procedures
- Transport Loading/Unloading
- Winch Operation
- Inspection
- Paperwork Procedures (Trip pack, Bill of Lading, Forms)
- Engineering

**CONTINUOUS IMPROVEMENT**

- Problem Solving
- Quality Concepts
- Total Quality Management
- Production Operations/Workflow
- Process Improvement
- Project Management/Evaluations
- Decision Making
- Leadership Skills for Frontline Workers
- Strategic Planning, Monitoring
- The Four Leadership Styles
- Team Building/Motivation
- Time Management
- Six Sigma
- Kaizen
- 5Y's



**HAZARDOUS MATERIALS**

- Hazardous Material Handling
- Hazardous Chemical Cleaning Handling
- Hazardous Waste Handling
- Global Harmonization System

**LITERACY SKILLS**

- Vocational English as a Second Language
- Basic Math

**MANAGEMENT SKILLS** (Manager/Supervisor Only)

- Procedure and Policy

**OSHA 10/30** (Certified OSHA Instructor)

- OSHA 10 (Requires 10hrs Completion)
- OSHA 30 (Requires 30hrs Completion)

**MANUFACTURING SKILLS**

- Production Operation
- Parts and Products Manufacturing
- Equipment Operation and Maintenance
- Assembly
- Inventory Control
- Warehousing
- Manufacturing Practices
- Cross-Training (Production Equipment/Skills)
- Forklift
- Lock Out/Tag Out
- Milling Operation and Grinders
- Computer Numeric Control Machining, Programing/Operation
- Impact Guns and Power Tools

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

**CBT Hours**

0-3

**MANUFACTURING SKILLS**

- Equipment Training (13 min)
- Lock Out/Tag Out (10 min)
- Blood Borne Pathogens (15 min)
- Safety in the Workplace (16 min)
- Material Handling Equipment (15 min)
- The Forklift Workshop (20 min)
- More High-Impact Forklift Safety (22 min)
- Power Tool Accidents – They Can Be Prevented (20 min)

**BUSINESS SKILLS**

- Hearing Conservation (20 min)
- Hazard Communication Program (20 min)

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



## RETRAINEE - JOB CREATION

### Training Proposal for:

## Vista Cove Care Center at San Gabriel, Inc. dba Vista Cove Care Center at San Gabriel

**Agreement Number: ET16-0417**

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

### PROJECT PROFILE

Contract Attributes:	HUA Job Creation Initiative Medical Skills Training Priority Rate Retrainee SET	Industry Sector(s):	Healthcare Services  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Riverside, Ventura	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: 700	U.S.: 700	Worldwide: 700
<u>Turnover Rate:</u>	9%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$420,544		\$0	\$0		\$420,544

In-Kind Contribution:	100% of Total ETP Funding Required	\$520,690
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Medical Skills Training Priority Rate SET	Computer Skills, Cont. Imp., MS-Clinical w/Precetpor, MS-Didactic	220	8-200	0	\$1,152	\$21.28
				Weighted Avg: 64			
2	Retrainee Medical Skills Training Priority Rate SET HUA	Computer Skills, Cont. Imp., MS-Clinical w/Precetpor, MS-Didactic	72	8-200	0	\$882	*\$11.70
				Weighted Avg: 49			
3	Job Creation Initiative Retrainee Medical Skills Training Priority Rate SET	Computer Skills, Cont. Imp., MS-Clinical w/Precetpor, MS-Didactic	37	8-200	0	\$2,800	*\$13.73
				Weighted Avg: 140			

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

**Minimum Wage by County:** Job Number 1 (SET/Priority Industry) Statewide: \$21.28 per hour;

Job Number 2 (SET/HUA): \$11.70 per hour for Santa Paula, Ventura County;

Job Number 3 (SET/Job Creation) \$13.73 per hour for Long Beach, 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 \$2.16 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
<b>Job Number 1</b>		
Registered Nurse		66
Licensed Vocational Nurse		141
Minimum Data Set Associates (MDS) (Medical Record Assistant and Coordinator)		13
<b>Job Number 2</b>		
Certified Nurse Assistant		67
Wait Staff, Housekeeper Staff, Cook Staff, Dining Service Aide, Laundry/Maintenance Assistant		5

<b>Job Number 3</b>		
Certified Nurse Assistant		6
Licensed Vocational Nurse		18
Registered Nurse		7
Respiratory Therapist		6

## **INTRODUCTION**

Vista Cove Care Center at San Gabriel, Inc. dba Vista Cove Care Center at San Gabriel (Vista Cove or Center) ([www.vistacove.net](http://www.vistacove.net)), requests funding for its employees and those of its close affiliates, located in Southern California. This will be Vista Cove's first ETP Agreement. The proposal is for a total of 329 workers at Vista Cove facilities in San Gabriel, and three other co-owned facilities. All facilities are owned by the same parent, Vista Cove Senior Living, LLC, headquartered in Newport Beach. The facilities where training will take place are as follows: San Gabriel, Corona, Long Beach and Santa Paula.

Vista Cove provides assisted living services for the elderly and persons with disabilities primarily in Los Angeles, Riverside and Ventura Counties. Vista Cove provides care to individuals who no longer require acute hospitalization, but have ongoing medical needs at the hospital-based skilled nursing level. Vista Cove's spectrum of services include skilled nursing, clinical care, post-surgical care, intravenous therapy, pain management, wound care, custodial care, hospice, memory care, activity programs, dietary services, speech/physical therapy and rehabilitation.

The Center treats various disorders including wounds, joint replacements, amputations, stroke, chronic pain, arthritis, Alzheimer's and other forms of dementia.

Vista Cove is experiencing a rapidly changing business environment as a result of the Affordable Care Act (ACA), which includes reduced reimbursement and new quality standards. In addition, the industry is seeing an increasingly aging and sicker patient population, which continues to transform the Center's core business. Providers are being asked to improve service quality, while being paid less. New payment models have been proposed which force providers to share a single, bundled payment for an episode of care. These changes have an increased financial impact on the business.

Vista Cove is seeking ETP funding for training to help in the following areas:

- Manage increasing of aging population;
- Respond to the ACA payment system;
- Control costs and offer competitive pricing;
- Increase patient acuity and care for more timely discharge (5 days vs. 17 day);
- Prevent hospital readmissions; and
- Implement new sub-acute services at the Long Beach facility.

## **PROJECT DETAILS**

Vista Cove's strategic plan for 2016-2017 includes hiring new employees, upgrading incumbent workers skills, and standardizing processes and procedures across all facilities. The Center plans to invest approximately \$450,000 in new and improved equipment such as generators, HVAC systems, and emergency notification systems.

Vista Cove's goal is to upgrade and improve clinical outcomes, develop skill levels to provide superior care and reduce costs, stay competitive and increase services to meet demand. Workers will gain experience, increased proficiency, the ability to manage complex systems, and become better equipped with the education and skills to remain current with industry standards and requirements and ultimately exceed patients' expectations.

## **Training Plan**

ETP funding will help transition Vista Cove's facilities into a new way of healthcare delivery. Training is needed to enhance clinical care, learn new metrics of quality measurement and optimize reimbursement for services.

Training is scheduled to begin upon Panel approval and will be delivered on-site by in-house subject matter experts. Outside training vendors will be identified during the term of the proposed Agreement, if needed. Training will be delivered as Class/Lab, Video Conference and Medical Skills (Clinical and Didactic).

**Computer Skills (5%):** This training will be offered to all occupations in the use of Electronic Medical Records software to accurately enter and retrieve patient information, and in Microsoft software to help improve accuracy and reporting of daily activities.

**Continuous Improvement (15%):** This training will be offered to all occupations in order to foster improvement in multiple skills such as team building, culturally appropriate care, medical records, documentation; customer service; standard operating procedures; communication skills; interdisciplinary team skills and quality improvement.

**Medical Skills Training (80%):** This training will be delivered to all nursing and clinician staff. Trainees will participate in Clinical Preceptor and Didactic training, based on the complexity of their patient care responsibilities. Trainees will gain a better understanding of advanced clinical process including patient assessment, and knowledge of specialized care and treatment.

The Panel has established a "blended" reimbursement rate for this type of nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model. The blended rate of \$22 per hour will apply to both the Didactic and Clinical Preceptor modes of delivery. The standard class/lab rate, \$18 per hour for priority industries will apply to Computer Skills and Continuous Improvement training. There will be 232 nurses participating in this proposal.

## **Retrainee - Job Creation**

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

Vista Cove has committed to hiring 37 new employees in new jobs (Job Number 3) at its Long Beach facility. These new jobs are expected to be added in the next few months as well as throughout the term of this Agreement. Vista Cove will train these employees to learn to use equipment properly and enhance medical services to improve the quality of patient of care, utilize internal computer systems and to have a better understanding of Vista Cove's business operations.

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

## **Special Employment Training**

Under Special Employment Training (SET), employers are not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period.

### **➤ Wage Modification**

Trainees in Job Number 1 are employed in a Priority Industry and qualify for a SET wage modification up to 25% below the statewide average hourly wage. The wage modification of \$21.28 is requested for trainees in Job Number 1.

## **High Unemployment Area**

All trainees in Job Number 2 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by 15%. The Company's location in Santa Paula, Ventura County qualifies for HUA status under these standards. Vista Cove is asking for a wage modification to the HUA Minimum Wage of \$11.70 for these trainees. Job Number 2 post-retention wages must be higher than the start-of-training wages.

Note: All trainees in Job Number 3 qualify for the ETP Job Creation wage of \$13.73 per hour for Los Angeles County. There is no request for a wage modification.

## **Individuals with Disabilities**

The Individuals with Disabilities (IWD) program, recently adopted by the Panel, is designed to encourage California employers in their effort to "recruit, hire, train and retrain" workers with disabilities. ETP funding will be available to train these workers, along with other staff who support or have job responsibilities for these trainees. Vista Cove has an existing program for outreach and training workers with disabilities. The Center has begun numerous outreach programs to hire disabled workers in the following jobs: Wait Staff, Housekeeper Staff, Cook Staff, Dining Service Aides, Laundry/Maintenance Assistants. The Center also utilizes an American Disability Act preferred job application for employment that accommodates disabled applicants. It is anticipated that these newly-hired workers will be in Job Number 2.

## **Commitment to Training**

Vista Cove provides basic new-hire orientation, sexual harassment prevention, safety training, computer skills, skill updates training and in-service training. Most training is delivered via class/lab with clinical on-the-job training. Vista Cove has a current annual training budget of \$35,000 for each facility.

ETP funding will help Vista Cove to strengthen its training program, to continue to rollout initiatives as technology advances, upgrade job skills of its workforce 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**

Vista Cove's Director of Staff Development at each facility will oversee ETP training including all administrative responsibilities (enrollment, collect training data and monitor activities) to

ensure compliance with all ETP requirements. Vista Cove will also utilize a third party administrator for enrollment, data tracking and invoicing (see Administration Services below).

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

Vista Cove retained National Training System Inc. (NTS) in Ladera Ranch to assist with development of this proposal for a flat fee of \$24,610.

**ADMINISTRATIVE SERVICES**

NTS will also perform administrative services in connection with this proposal for a fee not to exceed 12% of payment earned.

**TRAINING VENDORS**

To Be Determined



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

8-200

Trainees may receive any of the following:

**COMPUTER SKILLS**

- Electronic Medical Records Application Skills
- Office/Excel/Word/PowerPoint (Intermediate and Advanced)
- Patient Services Billing Software
- Electronic Tablet for Bedside Charting

**CONTINUOUS IMPROVEMENT**

- Administration
- Medical Records
- Customer Service
- Communication Skills
- Problem Analysis and Problem Solving
- Clinical Services System Management
- Interdepartmental Collaboration
- Interdisciplinary Team
- Incident/Accident Management
- Resident Centered Care
- Mobility Skills
- Documentation
- Continuous Quality Improvement Workshop
- Culturally Appropriate Care
- Team Building

**Individuals with Disabilities**

- Wait Staff Skills
- Housekeeping
- Cooking/Kitchen Skills
- Dining Service Aide Skills
- Laundry Skills and Procedures
- Maintenance Skills

**MEDICAL SKILLS TRAINING - 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

**MEDICAL SKILLS TRAINING - DIDACTIC**

- Restorative Nursing Program
- Annual Skills Update
- Infection Control

- Basic Life Support
- 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
- Respiratory Care
- Wound Management
- Diabetic Management
- Urinary Management (foley catheter, input/output)
- Resident and Family Education
- Medication Administration Management
- Restraint and Restraint Reduction
- Behavior Management
- Psychotropic Medication Management
- Patient Assessment & Care
- Physical, Occupational, Speech Therapy
- End of Life Care
- Patient Fall Prevention
- Dementia/Alzheimer's
- Neurovascular System
- 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)
- Pro Act Training - Professional Assault Crisis Training and Certification (Pro Act)

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:**  
**Abbott Vascular Inc.**  
**Agreement Number: ET16-0409**

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** San Francisco Bay Area

**Analyst:** D. Woodside

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Veterans	Industry Sector(s):	Manufacturing Biotechnology/Life Sciences  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Riverside, Santa Clara	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 4,000	U.S.: 40,000	Worldwide: 69,000	
<u>Turnover Rate:</u>	14%			
<u>Managers/Supervisors:</u> (% of total trainees)	6%			

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$749,900		\$374,950 50%	\$0		\$374,950

In-Kind Contribution:	100% of Total ETP Funding Required	\$1,145,375
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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	Continuous Impr, Computer Skills, Mfg Skills, PL-Mfg.	821	8-200	0	\$450	\$17.02
				Weighted Avg: 50			
2	Retrainee Priority Rate Veterans	Continuous Impr, Computer Skills, Mfg Skills, PL-Mfg.	10	8-200	0	\$550	\$17.02
				Weighted Avg: 50			

**Minimum Wage by County:** \$17.02 per hour for Santa Clara County; \$15.60 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 ☐ Maybe

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

**Wage Range by Occupation**

Occupation Titles	Wage Range	Estimated # of Trainees
Production Worker/Operator		574
Engineer		130
Technician		76
Manager/Supervisor		51

**INTRODUCTION**

Established in 2006 and headquartered in Santa Clara, Abbott Vascular Inc. (AV) [www.abbottvascular.com](http://www.abbottvascular.com) is a wholly-owned subsidiary of the 120-year old Abbott Laboratories. AV employs 4,000 full-time workers at its three California facilities participating in this training: Santa Clara, Menlo Park, and Temecula. (Employees in Redwood City will not participate under this proposal) The Company researches and manufactures coronary, vessel closure, and endovascular products which are used in treating patients with coronary artery and peripheral vascular disease.

**PROJECT DETAILS**

This will be AV's fourth ETP project with the last five years. Training in ET14-0219 focused on products that were developed at that time. Training under this proposal will concentrate on new technology and products that were recently developed. Courses that were offered in previous Agreements may be offered in this proposal to trainees who have not received the courses. In some cases, the courses have been updated for the new products.

The medical devices industry is constantly changing. Competitors are not only introducing new technology but also cutting costs by moving operations to a cheaper labor market overseas. To compete, the Company has restructured its vascular manufacturing and core diagnostics business, and reduced its workforce, since the last ETP Agreement. The reduction was largely through attrition and a hiring freeze, in a deliberate effort to avoid layoffs.

To remain competitive, AV must continue its statewide retraining efforts. Training will expand employee skills to allow cross-training in advanced medical device equipment/processes. Cross-training will help the Company meet the demands of growth markets; and retain its manufacturing presence in California.

This proposal will concentrate on new products being manufactured in California:

- Xience Xpedition®, Xience Prime®, Xience nano®, Xience V®, and Xience Pro™, drug-eluting coronary stent systems developed on the Multi-Link Vision® platform. This system is approved in the U.S. and has substantial sales in Europe, Asia and Latin America.
- Absorb™ Bioresorbable Vascular Scaffold is the world's first drug-eluting vascular scaffold device for the treatment of coronary artery disease.
- The MitraClip® device for patients with significant symptomatic degenerative mitral regurgitation who are at prohibitive risk for mitral valve surgery. MitraClip is available in Europe, Asia, the Middle East, and Latin America and is expected to be approved in additional markets in 2015 and 2016.
- The Supera® stent is a metal-based stent using a braided-wire manufacturing technique that provides high strength with flexibility enabling it to be used in arteries that are subject to substantial curving. The manufacturing of Supera was moved from Texas to Temecula.

AV has committed large resources for new manufacturing tools/equipment for the Temecula and Menlo Park sites for these new products. The Company has also invested heavily in research and has more than 20 products in development to treat coronary arterial disease, endovascular disease and mitral regurgitation.

## Training Plan

All courses listed in the ETP curriculum are designed, and customized to support the Company's implementation of updated processes, global quality standards, and new equipment. Courses will be delivered through Class/Lab training and Productive Lab.

**Continuous Improvement (19%):** Training will be provided to all occupations. AV is implementing a continuous quality improvement initiative in the areas of field action decision-making, corrective and preventative actions, management controls, process validations, and complaint management systems. Frontline production workers will learn techniques to work in teams and find root causes of problems in the manufacturing environment. Frontline leaders and Managers/Supervisors will be provided with leadership/coaching skills.

**Computer Skills (5%):** Training will be provided to Engineers, Technicians, and Managers/Supervisors. AV uses sophisticated information technology systems and network infrastructure. Training will focus on desktop applications, such as advanced levels of Computer-Assisted Design software and personal productivity software. Training will also cover the Company's in-house computer applications for inventory, account management, and manufacturing control.

**Manufacturing Skills** (10%): Production workers/operators will be trained to operate specialized equipment used in 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. Trainers will be a combination of highly skilled internal production Supervisors, Technicians, Production Workers/Operators and/or Engineers. The overall objective is to train workers to use special tools and equipment in a highly technical assembly process.

### **PL-Manufacturing Skills** (66%)

A total of 573 (Temecula 413, Menlo Park 160) Production Workers/Operators work on manufacturing processes in the clean room. These workers will receive Productive Lab (PL) training in Manufacturing Skills as shown on the Curriculum.

ETP will fund up to 60 hours of PL per trainee. The expected average of PL training hours per trainee across both Job Numbers is 47 hours. (The Company will cover the costs of PL above the 60 hour limit.)

PL training will ensure that clean room employees acquire the skills needed to perform at a quality standard acceptable by the FDA and the biomedical device industry. PL also affords manufacturing employees cross-training opportunities on the many procedures on the manufacturing floor.

The primary focus of PL will be in three strategic areas: 1) demonstrating compliance with Good Manufacturing Practices to satisfy FDA and other regulatory agencies; 2) new biotech machines needed to produce the MitraClip® Percutaneous Mitral Valve Repair System, in Menlo Park; and 3) new biotech machines to manufacture Drug-Eluting Stent (DES) systems including guidewires and catheters, in Temecula.

PL will be directly supervised by a qualified trainer, whose time will be dedicated to this task. The trainer-to-trainee ratio will be 1:1 for all PL sessions. Upon completion, trainees will receive a certification of competency. PL training will be tracked using unique course names stored in the Company's LMS.

### **Veterans**

The Panel has established a higher reimbursement rate (\$22 per hour) and other incentives for training California veterans. In this proposal, AV has committed to hiring and training 10 Veterans (Job Number 2). The Company has strong community-based programs for Veterans to help support the transition from the military to the corporate world.

AV's outreach to Veterans is described at its website (<http://www.abbott.com/careers/diversity-and-inclusion/veterans.html>). (See also <http://mst.military.com/mst/abbott/mos-translator> for details on how experience in the military translates into careers at the Company.)

### **Substantial Contribution**

AV is a repeat contractor with payment earned in excess of \$1.7 Million within the past five years at all facilities. In its previous Agreement, the Company was assessed a High Earner Reduction (HER) at the 15% level (the HER no longer applies because funding earned in the past five years is less than \$2 Million). Two prior Agreements were assessed a Substantial Contribution (ET10-0288 at 15% and ET12-0161 at 30%). Accordingly, reimbursement for all trainees in this proposal will be reduced by 50% to reflect a \$374,950 Substantial Contribution.

## Impact/Outcome

As trainees progress through the Curriculum, they will attain a documented Certification of Competency for each significant manufacturing tool and/or procedure. 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.

## Commitment to Training

ETP funds will not displace AV's existing financial commitment to training. The Company's annual statewide training expenditure in California is in excess of \$2,600,000. Further, the proposed ETP-funded training is different in content and format than the Company's ongoing training. The proposed training 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 of its on-going training.

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

## Recordkeeping

Staff has reviewed and approved the use of a Learning Management System for recordkeeping.

## RECOMMENDATION

Staff recommends approval of this proposal.

## PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0219	Statewide	11/18/13- 11/25/14	\$1,310,496 (15% HER)	\$1,210,228 (92%)
ET12-0161	Statewide	11/28/11- 11/27/13	\$349,804 (30% Substantial Contribution)	\$349,804 (100%)
ET10-0288	Statewide	12/31/09- 12/30/11	\$249,570 (15% Substantial Contribution)	\$249,570 (100%)



### **DEVELOPMENT SERVICES**

AV retained Herrera & Company in Stockton to provide application development services at no cost.

### **ADMINISTRATIVE SERVICES**

AV also retained Herrera & Company to perform administrative services for an amount not to exceed 13% of payment earned.

### **TRAINING VENDORS**

To Be Determined

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

8-200

**CONTINUOUS IMPROVEMENT**

- Product Quality and Reliability
- Design Tools and Practices
- Design for Excellence
- Quality Fundamentals/Core Skills
- Failure Modes and Effects Analysis
- Leadership/Coaching Skills
  - Leading Cross-Functional Teams
  - Efficiency Workflow
  - Facilitation Skills and Mentorship
  - Individuals with Disabilities Policy and Procedures

**COMPUTER SKILLS**

- Management and Manufacturing Control Systems
- Materials and Logistics Software Development
- Advanced Desktop Applications
- Programming Languages
- 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
- Product Transfer/Workflow
- Restricting of Hazardous Substances
- Technical Qualifications and Certifications
- Testing and Troubleshooting Skills

**Productive Lab Hours**

0 - 60

**MANUFACTURING SKILLS (1:1 Ratio)**

- 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
- Drug-Eluting Stent (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

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

Note: Reimbursement for all retrainees is capped at 200 total training hours per trainee, regardless of training delivery method.
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## RETRAINEE - JOB CREATION

Training Proposal for:

**Saama Technologies, Inc.**

**Agreement Number: ET16-0405**

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** San Francisco Bay Area

**Analyst:** C. Hoover

### PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Services Technology/Other  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Clara	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: 222	U.S.: 314	Worldwide: 826
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	20%		

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$316,800		\$0	\$0		\$316,800

In-Kind Contribution:	100% of Total ETP Funding Required	\$1,248,786
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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, Mgmt Skills	180	8-200	0-20	\$1,260	\$22.84
				Weighted Avg: 70			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills, Computer Skills, Mgmt Skills	100	8-200	0-20	\$900	\$22.84
				Weighted Avg: 45			

**Minimum Wage by County:** Job Number 1: \$17.02 per hour for Santa Clara County;  
Job Number 2 (Job Creation): \$14.19 per hour for Santa Clara County.

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

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

Employer provides health benefits; however, they are not being used to qualify trainees.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1:</b>		
Administrative Support Staff		6
Managers		37
Professionals I (Analysts/Consultants/Engineers/Human Resources)		30
Professionals II (Analysts/Consultants/Engineers/Human Resources)		60
Professionals III (Analysts/Consultants/Engineers/Human Resources)		39
Sales Workers I		3
Sales Workers II		1
Sales Workers III		2
Sales Workers IV		2
<b>Job Number 2:</b>		
Administrative Support Staff		3
Managers		18
Professionals I (Analysts/Consultants/Engineers/Human Resources)		30
Professionals II (Analysts/Consultants/Engineers/Human Resources)		30

Professionals III (Analysts/Consultants/Engineers/Human Resources)		13
Sales Workers II		2
Sales Workers III		2
Sales Workers IV		2

## **INTRODUCTION**

Founded in 1997, and headquartered in Campbell, Saama Technologies, Inc. (Saama) ([www.saama.com](http://www.saama.com)) provides data and analytics services to help companies fast-track product launches, streamline supply chain, optimize forecast demand, improve marketing strategies, and establish new business models. Saama uses a platform to leverage customers' existing data infrastructure based on prior business intelligence efforts. For example, it uses a proprietary "Fluid Analytics Engine" to convert the customer's raw data into analytics. The Company also provides ready-analytics solutions (a data solution designed to accelerate a company's data and analytics initiative to completion within weeks instead of months)

Saama has customers in a variety of industry sectors: high technology, healthcare, insurance, life sciences, consumer packaged goods, and government. Customers include Verizon, SunPower, Pharmacyclics, Intuitive Surgical, iCracked, Hortonworks, Rainmaker Systems, MasterCard, and Men's Warehouse.

## **PROJECT DETAILS**

Saama's training goals for the next two years will focus on upgrading software systems and employee business skills to increase productivity and efficiency. The following are some of the software investments that Saama will implement in this time period:

- NetSuite- \$330,000 in January 2016
- HRIS System- \$235,000 in August 2016
- Learning Management System (LMS)- \$100,000 in June 2016
- Sales Incentives System- cost and installation date is to be determined (TBD)

In addition, the Company is currently building on its Fluid Analytics Engine for key industry sectors (healthcare, consumer packaged goods, high technology and insurance). A formal needs assessment concluded that on-going training will be required to meet these enhancements.

### **Retrainee - Job Creation**

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

The Company is at full capacity at the current facility and anticipates moving into a 22,000-square-foot facility (the current facility is 15,000-square-foot) in July, when the lease on the current facility ends, to keep up with recent and projected growth.

Saama is also expanding existing business capacity. With the rise of Big Data platforms and cloud-based technology, companies must keep up with their data quality to remain competitive. Saama realized the need and, in 2015, secured \$35 Million in funding to accelerate business moving forward. The funding helped the Company achieve 37% growth last year. The Company

is also expecting the same growth rate in 2016.

Saama has committed to hiring 100 new employees (Job Number 2). The date-of-hire for these trainees will be within the three-month period before contract approval or within the term-of-contract. The company represents that these trainees will be hired into “net new jobs” as a condition of contract.

## **Training Plan**

Training will be delivered through Class/Lab, E-Learning and Computer-Based Training (CBT) methods.

**Business Skills** (43%): This training will be offered to all employees. This training will cover project management, leadership, business communications, social media, presentation skills, structured problem solving and technical writing. The purpose of this training is to upgrade the business skills of the company’s employees.

**Management Skills** (10%): This training will be offered to the Mid/First Level Managers. This training will cover business analysis/requirements management, the role of the manager, leading and facilitating clients. The purpose of this training is to improve the incumbent and the newly-hired (frontline) managers’ skills.

**Computer Skills** (47%): This training will be offered to all employees. This training will cover structured query language (SQL), data modeling, Java, NetSuite, data science, SQL server analysis/integration/reporting services, and the company’s fluid analytics engine. The purpose of this training is to gain new computer skills while facilitating new software system upgrades.

## **Commitment to Training**

Saama represents that ETP funds will not displace the existing financial commitment to training. The Company spends \$300,000 on training annually. Company-wide, job-specific training is offered to all departments in Business Skills, Continuous Improvement, Management Skills and Advanced Technology, as needed. The training methods used were classroom, WebEx (E-Learning), and one-on-one training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

Saama’s plan for administering the project include one main administrator who is dedicated to ensuring the success and proper handling of training courses and materials. An email will be distributed as a means to announce upcoming training courses. Employees will then sign up for classes, and an email invite confirmation will be sent. On the date the training is delivered, an attendance sheet (ETP approved roster) will be distributed. Employee training will be captured on a spreadsheet detailing all training courses completed.

## **Impact/Outcome**

The goal of training is to familiarize employees with the new technologies and upgrades.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

Saama retained RSM US LLP in Los Angeles to assist with development of this proposal for a fee of \$9,504.

**ADMINISTRATIVE SERVICES**

Saama 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**

Effective Training Associates of San Jose has been retained to provide training in Business Skills for a fee to be determined.

Third Eye Consulting of Santa Clara has been retained to provide training in business analytics and intelligence for a fee of \$20,000 per class.

Other training vendors will be identified for ETP record-keeping purposes as they are retained.



## **Exhibit B: Menu Curriculum**

### **Class/Lab Hours**

8 – 200













Trainees may receive any of the following:

### **BUSINESS SKILLS**




- ✚ Winning By Influencing
- ✚ Communication Essentials
- ✚ Clear Email Writing
- ✚ Managing Time & Multiple Priorities
- ✚ Social Media
- ✚ Technical Writing
- ✚ Emotional Intelligence
- ✚ Business Communications
- ✚ Consulting Mindset
- ✚ Leadership Training
- ✚ Structured Problem Solving
- ✚ Presentation Skills
- ✚ Crucial Conversations
- ✚ Giving & Receiving Feedback
- ✚ Project Management
- ✚ Effective Sales Presentations
- ✚ Commercial Life Sciences (Pharmaceutical Industry)
  - o Overview of Sales and Marketing Functions
  - o Market Trends and Challenges (Sales & Marketing)
  - o Data: 360 Degree View
  - o Claims and Payer Data Sets (Sales Data)
  - o Reimbursement - Process, Data & Analytics
  - o Incentive Compensation- Process, Data & Analytics
- ✚ Insurance Industry
  - o Business of Insurance (Insurance Terminology)
  - o U.S. Insurance Industry (Results/Market Trends)
  - o Insurance Regulation
  - o Distribution Channels and Market Management
  - o Lifecycle of an Insurance Policy
  - o Policy Contracts, Forms and Attachment Logic
  - o Rate Revisions, Indications and Product Revisions
  - o Claims Processes, Data and Reporting
  - o Insurance Company Underwriting and Operations
  - o Statistical Reporting and Key Metrics
  - o Common Data Challenges
  - o Trends in Insurance Analytics and Big Data

### **COMPUTER SKILLS**

- ✚ Qlikview
- ✚ Tableau
- ✚ Structured Query Language (SQL)
- ✚ SQL Server Analysis Services (SSAS)
- ✚ SQL Server Integration Services (SSIS)
- ✚ SQL Server Reporting Services (SSRS)
- ✚ Data Modeling

-  Hadoop
-  Cognos
-  Agile
-  Fluid Analytics Engine (FAE) L1
-  Fluid Analytics Engine (FAE) L2
-  Informatica
-  Java
-  NetSuite
-  Human Resource Information System (HRIS)
-  Learning Management System (LMS)
-  Data Science
-  Sales Incentive System (SIS)


### **MANAGEMENT SKILLS** (Managers only)

-  Business Analysis/Requirements Management
-  Leading & Facilitating Clients
-  The Role of the Manager

### **E-Learning**

0–200








### **BUSINESS SKILLS**

-  Social Media

### **MANAGEMENT SKILLS** (Managers only)

-  Business Analysis/Requirements Management


### **COMPUTER SKILLS**

-  SQL Server Analysis Services (SSAS)
-  SQL Server Integration Services (SSIS)
-  SQL Server Reporting Services (SSRS)
-  Data Modeling
-  Cognos
-  Fluid Analytics Engine (FAE) L1
-  Fluid Analytics Engine (FAE) L2


### **CBT Hours**

0–20

### **BUSINESS SKILLS**

-  iLearn
  - o Purpose of BI (Business Intelligence) (.25 hours)
  - o Brand Launch Process (.5 hours)
  - o Aggregate Spend and the Law (.75 hours)
  - o Track and Report Aggregate Spend and your DATA (.75 hours)
  - o Life Sciences Managed Market Analytics Webinar (1 hours)

### **COMPUTER SKILLS**

-  iLearn
  - o OLTP (Online Transaction Processing) vs OLAP (Online Analytical Processing) (.25 hours)
  - o What is BI (Business Intelligence) (.25 hours)

- o Regression I (.25 hours)
- o Regression II (.25 hours)
- o Ladder of Business Intelligence (LOBI) (1 hour)
- o Detecting Fraud Through Data Analytics (1 hour)
- o Predictive Analytics (.5 hours)
- o Big Data and Social Media Analytics (1 hour)
- o What is Big Data (.25 hours)
- o Big Data is the Answer – What was the Question (1 hour)
- o Getting Started with SSIS (6 hours)
- o Cognos TM1 Informatica (.25 hours)

<p>Note: Reimbursement for retraining is capped at 200 total hours per-trainee, regardless of method of delivery. CBT is capped at 50% of total training hours, per trainee.</p>
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## Training Proposal for:

**VF Outdoor, LLC**

**Agreement Number: ET16-0388**

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** San Francisco Bay Area

**Analyst:** L. Lai

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing Transportation/Logistics Warehousing  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Alameda, Los Angeles, Orange, San Bernardino, San Diego, and Tulare	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: 5,500	U.S.: 26,449	Worldwide: 58,697	
<u>Turnover Rate:</u>	12%			
<u>Managers/Supervisors:</u> (% of total trainees)	20%			

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$327,600		\$0	\$0		\$327,600

In-Kind Contribution:	100% of Total ETP Funding Required	\$640,564
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, HazMat, OSHA 10	910	8-200	0	\$360	\$15.60
				Weighted Avg: 20			

**Minimum Wage by County:** \$17.02 for Alameda County; \$16.48 for Los Angeles County; \$16.51 for Orange County; \$16.46 for San Diego County; and \$15.60 for Tulare 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

Up to \$1.42 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Accounting & Finance		17
Accounting & Finance II		9
Administrative & HR		58
Administrative & HR II		29
Distribution Staff		144
Maintenance Staff		41
Marketing Staff		67
Marketing Staff II		34
Operations Staff		105
Operations Staff II		43
Product Design, Development & Merchandising		120
Product Design, Development & Merchandising II		60
Managers & Supervisors		121
Managers & Supervisors II		62

**INTRODUCTION**

VF Outdoor, LLC (VF Outdoor) was founded in 2000. VF Outdoor manufactures outdoor apparel and gear for the active life. Brands include The North Face, Jansport, Eagle Creek, Timberland, Smartwool, Eastpak, Kipling, Lucy, Napapijri, Reef, and Vans. Customers include Dick's Sporting Goods, The Sports Authority, and other retail sporting goods and department store environments. VF Outdoor is a subsidiary of VF Corporation (VFC). VFC was founded in

1899 and headquartered in Greensboro, NC. It is a global company in the lifestyle apparel and footwear. Both participating subsidiary companies sell directly to consumers through VFC retail and online stores, and through their own retail stores. VF Outdoor will hold this contract to train its workers and workers of VF Contemporary Brands, Inc., also a subsidiary.

## **PROJECT DETAILS**

Business operations of both participating companies have been reviewed and employees surveyed to develop a comprehensive training program that improves processes, maximizes performance, and increases profitability.

The Companies also need to abide by the parent company's (VFC) sustainability initiatives to strive for zero waste and to lessen impact on the environment. Training will help the Companies meet these initiatives. Training will include redesigning packaging to reduce waste and using materials that are more environmentally friendly.

### **Training Plan**

This training will cover employees from nine facilities: VF Outdoors facilities in Alameda, Carlsbad, Cypress, Ontario, Santa Fe Springs, and Visalia; and VF Contemporary Brands, Inc. facilities in Los Angeles (2 facilities) and Vernon. Training will be delivered via Class/Lab and E-Learning by in-house trainers/subject-matter experts and, if the need arises, training vendors.

**Business Skills** (60%): This training will be offered to all occupations in topics such as communication skills, effective meetings, presentation skills and identifying customer needs. Training is intended to help employees manage projects more efficiently and improve communications with internal staff and external customers.

**Commercial Skills** (1%) – This training is offered to Maintenance Staff on electrical safety to prevent potential injuries from working on or near equipment or circuits that may be energized.

**Computer Skills** (10%): This training will be offered to all occupations in topics such as Adobe Illustrator and Photoshop, Rhino 3D, and Intermediate/Advanced Microsoft Office. Trainees will learn how to effectively use various software applications to design products.

**Continuous Improvement** (25%): This training will be offered to all occupations in topics such as process improvement/management, sustainability, teambuilding, and goal setting. Training will promote teamwork and improve processes to eliminate waste.

**Hazardous Materials** (3%) – This training will be offered to Distribution and Maintenance Staff to effectively handle hazardous materials and spills.

### **Certified Safety Training (1%)**

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

**Impact/Outcome**

The goal of the training is to provide employees with skills required to perform their jobs more effectively, improve operations, decrease waste, and increase consistent performance.

**Commitment to Training**

VF Outdoor and VF Contemporary facilities each have a training budget ranging from \$2,000 to \$275,000, totaling approximately \$528K for all nine facilities in California. The training budget is used to provide new hire orientation, all required safety and compliance training, on-the-job training, and other topics, as needed.

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 Human Resources from VF Outdoor was heavily involved in the training and development efforts in the Nashville, TN location for several years and has over 10 years of experience in training. She will oversee and administer the ETP project and will have frequent communications and quarterly meetings with the Human Resource Managers at each of the nine locations listed. These HR Managers have been actively involved in the development of this proposal and understand they will be responsible for providing and tracking training included in this proposal and ensuring that the training plans are implemented. The Company's Administrative Assistant from the Alameda location will collect and store the original rosters from each training location. In addition, an administrative subcontractor will assist with compliance and recording of training hours into the ETP system.

**High Unemployment Area**

Approximately 145 trainees work in Tulare County, a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. However, VF Outdoor is not asking for a wage modification.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

VF Outdoor retained Tax Credit Co. in Los Angeles to assist with development of this proposal for a flat fee of \$3,500.

**ADMINISTRATIVE SERVICES**

VF Outdoor also retained Tax Credit Co. to perform administrative services in connection with this proposal for a fee not to exceed 12% of payment earned.

**TRAINING VENDORS**

To Be Determined

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

8 - 200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Business Writing
- Coaching
- Communication Skills
- Conflict Management
- Decision Making
- Effective Feedback
- Effective Meetings
- Finance Fundamentals
- Identifying Customer Needs
- Interpersonal Skills
- Leadership Skills
- Marketing Tools
- Merchandising Standard
- Motivation Skills
- Presentation Skills
- Pricing Strategies
- Problem Solving

**COMMERCIAL SKILLS**

- Electrical Safety

**COMPUTER SKILLS**

- Adobe Illustrator
- Adobe Photoshop
- Illustrator
- Intermediate/Advanced Microsoft Office
- Rhino 3D

**CONTINUOUS IMPROVEMENT**

- Goal Setting
- Process Improvement
- Project Management
- Scheduling Techniques
- Sustainability
- Teambuilding

**HAZARDOUS MATERIALS**

- Emergency Response
- Hazardous Materials Communication
- Lock Out Tag Out
- Spill Control

**OSHA**

- OSHA10



**E-Learning**

0-40

**BUSINESS SKILLS**

- Business Writing
- Coaching
- Communication Skills
- Conflict Management
- Decision Making
- Effective Meetings
- Finance Fundamental
- Interpersonal Skills
- Leadership Skills
- Motivation Skills
- Presentation Skills

**CONTINUOUS IMPROVEMENT**

- Project Management
- Teambuilding

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



**Training Proposal for:**  
**American Funds Service Company**  
**Agreement Number: ET16-0387**

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** San Diego

**Analyst:** M. Ray

**PROJECT PROFILE**

Contract Attributes:	Retrainee	Industry Sector(s):	Financial Services	
			Priority Industry: <input type="checkbox"/> Yes <input checked="" 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: 3,787	U.S.: 6,983	Worldwide: 7,836	
Turnover Rate:	7%			
Managers/Supervisors: (% of total trainees)	0%			

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$722,040		\$0	\$0		\$722,040

In-Kind Contribution:	100% of Total ETP Funding Required	\$1,142,749
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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	Business Skills, Commercial Skills, Computer Skills	547	8 - 200	0	\$1,320	\$17.07
				Weighted Avg: 88			

**Minimum Wage by County:** \$16.51 per hour in Orange County

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

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

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
Customer Service Representative		452
Retirement Plan Service Representative		70
Implementation Specialist		18
Retirement Plan Coordinator		7

**INTRODUCTION**

Founded in 1931, The Capital Group Companies, Inc. (CGC) ([www.capgroup.com](http://www.capgroup.com)) provides investment management services to individuals, corporations, governments, pension and retirement plans, and non-profit organizations through financial intermediaries (broker dealers, third-party administrators, and consultants). Headquartered in Los Angeles, CGC is comprised of several subsidiaries with 7,000 associates in national and international locations to serve clients. Three of its subsidiaries, all located in Irvine, will participate in the proposed training plan: American Funds Service Company (AFSC), as the lead Single Employer contract holder; and two closely-related affiliates, Capital Bank & Trust Company (CBTC) and Capital Group Companies Global, Inc. (CGCG).

The AFSC family of mutual funds is sold exclusively through third-party intermediaries including broker dealer firms. The Companies provide services to these intermediaries and investors including individuals, corporations, governments, pension and retirement plans, as well as non-profit organizations.

AFSC, CBTC and CGCG are entities eligible for standard retraining as companies primarily engaged in providing services directly to customers located both inside and outside of California.

CGC has a prior Agreement with ETP within the last five years (ET14-0382). All three subsidiaries participating in this proposal also participated in the prior CGC Agreement with ETP. Training was provided to Customer Service and Retirement Plan Service Representatives. Under the prior Agreement, 271 workers received an average of 121 training hours in Business, Commercial and Computer Skills to assume complex work assignments and support a multitude of complicated financial products and services.

## **PROJECT DETAILS**

The Company states that AFSC and its affiliates face constant regulatory/compliance updates and changes brought by various legislations. Most recently, in April 2015, the Department of Labor released a proposal to impose a fiduciary standard on financial advisors who give investment advice to retirement plans and their participants, including Individual Retirement Accounts. This new standard will address conflicts of interest in retirement advice. To this end, AFSC and its affiliates must be prepared to update and provide its workers with broad knowledge of the fiduciary standards to help streamline business processes while maintaining compliance with regulatory changes.

In order to continue to provide its customers with exemplary service, the Companies must be proactive and adequately informed of the latest rules, issues, and business plans in all aspects of financial services. To help meet this challenge, AFSC and its affiliates have committed to enhance company-wide business processes. To do this, the Companies have implemented a new Retirement Plan Services (RPS) Strategy. Over the next two years, the Companies will implement the following initiatives:

- Product enhancements to provide clients with a more competitive retirement plan resource; and
- Restructuring servicing capabilities (Some associates will take on new responsibilities. Through training, these associates will become equipped with skills to provide higher level of customer service.)

This new business strategy requires the AFSC office to relocate some of its experienced workforce to other departments in affiliates located in Los Angeles and Irvine. As such, AFSC projects to hire 180 new Customer Service Representatives between March 2016 and November 2017 to fill positions vacated by workers that transferred to other departments.

To further support business goals, the Companies plan to implement a new phone and correspondence system in February 2016. And in April 2016, the Companies will assume tasks that are currently outsourced. Overall, improved products and services, along with training, will allow the Companies to provide new services to clients.

With the help of ETP funding, the Companies will be able to deliver an extensive training program to promote continuous training and education, specifically to its Retirement Plan Services, to provide its workforce the expertise necessary to support any changes in a client's business or the regulatory environment.

## **Training Plan**

The proposed training plan may include some employees who have participated in the previous ETP Agreement, and some curriculum topics from the last Agreement are repeated in this Agreement. However, curriculum subject matter has been updated and/or improved, so there will be no duplication of training in those courses. In addition, the proposed project will include

several newly hired associates who have never received ETP training. Also, two new occupations will participate: Implementation Specialist and Retirement Plan Coordinator.

In this proposal, AFSC and its affiliates plan to provide a comprehensive training program to approximately 547 workers, including those that were unable to participate in the last Agreement. Training will be provided at AFSC's facility located in Irvine by in-house and training vendors to be determined. The proposed training plan consists of new and upgraded training topics in the following skills:

**Business Skills** (25%) – Training will be provided to all occupations. Training topics in Communication and Phone Skills, Customer Service Skills, American Funds Product Knowledge, Introduction to Financial Services, Retirement Plans, Customers/Key Players and Qualified Retirement Plan Knowledge will enable staff to increase customer service and business standards with new or improved products and services.

**Commercial Skills** (70%) – Training will be provided to all occupations to understand the new RPS Strategy. Specialized training topics in Fee Disclosures and Change Notices; Fiduciary Services; RP Conversions, RP Enrollment, RP Implementation, and RP Loans; and Account Redemptions/Distributions and Exchanges, Account/Plan Corrections, and Account/Plan Maintenance will enable workers to stay current and keep clients in compliance with regulatory changes.

**Computer Skills** (5%) – Training will be provided to all occupations as it pertains to their job duties. Staff will receive training in Aspect Phones, Davast, Genesys, Retirement Plan Access, and RPS Connect to successfully and effectively navigate client plan data.

### **Commitment to Training**

CGC spends more than \$2.4M annually on training per facility in California. New hires receive foundation, products, services, and systems training which takes between 8 and 12 weeks to complete. Additional training may be provided to increase worker's ability to contribute to more complex job duties. In addition, the Companies provide additional training to enhance skills in systems or products and for any changes in policies or regulations.

AFSC represents that 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

AFSC has its own Training and Development Department designated to administer the ETP program. Staff in the department will deliver, facilitate, and evaluate the effectiveness of ETP training and manage the overall administration of this project. A Training Coordination Group (consisting of two workers) will schedule training and enroll trainees, track training hours and meet with ETP Staff during monitoring visits. The Vice President of Training will supervise the training project.

### **Impact/Outcome**

AFSC and its affiliates currently have ongoing quality assurance and quality control programs to determine the effectiveness of training. The comprehensive ETP training program will equip AFSC, CBTC and CGCG workers with the skills necessary to achieve company-wide business goals. ETP training may result in some associates receiving some American Society of Pension Professionals & Actuaries certificates or credentials (excluding completion of Continuing

Education Programs) to ensure workers are equip with skills necessary to keep up with the changing regulatory landscape.

**Substantial Contribution**

A substantial contribution does not apply to this proposal because neither AFSC nor its affiliates have earned \$250,000 or more within five years in prior agreements at the same facility.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0382	Irvine	5/5/14 – 5/4/16	\$507,050	\$499,064 (98%)*

\*The payment earned was cumulative between all three participating affiliates at their respective facilities. No one facility earned in excess of \$250K.

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

To Be Determined

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

8 – 200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Communication and Phone Skills
- American Funds Product Knowledge – Retail and Retirement Plans
- Customer Service Skills
- Introduction to Financial Services, Retirement Plans and the Customers/Key Players
- Qualified Retirement Plan Knowledge

**COMMERCIAL SKILLS**

- Account Redemptions/Distributions and Exchanges
- Account/Plan Corrections
- Account/Plan Maintenance
- Dealer Extracts
- Dealer File
- Establishing New Accounts/Plans
- Fee Disclosures and Change Notices
- Fiduciary Services
- Introduction to Resources/Websites
- Introduction to Taxes and Year-end Taxes
- Investor/Participant Accounts
- National Securities Clearing Corp.
- Plan Terminations
- Rep/Dealer Changes
- Risk and Compliance
- RP Conversions
- RP Enrollment
- RP Implementation
- RP Loans
- Statements and Letters
- Transfer of Assets

**COMPUTER SKILLS**

- Aspect Phones
- Davast
- Dealer Office Rep Information Structure
- Echo
- Genesys - phones and email
- Retirement Plan Access (RPA)
- RPS Connect
- Salesforce
- System Helping Associates Respond Effectively
- Smart Desk
- System of Financial Information

- Source of Needed Information
- Trac
- Vision

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:

**Arlon Graphics LLC**

**Agreement Number: ET16-0408**

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** San Diego

**Analyst:** K. Campion

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing  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: 243	U.S.: 2,500	Worldwide: 3,000	
<u>Turnover Rate:</u>	4%			
<u>Managers/Supervisors:</u> (% of total trainees)	6%			

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$409,920		\$185,760 (50% Job 1)	\$0		\$224,160

In-Kind Contribution:	100% of Total ETP Funding Required	\$459,000
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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	Computer Skills Continuous Impr. Mfg. Skills Business Skills	215	8-200	0	\$864*	\$16.51
				Weighted Avg: 96			
2	Retrainee Priority Rate Job Creation Initiative	Computer Skills Continuous Impr. Mfg. Skills Business Skills	20	8 - 200	0	\$1,920	\$13.76**
				Weighted Avg: 96			

\*Reflects Substantial Contribution

**Minimum Wage by County:** Job Number 1: \$16.51 per hour for Orange County; Job Number 2 (Retrainee Job Creation): \$13.76 per hour for Orange County.

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

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

Up to \$4.15 per hour for Job Number 1 and up to \$1.39 per hour for Job Number 2 may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>JOB NUMBER 1</b>		
Administrative/Accounting Staff**		25
Maintenance Worker		5
Manufacturing Support Staff**		35
Production/Shipping & Receiving Staff**		115
Sales/Marketing Staff		20
Supervisor/Manager		15
<b>JOB NUMBER 2</b>		
Administrative/Accounting Staff**		1
Maintenance Worker**		1
Manufacturing Support Staff**		3
Production/Shipping & Receiving Staff**		13
Sales/Marketing Staff**		2

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

## **INTRODUCTION**

Arlon Graphics LLC (Arlon) ([www.arlon.com](http://www.arlon.com)) is a cast-vinyl film manufacturer. The Company formulates, casts, coats, converts, packages, and sells its vinyl film through its own distribution network to customers located worldwide. In addition, Arlon designs and manufactures materials that meet specific customer needs which includes visual impact for graphics, special laminates used as electrical insulators in motors and generator gaskets, weather stripping and window glazing, durable paper, thermal shields, adhesive systems for medical products, films for solar connectors, and vehicle wrap products for automobiles. Arlon's sole California manufacturing plant is located in Placentia, the site of the proposed training.

## **PROJECT DETAILS**

This is the fourth project between Arlon and ETP in the last five years (see prior and active Project tables). For each of its prior ETP Agreements, the Company targeted specific training needs:

- ET12-0280: Continuous Improvement, Kaizen training in the 2012 Agreement
- ET14-0164: Computer Skills, ERP system
- ET15-0262: Continuous Improvement, Lean Enterprise, Quality at the Source, and new Management Skills training for leaders

The focus of this proposal (75% of proposed training) is on new and critical training modules in the Company's ERP system. The Company's ERP system – SAP – (Systems, Applications & Products in Data Processing) was initially implemented in 2013/14 but has recently been redefined. SAP provides end-to-end solutions for financials, business management, product planning, materials management, manufacturing and service delivery, marketing and sales, inventory management, quality management, and shipping and receiving. The SAP training will focus on the integration of the system with every department within the Company to the core business processes. All employees must be retrained in how to integrate specific modules of the SAP system.

Additionally, Arlon reports that its market is highly competitive and is characterized by rapidly changing technology and evolving industry standards. To remain viable and competitive, all employees must learn to work as a team and continuously improve to incorporate new technology and changing product lines. For instance, the Company recently implemented a new vehicle wrap product, Chrome vehicle wrap, which requires slower production line speeds, higher temperatures, and more attention to details. All production processes are affected and will require training for Production/Shipping & Receiving Staff.

This proposal offers courses that have been offered in past ETP Agreements. However, only newly-hired trainees (Job Number 2) will be offered these courses.

### **Retrainee - Job Creation**

Arlon reports that it has hired 46 (21 workers hired into net new jobs) new workers in the last year and a half due to expansion of its production line in 2015. To support the aforementioned expansion of its existing business capacity, it will continue to add newly-hired employees to a existing functions. Arlon will commit to hire and train 20 new workers during the term of the Agreement (Job Number 2). Trainees will be hired within the three-month period prior to the Panel approval or during the term of the contract. These trainees will be hired into "net new jobs" as a condition of contract. As a feature of this program, the Substantial Contribution requirement will be waived for Job Number 2.

## Training Plan

All training will be conducted via class/lab.

**Computer Skills** (75%) – This training will be provided to all occupations. The ERP training will focus on the integration of the system within every department. For example, Production Staff/Shipping & Receiving Staff will learn an entirely new planning and material scheduling module of SAP; Administrative/Accounting Staff will learn report writing capabilities and how to capture new payroll and HR systems for capturing labor costs.

**Continuous Improvement** (10%) – This training will be provided to all occupations. Training will focus on Process Improvement, Preventing Problems and Waste, Quality Control, End to End Process, Change Management, Effective Planning, and Performance Management. Training will focus on newly developed procedures, processes and strategies.

**Manufacturing Skills** (10%) – This training will be provided to Maintenance Workers, Production/Shipping & Receiving Staff, Manufacturing Support Staff and Managers/Supervisors. Trainees will receive training on topics such as New Manufacturing Processes and Procedures, Core Basics, Department Operations/Techniques and Equipment Skills. The training will emphasize Arlon's most current processes, procedures, and techniques.

**Business Skills** (5%) – This training will be provided to all occupations based on job functions. Trainees will learn Logistic procedures, Product Knowledge Skills and Project Management Essentials.

## Substantial Contribution

Arlon is a repeat contractor with payment earned in excess of \$250,000 under prior ETP Agreements within the last five years at the same facility. Previously, Arlon was assessed a Substantial Contribution (SC) at the 15% level (ET14-0164). It was assessed a 30% SC on its subsequent Agreement (ET15-0262). See Active and Prior Project Tables for details.

Arlon is again subject to a SC for the proposed Agreement based on earnings in excess of \$250,000 under ET15-0262. Per Title 22, California Code of Regulations, Section 4410, a subsequent substantial contribution of not less than 30%, but not more than 50% must be applied toward the cost of training (Job Creation excluded). Accordingly, a 50% reduction in cost of training reimbursement (\$185,760) will be applied as shown on page 1 of this proposal.

Arlon has earned a total of \$818,152 in reimbursement from ETP within the last five years. (\$125,000 was earned for Job Creation which is not subject to SC.) Thus, Job Number 1 is assessed a 50% SC on this project.

## Commitment to Training

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. The Company spends approximately \$475,000 annually on training which includes basic job skills, new employee orientation, OSHA-mandated training, sexual harassment prevention, general safety training, environmental hazardous awareness training, introductory Computer Skills, and interviewing/hiring skills.

The proposed training will be in new curriculum topics designed to meet Arlon's strategic goals for improving its Computer Technology systems and for training in new processes associated with new products.

The Company has a dedicated Human Resources Director to schedule and oversee all training. The majority of the training will be conducted by in-house instructors, and any necessary training vendors will be determined at a later date. ETP project administration, including enrolling and tracking all trainees in the ETP Online Systems, will be provided by an administrative subcontractor.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **ACTIVE PROJECTS**

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

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET15-0262	\$279,450	9/02/14 – 9/01/16	220	185	184*

\*The Contractor has thus far submitted Final invoices for 184 retentions (83% of planned). To date, ETP has processed and approved 122 retentions equivalent to \$165,838 in ETP earnings. The remaining 62 retentions are in ETP review. Arlon projects to earn 100% of the Agreement amount when the Final closeout invoice is processed by ETP (\$198,450 for incumbent workers and \$81,000 for Retrainee Job Creation).

### **PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0164	Santa Ana/Placentia	9/30/13 – 9/29/15	\$270,000	\$270,000 (100%) (Incumbent earnings - \$227,500; Job Creation earnings - \$42,500)
ET12-0280	Santa Ana	2/06/12 – 2/05/14	\$269,830	\$268,702 (99%)

### **DEVELOPMENT SERVICES**

Arlon retained Ethos Training Solutions, LLC (formerly Spectra Consulting, Inc.) in Sierra Madre to assist with development for a flat fee of \$10,000.

### **ADMINISTRATIVE SERVICES**

Arlon also retained Ethos Training Solutions, LLC to perform administrative services for an amount not to exceed 13% of payment earned.

### **TRAINING VENDORS**













To Be Determined

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






8 – 200

Trainees may receive any of the following:





**COMPUTER SKILLS**

-  ERP/SAP Application Skills
-  Fixed Asset Upgrade
-  Cross Functional Responsibilities
-  Materials Management
-  Quality Management
-  Human Resources
-  Customer Service
-  Operations Software Skills
-  Plant Maintenance
-  Production Planning
-  Help Desk System
-  Sales Operations and Planning




**CONTINUOUS IMPROVEMENT**

-  Process Improvement
-  End-to-End Process
-  Change Management
-  Effective Planning
-  Performance Management

**MANUFACTURING SKILLS**

-  New Manufacturing Processes and Procedures
-  Core Basics
-  Department Operations/Techniques
-  Equipment/Tools

**BUSINESS SKILLS**

-  Logistic Procedures/Functions
-  Product Knowledge
-  Project Management Essentials

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:

**loanDepot.com, LLC**

**Agreement Number: ET16-0407**

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** San Diego

**Analyst:** K. Campion

### PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Veterans	Industry Sector(s):	Financial Services  Priority Industry: <input type="checkbox"/> Yes <input checked="" 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: 1,200	U.S.: 5,000	Worldwide: 5,000
<u>Turnover Rate:</u>	18%		
<u>Managers/Supervisors:</u> (% of total trainees)	5%		

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$372,330		\$0	\$0		\$372,330

In-Kind Contribution:	100% of Total ETP Funding Required	\$555,155
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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	Commercial Skills, Business Skills, Computer Skills, Cont. Imp.	834	8 - 200	0 - 18	\$150	*\$16.51
				Weighted Avg: 10			
2	Retrainee Job Creation	Commercial Skills, Business Skills, Computer Skills, Cont. Imp.	285	8 - 200	0 - 18	\$820	*\$13.76
				Weighted Avg: 41			
3	Retrainee Veterans Job Creation	Commercial Skills, Business Skills, Computer Skills, Cont. Imp.	15	8 - 200	0 - 18	\$902	*\$13.76
				Weighted Avg: 41			

\*It will be made a condition of contract that the trainees in this Agreement 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.

**Minimum Wage by County:** Job Number 1: \$16.51 per hour for Orange County; Job Number 2 (Job Creation): \$13.76 per hour for Orange County; Job Number 3 (Veteran): \$13.76 per hour for Orange County

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

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

Up to \$3.95 per hour of Health Benefits in Job Number 1 and up to \$3.76 per hour in Job Numbers 2 & 3 may be used to meet the post retention wage. Additionally, up to \$3.76 per hour in Commission may be used for Servicing/Secondary Marketing/Compliance Staff, Operations Staff and Loan Officers.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Administrative Staff		74
Servicing/Secondary Marketing/Compliance Staff		67
Operations Staff		343
Loan Officer		310
Supervisor/Manager		40
<b>Job Number 2</b>		
Administrative Staff		44
Servicing/Secondary Marketing/Compliance Staff		44



Operations Staff		48
Loan Officer		140
Supervisor/Manager		9
<b>Job Number 3</b>		
Administrative Staff		1
Servicing/Secondary Marketing/Compliance Staff		1
Operations Staff		2
Loan Officer		10
Supervisor/Manager		1

## **INTRODUCTION**

Founded in 2009, loanDepot.com, LLC (loanDepot) (<http://www.loandepot.com>) is a national mortgage banker and direct consumer lender that packages mortgage loans nationwide. The Company has three Orange County facilities in Foothill Ranch, Costa Mesa and Lake Forest. This project will target Foothill Ranch and Lake Forest where training will take place.

loanDepot qualifies for ETP funding as a Mortgage Banker/Lender and the Company has certified that all proposed trainees hold positions that are directly related to the lending, servicing, packaging/selling of mortgage loans.

loanDepot reports that it started with 40 workers in 2009 and has grown to over 1,200 in California, and has experienced a 62% growth in Origination Loan business from 2014 to 2015. It is now the nation's second largest non-bank lender, closing more than 13,000 loans a month coinciding with industry growth of 21%. loanDepot's mission is to become "America's consumer lending platform", and projects its future loan volume business to steadily increase over the next several years. To support this expansion, as well as support the industry and technological changes required by the Consumer Financial Protection Bureau, loanDepot must ensure its workforce is trained and skilled in the most current industry standards and technology to be competitive in a rapidly changing industry.

### **Retrainee - Job Creation**

In 2015, loanDepot hired over 600 California workers and opened a new 100,000 sq. foot building in Lake Forest. loanDepot's projected loan volume increases calls for the Company to hire and train approximately 1,000 new employees over the next 12 months, of whom 300 are included in this proposal (Job Numbers 2 and 3).

Further, loanDepot has spent over \$2.5 Million in software and equipment for its new Point-of-Sale (POS) system, its new Customer Interaction Monitoring system and new software updates mandated by Consumer Financial Protection Bureau. Training in the new systems is critical for the workforce.

loanDepot represents that the date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. The Company also represents that these trainees will be hired into "net new jobs" as a condition of contract.

## **Veterans Program**

The Panel has established a higher reimbursement rate and other incentives for training California veterans. All Veteran trainees will be classified as Job Creation, therefore, will be hired under the benchmark period set forth in the Retrainee Job Creation guidelines.

loanDepot reports that it hires Veterans on a regular basis and is committed to hiring and training at least 15 Veterans under this Agreement (Job Number 3).

This training project will provide veterans with necessary skills to enter the workforce and improves their opportunities for advancement in high wage, secure jobs in the mortgage banking industry.

## **PROJECT DETAILS**

To support the Company's rapid growth, ensure that newly-hired workers are properly trained and its current employees are up-to-date with new products and changing business processes, a comprehensive training effort across the entire organization is planned. Some new hire trainees will receive a 10-week training course through the Company's Accelerated Career in Excellence Sales (ACES). This program teaches workers that are new to the mortgage business how to become a lending officer. The class/lab portion (approximately 40 hours) is included as part of the Retrainee Job Creation training plan.

Incumbent workers need training in new product offerings and new mortgage lending practices, and computer technology systems. The majority of training will be delivered via class/lab. A small percentage will be delivered via Computer-Based training (CBT), to support the class/lab training.

### **Training Plan**

**Commercial Skills** (48%): This training will be provided to all occupations. ETP will fund the class/lab portion of the ACES training, approximately 40 – 60 hours of newly-hired mortgage banking training. Incumbent workers need training to provide industry updates in Mortgage Banking functions.

**Business Skills** (22%): This training will be provided to all occupations. Workers will train in new and existing product lines and will be able to offer products that match customer needs. All customer-facing Loan Officers and Operations Staff within the Direct Lending division will receive training on the Company's new customer interaction monitoring system, Click-2-Coach.

**Computer Skills** (20%): This training will be provided to all occupations. New multiple system-wide software changes took place in October 2015, mandated by the Consumer Financial Protection Bureau. Trainees will learn the loan origination systems to maintain update knowledge of systems and industry updates to increase operation efficiencies. Some trainees will receive training in the Company's new internally-developed POS system.

**Continuous Improvement** (10%): This training will be provided to all occupations. Topics include Leadership Skills, Performance management Skills, Process and Performance, Quality Improvement and Team Building.

### **Impact/Outcome**

This training project will provide a new career path to individuals who are new to this industry, as well as provide increased job skills to industry veterans. loanDepot projects that ETP training will lead to greater efficiency, productivity, and engagement resulting in increased business and perpetuating a cycle to create additional jobs and attract talent.

**Commitment to Training**

loanDepot currently spends approximately \$1.5M per year on training including new hire orientation, sexual harassment prevention, IT safety training, annual license renewal training (Loan Officers), wage and hour policy training, basic job skills training and floor support production training. This training will continue.

loanDepot represents that ETP funds will not displace the existing financial commitment to training.

ETP training will help loanDepot defray the high training costs associated with maintaining a highly skilled workforce, so that loanDepot may continue to provide ongoing training on current practices.

➤ **Training Infrastructure**

The VP of Learning and Development will have program oversight and will be assisted by an Executive Assistant who will work with training staff to ensure all training is properly documented. In-house instructors will deliver the majority of ETP training. loanDepot has 24 full-time trainers and plans to hire more trainers as needed. loanDepot will utilize an administrative subcontractor for enrolling and tracking trainees in the ETP online systems.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

Training Funding Source (TFS) in Seal Beach assisted with development for a flat fee of \$9,500.

**ADMINISTRATIVE SERVICES**

TFS will also perform administrative services for an amount 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:

**COMMERCIAL SKILLS**

- Loan Origination, Processing, Funding
- Locking Loans
- Mortgage Lending Guidelines
- Operational Challenges and Techniques
- Qualifying Homebuyers
- Secondary Marketing

**BUSINESS SKILLS**

- Advanced Sales Skills
- Communication Skills
- Customer Service/Customer Interaction Monitoring (Click-2-Coach)
- Process, Policies and Procedures
- Product/Service Knowledge
- Time Management

**COMPUTER SKILLS**

- Automated Underwriting Systems
- Appraisal Management Company Sites
- Contacts Management Software TRID Skills
- Doc Portal Software Skills
- Loan Administration Software Application Skills
- Local Area Network/Wide Area Network
- MS Office Sales Presentations
- Point-Of-Sale Software Platform Engine

**CONTINUOUS IMPROVEMENT**

- Leadership Skills
- Performance Management
- Problem Solving
- Process Audit
- Process and Performance Improvement Skills
- Profit and Productivity improvement
- Quality Improvement
- Team Building

**CBT Hours**

0 – 18

**COMMERCIAL SKILLS**

- Anti-Money Laundering (30 minutes)
- Call Recording and Disclosure (.5 hour)
- Cancel v. Decline (.5 hour)
- Credit Report Policy (.5 hour)
- Disability and Temporary Income (.5 hour)
- Electronic Funds Transfer (.5 hour)

- Equal Credit Opportunity (30 minutes)
- Fair Credit Reporting (.5 hour)
- Fair Debt Collection Practice (.5 hour)
- Fair Lending Policy (30 minutes)
- Financial Elder Abuse for Consumer Lending (.5 hour)
- General Mortgage Industry Knowledge (20 Min)
- Home Ownership Equity Protection HOEPA (.5 hour)
- How to Originate Loans considering the Equal Credit Opportunity Act (.5 hour)
- Home Mortgage Disclosure (30 minutes)
- IT Security (30 minutes)
- Loan Origination in the World of Fair Lending (20 Min)
- Loan Origination Considering Anti Money Laundering Policies and Procedures (30 Min)
- Mortgage Knowledge (.5 hour)
- Mortgage Fraud (30 minutes)
- New Integrated Disclosures to Consumers (1.5 Hours)
- Originating Mortgages and avoiding Unfair Deceptive Abusive Acts or Practices (.5 hour)
- Privacy of Consumer Financial Info (20 Min)
- Protecting Consumers Through the Fair Credit Reporting Act (20 Min)
- Qualified Mortgage (.5 hour)
- Right to Cancel (.5 hour)
- Truth in Lending for Consumer Lending (.5 hour)
- Real Estate Settlement Procedures & Integrated Disclosures (.5 hour)
- Unfair, Deceptive or Abusive Acts or Practices UDAP (30 minutes)

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



## RETRAINEE - JOB CREATION

### Training Proposal for:

## Universal Health Services of Rancho Springs, Inc. dba Southwest Healthcare System

**Agreement Number: ET16-0389**

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** San Diego

**Analyst:** M. Ray

### PROJECT PROFILE

Contract Attributes:	SET Job Creation Initiative Medical Skills Training Priority Rate Retrainee	Industry Sector(s):	Healthcare  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Riverside	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: 4,264	U.S.: 50,527	Worldwide: 53,223
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$426,000		\$0	\$0		\$426,000

In-Kind Contribution:	100% of Total ETP Funding Required	\$1,084,800
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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 SET Priority Rate Medical Skills Training	MS - Didactic, MS - Preceptor, Computer Skills, Cont. Imp.	200	8 - 200	0	\$1,170	\$38.00
				Weighted Avg: 65			
2	Retrainee SET Priority Rate Medical Skills Training Job Creation Initiative	MS - Didactic, MS - Preceptor, Computer Skills, Cont. Imp.	80	8 – 200	0	\$2,400	\$38.00
				Weighted Avg: 120			

**Minimum Wage by County:** Statewide Average Hourly Wage (SET): \$28.37

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Numbers 1 and 2:</b>		
Registered Nurse		200
New Graduate Registered Nurse		80

## **INTRODUCTION**

Universal Health Services of Rancho Springs, Inc. dba Southwest Healthcare System (Southwest Healthcare) ([www.swhealthcaresystem.com](http://www.swhealthcaresystem.com)) is owned by Universal Health Services, Inc. (UHS). UHS owns and operates five Southern California hospitals. Two of the five hospitals are subject to this proposal:

- Riverside County, Rancho Springs Medical Center (RSMC)
- Inland Valley Medical Center (IVMC), are the subject of this proposal:

RSMC is located in Murrieta with 120 licensed beds, employing 281 full-time Registered Nurses (RNs). IVMC is located in Wildomar with 122 licensed beds, employing 267 full-time RNs. Both Hospitals have dedicated service lines that include a Level II Trauma designation, Bariatric Center of Excellence, Joint Center, Women's Center, and Pediatric Emergency Care, including population migration from San Diego and Riverside Counties.

This will be Southwest Healthcare's fifth ETP Agreement, and the third in the last five years. All five affiliated hospitals have benefited from ETP funding in the past. Temecula Valley Hospital

(ET14-0323, ending May 2016) and Palmdale Regional Center (ET14-0343, ending May 2016) have current ETP Agreements. Both funded in the previous Fiscal Year. Corona Regional Medical Center (ET12-0291) closed in 2014. This proposal is for 280 incumbent and newly-hired RNs, including 80 New Graduate RNs, at RSMC and IVMC only.

Southwest Healthcare is eligible for ETP funding under Special Employment Training provisions for frontline workers. Southwest Healthcare qualifies for ETP's priority industry reimbursement as a healthcare employer.

## **PROJECT DETAILS**

In its previous Agreements, Southwest Healthcare focused on new critical training for its RNs to meet overall operational needs and staffing ratio. Training provided the specialized clinical skills necessary to successfully support new programs, services, and specialty units, as well as support a new UHS hospital located in Temecula.

Southwest Healthcare continues to experience increased general population growth in its surrounding communities as well as a growing geriatric patient population. With increased availability of treatment through the Affordable Care Act, Southwest Healthcare expects 9% overall growth; and a 20% increase of patients age 65+, in the course of the next two years.

In order to support increased patient volume, Southwest Healthcare has developed a strategic plan to improve quality processes, outcomes, and measures. The following business is designed to meet these challenges:

- Hire and Train Nurses - Cumulatively, both hospitals plan to hire and train approximately 127 RNs throughout the term of the proposed Agreement. Per the Healthcare Atlas of the Office of Statewide Health Planning and Development (OSHDP), Riverside is listed as a Registered Nurse Shortage Area (RNSA) with patient census over capacity.
- Expand Specialized Units – In order to maintain the Hospital's status and the only dedicated Trauma Center within a 35-mile radius, Southwest Healthcare plans to upgrade or adopt specialized service lines in wound care, stroke, bariatric, orthopedic, vascular, and spinal injury care.

## **Retrainee - Job Creation**

In support of job creation, the Panel is offering incentives to companies that commit to hiring new employees. Under the Retrainee-Job Creation program, training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

With the expansion and upgrades discussed above, Southwest Healthcare has committed to hiring 127 RNs. However, in this proposal, the Hospitals are only requesting ETP funding for approximately 80 newly-hired RNs (Job Number 2). The date-of-hire for all trainees under Job Number 2 will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.



## **Training Plan**

Some nurse training in this proposal will be repeated; however, it will not be delivered to the same workers. The 80 newly-hired RNs under Job Number 2 have not received any ETP training in the past.

### **Medical Skills (MS) Training (85%)**

Trainees will utilize one or both didactic and clinical with preceptor training methodologies as it pertains to their job function. New Graduate RNs, newly-hired experienced nurses, and some incumbent nurses are projected to participate in Medical Skills Clinical with Preceptor training. Nurses will be assigned to a specific hospital unit where they will complete Clinical Preceptor Skills training under an assigned "preceptor". This training is critical to ensure nurses have critical hands-on skills prior to being assigned their own patients. New Graduate RNs will receive MS Clinical Preceptor training applicable to their assigned departments. Upon successful completion of New Graduate Program training, nurses will be qualified to take on the responsibilities of a staff RN.

All nurses will also receive one or more modules of MS Didactic training (classroom) in advanced medical care to ensure competency. MS Didactic training is essential for RNs to understand the clinical processes and prepare the nurses for work in specialty areas of the hospital such as the ER, ICU, and PACU.

The Panel has established a reimbursement rate (\$22 per hour) for nurse upgrade training, recognizing the higher cost of delivery for the Clinical with Preceptor model. This blended rate, \$22 per hour, will apply to both the Didactic and Clinical with Preceptor modes of delivery. The standard class/lab rate for priority industries (\$18 per hour) will apply to Computer Skills and Continuous Improvement training.

### **Computer Skills (10%)**

Training in the Hospitals' Electronic Medical Records (EMR) will be provided to all incumbent and newly-hired nurses to effectively connect with patients through technology, learn the financial impacts of electronic ordering and documenting, and ensure accuracy for chart review and chart checks. EMR training will provide nurses with skills necessary to improve clinical outcomes, allow for easier sharing of health information, improve workflow, reduce human errors, and improve patient care. Training topics also include intermediate and advanced Microsoft Office Skills and SharePoint Application Skills.

### **Continuous Improvement (5%)**

Training will be provided to incumbent and newly-hired nurses. Course topics such as Customer Service, Critical Thinking, Crisis Prevention Intervention, and CORE Measures will focus on high-level performance and quality of care. Some RNs will receive Preceptor Skills (train-the-trainer) to learn how to become a Clinical Preceptor.

## **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.

In the past, the Hospitals' mandatory training included new employee orientation, CERNER application skills, in-service assessment, various facility mandate approval processes, and other basic job-related skills training. The Hospital will continue to provide this training during the term of the proposed Agreement at their own expense.

➤ Training Infrastructure

Overall administration of the ETP program includes the collaborative efforts of Southwest Healthcare's Assistant Chief Nursing Officer and the Education Department which consists of six Educators and two Administrative Assistants who will share responsibilities of implementing, documenting, and managing ETP training.

**Impact/Outcome**

Selected RNs from Job Numbers 1 & 2 will acquire in-depth knowledge and technical skills. The specialty training programs will help meet the need of trained staff and increase the ability to recruit staff. Specialty trained RNs are limited in numbers; therefore, can be difficult to recruit. In order to meet the demand for filling new RN positions and specialty RNs, the Hospital needs to provide specialty training to increase the ability to recruit, support retention, and make way for career advancement within the Hospitals.

**Special Employment Training**

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

**Substantial Contribution**

A substantial contribution does not apply to this proposal because Southwest Healthcare has not earned \$250,000 or more within five years in prior agreements at the same facility.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**PRIOR PROJECTS FOR PROPOSED AFFILIATES**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0271	Murrieta & Wildomar	1/28/13 – 1/27/15	\$390,296	\$303,950 (78%)*
ET11-0345	Murrieta & Wildomar	6/29/11 – 6/28/13	\$170,550	\$170,550 (100%)

\*ET13-0271: No single facility earned over \$250K for incumbent workers trained.

**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:

#### **MEDICAL SKILLS - DIDACTIC**

- Acid/Base Imbalances
- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Basic Life Support (BLS)
- Blood Transfusion Management
- Body Mechanics
- Care of Bariatric Patient
- Care of the Cancer Patient
- Care of the Cardiac Patient
- Care of the Diabetic Patient
- Care of the Geriatric Patient
- Care of the Gynecological Patient
- Care of the Neurosurgical Patient
- Care of the Orthopedic Patients
- Care of Pediatric Patients (emergent and pre/post-operative care)
- Care of the Surgical Patient
- Care of the Stroke Patient
- Care of the Trauma
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Core Measures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Management
- Disaster Planning
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (basic, Intermediate and Advanced)
- Emergency Room Nursing Skills
- End of Life Care
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds and mattresses, etc.)
- Evidence Based Practices
- Fluid & Electrolyte Imbalances
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Immobility Concepts
- Infection Control
- Infusion Therapy
- Intra-Aortic Balloon Pump Therapy (IABP)

- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous (IV) Insertion & Therapy
- Labor, Delivery, Nursery and Postpartum Nursing Skills
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal/Infant Pain Scale (NIPS)
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider (NRP)
- New Graduate Nursing Skills
- Nurse Orientation Training **(for New Grads only)**
- Nursing Diagnosis Skills
- Nursing Process Skills
- Nutrition Concepts
- OB Trauma
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (acute & chronic)
- Patient Assessment & Care
- Patient Education Concept
- Patient Fall Prevention
- Pediatric Advanced Life Support (PALS)
- Peri-Operative Nursing Skills
- PICC Line Insertion
- Post Mortem Care
- Pre and Post-Operative Care
- Rapid Response and Code Blue Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Safe Patient Handling
- Scope of Practice
- Shock
- Suicide Prevention
- Surgical Nursing Skills
- Systems Review
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Triage Nursing Skills
- Trauma Nursing Skills
- Ventilator and Tracheotomy Care
- Pressure Ulcer Prevention & Management
- Wound and Ostomy Care
- Wound & Skin Care
- EKG interpretation
- Eliminating Patient Suffering
- Fetal Monitoring Case Scenarios

- Fetal Oxygenation and Acid Base Balance
- Infection Prevention
- Patient Centered Care
- Postpartum Hemorrhage
- Preeclampsia
- Safe Patient Handling
- Shoulder Dystocia
- Weight Bias and Bariatric Sensitivity

### **MEDICAL SKILLS - CLINICAL PRECEPTOR**

- **Emergency Department Training**
  - Emergency Department Nursing Skills
  - OB Trauma
  - Trauma Nursing Skills
  - Triage Nursing Skills
  - Care of Pediatric Patients
  - Sepsis Protocol
  - Management of Stroke
  - Medication Safety
  - National Certification Exam Prep
  - Mock Codes
  - Ventriculostomy
  - Ventilator Management
- **Intensive Care Unit/Critical Care Unit Training**
  - Cardiac Diseases
  - Care of Respiratory Failure Patient
  - Care of Trauma Patient
  - Continuous Renal Replacement Therapy (CRRT)
  - Critical Care Nursing Skills
  - ECG Interpretation
  - Hemodynamic Monitoring
  - Immediate postoperative Care
  - Intra-Aortic Balloon Pump (IABP) Therapy
  - Intracranial Pressure Monitoring & Ventriculostomy
  - Management of Stroke
  - Medication Calculation and Titration of Vasoactive substances
  - Medication Safety
  - Patient Assessment & Care
  - Pre and Post-Operative Care
  - Rapid Response Team
  - Sepsis Protocol
  - Surgical Care in ICU
  - Trauma in the ICU
  - Venous Thrombotic Embolus (VTE) Prophylaxis
  - Ventilator & Tracheotomy Care
  - Mock Codes
- **Medical/Surgical Unit Training**
  - Patient Assessment & Care
  - Geriatric Nursing Skills

- Medical/Surgical Nursing Skills
- Medication Safety
- Pre and Post-Operative Care
- Orthopedic Nursing Skills
- Oncology Nursing Skills
- Palliative Care
- Mock Codes
- **Women's Services (Obstetrics) Unit Training**
  - Pre-Conceptual Health
  - Perinatal Safety and Risk Management
  - Physiologic & Psychosocial
  - Adaptations to Pregnancy
  - The Process of Labor & Birth
  - Theories of Labor Onset
  - The Five P's Affecting Labor
  - Maternal - Fetal Assessment Leopold's
  - The Process of Labor & Birth
  - Labor Support/Pain control
  - Pharmacologic/Second Stage
  - Induction/Augmentation
  - Complications of Pregnancy
  - Infections
  - Bleeding Disorders in Pregnancy
  - Pre-Term Labor
  - Multiple Gestations
  - Hypertensive Disorders
  - Cardiac Disease/Hematologic
  - Respiratory Disorders
  - Obesity/Diabetes
  - GI Disorders
  - Postpartum Assessment, Care & Complications
  - Discharge Process
  - Newborn Assessment & Care
  - Neonatal transition/Risks in Transition
  - Physical Assessment
  - Substance Exposed Neonate
  - Perinatal Loss
  - SGA/LGA neonates
  - Respiratory/NB Sepsis
  - Newborn Assessment & Care
  - NB Care/Breast Feeding
  - Hyperbilirubinemia
  - Inborn Errors of Metabolism
  - Circulating in Obstetrical Cases
  - Recovery in Obstetrical Cases
  - Breastfeeding
  - Perinatal Core Measures
- **Perioperative Services and Post-Anesthesia Care Unit (PACU)**
  - Patient Assessment & Care
  - Trauma Nursing Skills

- Peri-Operative Nursing Skills
- Pre and Post-Operative Care
- Robotics
- Cardiovascular Surgery
- Medication Safety
- National Certification Exam Prep
- Mock Codes
- **Pediatric Services Unit in the ED Training**
  - Care of Pediatric Patients (Emergency Dept)
  - Patient Assessment & Care
  - Medication Safety
  - Pediatric Emergencies
  - Pre & Post-Operative Care
  - Emergency Nursing Pediatric Course
- **Progressive Care Unit Training**
  - Patient Assessment and Care
  - Critical Care Nursing Skills
  - Ventilator & Tracheotomy Care
  - Hemodynamic Monitoring
  - Medication Safety
  - Total Parenteral Nutrition
  - Mock Codes
- **Telemetry Unit Training**
  - Care of the Cardiac Patient
  - EKG (Electrocardiogram) & Cardiac Monitoring
  - Dysrhythmia Interpretation
  - Telemetry Nursing Skills
  - Pre and Post-Operative Care
  - Care of the Neurosurgical Patient
  - Intravenous (IV) Therapy
  - Medication Safety
  - Oncology Nursing Skills
  - Mock Codes

#### **COMPUTER SKILLS**

- Cerner Electronic Medical Record Documentation
- Microsoft Office/Excel Skills (Intermediate and Advanced)
- Sharepoint
- Electronic Medical Records (EMR) Application 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
- Customer Service Skills
- Documentation Skills
- Organization and Time Management Skills
- Perinatal Core Measures
- Preceptor Skills (train-the-trainer)
- Performance and Quality Improvement and Procedures Skills
- Safe patient handling skills
- Team Building Skills
- Utilization Review

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



**Training Proposal for:**  
**JPMorgan Chase Bank, N.A.**  
**Agreement Number: ET16-0412**

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** Sacramento

**Analyst:** M. Mazzone

**PROJECT PROFILE**

Contract Attributes:	Retrainee SET HUA	Industry Sector(s):	Financial Services  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Alameda, Los Angeles, Orange, Marin, Placer, Riverside, Sacramento, San Bernardino, San Diego, San Francisco, San Joaquin, San Mateo, Santa Clara	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: 11,019	U.S.: 153,826	Worldwide: 221,257
Turnover Rate:	14%		
Managers/Supervisors: (% of total trainees)	N/A		

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$749,700		\$0	\$0		\$749,700

In-Kind Contribution:	100% of Total ETP Funding Required	\$750,000
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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 SET	Business Skills, Computer Skills	1,470	8-200	0-22	\$510	\$28.37
				Weighted Avg: 34			

**Minimum Wage by County:** SET Statewide: \$28.37 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 the ETP Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Staff I		50
Administrative Staff II		120
Client Management II		286
Client Management III		71
Client Management (Frontline Supervisor)		162
Control Staff I		26
Control Staff II		15
Corporate Responsibility		11
Credit & Risk Staff II		43
Credit & Risk Staff III		23
Finance Staff I		7
Finance Staff II		3
General Services		4
Home Lending Default		1
Internal Audit Staff		1
Marketing Representative I		26
Marketing Representative II		39
Operations Staff I		35
Operations Staff II		67
Operations Staff III		16
Investment Manager I		19

Investment Manager II		30
Investment Manager (Frontline Supervisor)		9
Program Analyst I		10
Program Analyst II		111
Program Analyst III		50
Real Estate Administrator		1
Risk Staff I		46
Risk Staff II		58
Technology Staff I		50
Technology Staff II		80

## **INTRODUCTION**

JPMorgan Chase Bank, N.A. (JPMCB or Bank) proposes to serve as the lead in a single employer proposal contract with J.P. Morgan Investment Management, Inc. (JPMIM or Management Company). Both of these employers are wholly-owned subsidiaries of JPMorgan Chase & Co. (JPMorgan Chase).

JPMorgan Chase & Co. is a global financial services firm and one of the largest banking institutions in the U.S. JPMCB is a national banking association that is chartered by the Office of the Comptroller of the Currency (OCC), a bureau of the United States Department of the Treasury. The Bank's main office is located in Columbus, Ohio, with retail branches in 23 states (including California). The Management Company operates nationally and overseas through branches and subsidiaries.

JPMCB, directly or through its subsidiaries, offers a wide range of services including investment banking, commercial banking, financial transactions processing and asset management.

JPMIM provides investment and wealth management services to institutional, high net worth and retail investors and their advisors. JPMIM offers personalized financial solutions for wealthy individuals and families that integrate investment management, capital markets, trust, and banking products. Additionally, JPMIM provides retirement plan services and brokerage for retail clients. The Management Company is registered with the U.S. Securities and Exchange Commissions as an investment advisor.

## **Need for Training**

Economic conditions throughout the world are undergoing changes and financial institutions require training to remain competitive. JPMCB's training plan will focus around three main areas deemed critical for employee development.

1. IT and Information Security: Safeguarding customer data is a major focus to lessen the financial risk and limit any potential damage. Technology Staff will receive training in mobile banking application (App) development. The Bank's goal is to have the most comprehensive and user friendly App in the industry. As technology improves, staff will continuously receive training to upgrade skills.

2. Data Analysis: Various front line occupations are tasked with analytical and/or customer relation duties, requiring improved computer software skills.

3. Customer Service: Front line occupations will also receive training in industry/product knowledge as required to provide customer service.

## **PROJECT DETAILS**

### **Training Plan**

JPMCB and JPMIM propose to train 1,470 incumbent workers utilizing Class/Lab, E-Learning and Computer-Based Training (CBT) delivery methods.

**Business Skills** (50%): Training will be delivered to all occupations. Training will focus on analytical and customer service skills as well as product and industry knowledge. Training topics include change training, communication, finance and accounting, project management, sales and relationship management, and risk management.

**Computer Skills** (50%): Training will be delivered to all occupations. To improve the knowledge and production levels, JPMCB and JPMIM will train in job specific computer skills. Training will focus on Technology. Technology training will keep JPMCB at the forefront of the mobile banking industry and will protect sensitive customer information. Training topics will include information security, JPMorgan mobile App development/maintenance, VBA software, LexisNexis, iConnect, intermediate and advanced Microsoft Office, virtual desktop and SQL.

### **E-Learning**

E-Learning will be utilized to ensure uniform instruction and application across all California locations (13 different counties). Up to half of a trainee's training hours may be delivered using the E-Learning training method. Delivering training using this method will promote a more efficient use of the company's training funds as there will be no associated travel costs or employee travel time between the locations within the 13 participating counties.

### **Computer-Based Training**

CBT will build a base of knowledge for specific job duties. Further classroom training will expand on the "black and white" procedures taught by CBT.

### **SET/HUA**

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 will meet the statewide average hourly wage of \$28.37.

Some trainees work in a high unemployment area (San Joaquin County). However, the Company is not requesting a wage or retention modification for these trainees.

### **Frontline Managers**

The Company confirms that the Managers being trained are employees who actively perform the same frontline work as those they supervise more than 80% of the time, and that they do not hire, fire, or set company policy. Based on the nature and scope of their job duties, these trainees meet the Panel's definition of frontline worker. As frontline workers, these trainees qualify for SET funding.

**Commitment to Training**

JPMCB and JPMIM together have spent roughly \$1 million on training California employees in sexual harassment prevention, employee onboarding/orientation, and emergency preparedness. ETP funds will not displace the existing financial commitment to training.

➤ **Training Infrastructure**

The Bank and Management Company have access to over 40 internal staff members in California who will be responsible for training, scheduling training, enrolling workers into training, and for tracking all trainees training hours. All of this information will be tracked in the Bank's learning management system.

**LMS**

Staff has reviewed the Learning Management System for both PMCB and JPMIM, and has approved it for record keeping purposes.

**Other Resources**

JPMCB is projected to receive approximately \$3 million in Enterprise Zone Hiring Tax Credits for the 2016 calendar year. All funds received have been budgeted to offset real estate costs in California and roughly 94% of the impacted properties are for retail branch locations. JPMCB retail branch locations are not included in this training proposal.

**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 and E-Learning Hours**

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- + Change Training
- + Communication Skills
- + Compliance
- + Customer Service
- + Diversity
- + Finance and Accounting Skills
- + Private Equity Training
- + Process and Procedure
- + Product and Industry Knowledge
- + Project Management
- + Risk Management
- + Sales and Relationship Management
- + Leadership Training

**COMPUTER SKILLS**

- + JPMorgan Mobile App Development/Maintenance
- + Intermediate and Advanced Microsoft Office
- + SQL
- + Essbase
- + VBA Software
- + .NET Framework 4.5.1
- + SharePoint
- + PitchPro
- + LexisNexis
- + Concur
- + iVault
- + Information Security
- + XML Web-Based Application Development
- + Virtual Desktop
- + iConnect
- + Computer Programming

**CBT Hours**

0-22

**BUSINESS SKILLS**

- + Writing to Achieve Results (12 hours)
- + Fundamentals of Auditing (8 hours)
- + Client Service Fundamentals (1 hour)
- + Vendor Payment Procedures (0.75 hours)

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



**Training Proposal for:**  
**Rabobank, National Association**  
**Agreement Number: ET16-0385**

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** Sacramento

**Analyst:** M. Mazzone

**PROJECT PROFILE**

Contract Attributes:	SET HUA	Industry Sector(s):	Financial Services	
			Priority Industry: <input type="checkbox"/> Yes <input checked="" 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: 1,600	U.S.: 2,800	Worldwide: 55,000	
<u>Turnover Rate:</u>	19%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$240,000		\$0	\$0		\$240,000

In-Kind Contribution:	100% of Total ETP Funding Required	\$350,000
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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 SET	Business Skills, Commercial Skills, Computer Skills, Continuous Impr	200	8-200	0-20	\$600	\$28.37
				Weighted Avg: 40			
2	Retrainee SET HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Impr	200	8–200	0-20	\$600	\$15.60
				Weighted Avg: 40			

**Minimum Wage by County:** Job Number 1(SET): Statewide hourly wage of \$28.37.

Job Number 2 (SET/HUA): \$17.02 per hour for Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Santa Clara Counties; \$16.48 per hour for Los Angeles County; \$16.51 per hour for Orange County; \$16.46 per hour for San Diego County; \$16.10 per hour for Sacramento County; \$15.91 per hour for Alpine County; and \$15.60 per hour for all other counties.

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

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

Up to \$7.74 per hour for Job Number 1 and up to \$3.02 per hour for Job Number 2 may be used to meet the Post-Retention Wages.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Support Staff		25
Central Operations Representative		35
Credit Specialist		65
Customer Service Representative		75
Financial Analyst		40
Premier Client Service Representative		60
Relationship Analyst		80
IT Staff		20

**INTRODUCTION**

In this proposal, Rabobank, National Association (Rabobank), a subsidiary of Rabobank Group, seeks funding to train employees at its California branches.

Rabobank is a financial institution that meets the financial needs of local families, businesses and organizations with banking products including dairy and livestock loans, inventory financing, business loans, equipment leasing, personal banking, and retirement.

## **PROJECT DETAILS**

This will be Rabobank's second Agreement. The previous Agreement enabled the Company to design and establish a structured in-house training program focused on hard and soft skills training. This proposal will continue training from the previous Agreement. Trainees require more extensive topics to build skills. Although some training topics under this proposal may be similar to those in the previous Agreement, training in this proposal is built upon previously learned material. Trainees will not receive duplicate training.

Rabobank has built long-term partnerships based on its strategic plan of understanding businesses, markets, and unique financial needs of customers. The strategic plan calls for growth in agricultural and commercial banking to increase customer base. To achieve these goals, Rabobank will need to continue to be a high performance workplace. This proposal will upgrade employee skills, develop effective sales skills, and improve customer satisfaction.

### **Training Plan**

In this proposal Rabobank proposes to train 400 incumbent workers in Class/Lab and CBT training as follows:

**Business Skills (30%)** – All occupations will receive training in Customer Service, Identity Theft, Sales Coaching for Team Success, and Business Development. Training will enable employees to deliver the best possible customer experience and protect customer and bank assets.

**Commercial Skills (40%)** – All occupations will receive training in Consumer Lending, Account Analysis, Loan Structuring and Documentation, and Financial Statements and Cash Flow Analysis. Training will enable the bank to move to a high performance workplace and meet the Company's strategic goals.

**Computer Skills (20%)** – All occupations will receive training in Teller Insight, IBSDO – New Account Platform, IBS - Inquiry Platform, Microsoft Office, and Synergy.

**Continuous Improvement (10%)** – All occupations will receive training in Performance Management.

### **Commitment to Training**

Rabobank spent \$500,000 in 2015 on training and currently has six dedicated full-time trainers. Company training previously provided includes new hire orientation, regulatory training, management skills, sales, and customer service.

ETP funds will not displace the Company's existing financial commitment to training. ETP training will allow the bank to broaden the scope of sales and customer service training to occupations who have not received this training.

### **LMS**

Staff has reviewed and approved Rabobank's Learning Management System for recordkeeping.

**SET/HUA**

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. Job Number 1 SET trainees will meet the statewide average hourly wage.

Job Number 2 SET trainees work in High Unemployment Areas (HUA) of the state with unemployment exceeding the state average by 25%. These trainees qualify for the ETP Standard Minimum Wage per county instead of the SET statewide average wage.

**PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET12-0394	Statewide	5/7/2012– 5/6/2014	\$240,000	\$113,278 (47%)

ET12-0394 was Rabobank's first ETP Agreement. During the first year of the Agreement term, the Company faced challenges which included delivering and coordinating training to multiple locations, having a limited learning team Staff, and getting accustomed to ETP guidelines. During the second year of the Agreement term, the Company re-evaluated how they administered ETP training. The Company made adjustments accordingly and training progressed as originally planned. However, the term expired before all training was conducted and completed.

To address the prior Agreement challenges, Rabobank has hired an additional six employees to help administer the project including scheduling and delivering training. To address the challenge of coordinating the delivery of training at multiple locations, the Company has added online learning and virtual (WebEx) sessions so trainees from multiple locations can easily participate in the same training sessions. This project has been right-sized with consideration to prior performance and contractor's having addressed prior challenges to ensure success in 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**









- + Customer Service
- + The Business Development Workshop
- + The Business Development Workshop Follow-Up
- + Sales Coaching the Rabobank Way
- + Selling the Rabobank Way
- + Referring the Rabobank Way
- + Lobby Management
- + Activities that Drive Results During Non-Peak Times
- + Effectively Referring at the Drive-Up
- + Cross-Selling Opportunities
- + Addressing Customer Objections
- + The Triple 3 Follow-Up Checklist
- + Sales Coaching for Team Success
- + Overcoming Sales Development Challenges
- + Effective Sales Management Tools
- + Interviewing for Sales Positions
- + Consumer Lending Disclosures
- + CIP/BSA – New Accounts
- + Rate Disclosures – Business and Consumer
- + Fraud
- + Identity Theft
- + Legal Structure of New Accounts

**COMMERCIAL SKILLS**


- + Financial Writing
- + Sales Development Process
- + Sales Leadership Process
- + Financial Statement and Cash Flow Analysis
- + Loan Structuring and Documentation
- + ABL Skills
- + SBL Lending for Branch Managers
- + SBL Lending for FSRs
- + Commercial Visa Card
- + Consumer Lending
- + Account Analysis
- + Advance Financial Analysis Training
- + Credit Skills

**COMPUTER SKILLS**

- + Microsoft Office Suite Skills
- + Operating Systems
- + Learning Management System
- + Adobe Intuition
- + CoreTrac & the Sales Process (Retail)
- + CoreTrac & the Sales Process (Non-Retail)
- + CoreTrac & the Referral Process

-  Teller Insight
-  IBSDO – New Account Platform
-  Synergy
-  Bakerhill
-  CMSE
-  IBS – Inquiry Platform
-  CRM Documenter
-  Deluxe Check Ordering










### **CONTINUOUS IMPROVEMENT**

-  Performance Management

### **CBT Hours**

0 – 20

### **COMMERCIAL SKILLS**

-  Compliance Training (1.5)
-  Information Security (1.5)
-  Vendor Management (2)
-  Performance Management (4)
-  Commercial Lending (2)
-  Retail Systems (1.5)
-  Retail Lending (1.5)
-  Customer Service (3)
-  Products & Services (3)

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



**Training Proposal for:**  
**SOMA AEC Inc. dba Oxman College**  
**Agreement Number: ET16-0402**

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** San Francisco Bay Area

**Analyst:** R. Jackson

**PROJECT PROFILE**

Contract Attributes:	New Hire Medical Skills Training SB <100 Priority Rate SET Multiple Barriers	Industry Sector(s):	Engineering Services Healthcare  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, Contra Costa, Marin, San Francisco, Santa Clara, San Mateo, Salono	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:**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$506,808		\$37,053 8% for Job #'s 1 and 4 12% for Job #'s 2 and 3		\$543,861

In-Kind Contribution:	50% of Total ETP Funding Required for Job Numbers 1 and 4	\$361,548
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate	Comm Skills, Computer Skills	141	8-200	0	\$2,586	\$17.02
				Weighted Avg: 93			
2	SET New Hire MB	Comm Skills, Computer Skills, Literacy Skills	9	8-260	0	\$4,230	\$14.19
				Weighted Avg: 193			
3	SET New Hire HUA MB	Comm Skills, Computer Skills, Literacy Skills	9	8-260	0	\$4,230	\$10.00*
				Weighted Avg: 193			
4	SET Priority Industry HUA	Continuous Impr, MS Clinical with Preceptor, MS Didactic	45	8-200	0	\$2,291	\$11.70*
				Weighted Avg: 119			

\*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.

**Minimum Wage by County:** Job Number 1 SB Retrainees: \$17.02 per hour Alameda County, Contra Costa, Marin, San Francisco, Santa Clara, San Mateo Counties.  
Job Number 2 SET/ New Hire: \$14.19 per hour for Alameda, Contra Costa, Marin, San Francisco, Santa Clara, San Mateo Counties;  
Job Number 3 SET/HUA New Hire: \$10.00 per hour for Solano County;  
Job Number 4 SET/HUA Retrainees: \$11.70 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

Participating Employers may use company-paid portion of medical, dental or vision benefits to meet ETP's Post-Retention Wage. For Job Number 4, up to \$2.76 may be used to meet ETP post-retention wages.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1 SB Priority Retrainees</b>		
Architect, Engineer, Designer/Drafter		141
<b>Job Number 2 SET New Hires MB</b>		
Patient Care Assistant, Medical Assistant, Nursing Assistant, Mental Health Worker, Customer Service Representative, Medical Office Assistant		9

<b>Job Number 3 SET New Hires HUA MB</b>		
Patient Care Assistant, Medical Assistant, Nursing Assistant, Mental Health Worker, Customer Service Representative, Medical Office Assistant		9
<b>Job Number 4 SET Priority Industry HUA</b>		
Licensed Vocational Nurse		12
Registered Nurse		5
Certified Nursing Assistant		10
Rehabilitation Assistant		4
Office Administrative Staff		3
Mental Health Worker		11

## **INTRODUCTION**

Founded in 1991, SOMA AEC Inc. dba Oxman College (Oxman) is a private, post-secondary vocational school ([www.oxmancollege.com](http://www.oxmancollege.com)). The College provides training in computer programming, computer applications, continuous improvement, and health care.

This project will be Oxman's third Agreement in the last five year period (11th overall). This proposal continues Oxman's successful training program on Autodesk Revit software for architectural and engineering firms. Additionally, the College will deliver training in Medical Skills, Healthcare and Office skills for occupations in the accounting, customer service, computer and healthcare industry sectors.

### **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). Oxman College is eligible with BPPE licensure valid through September 30, 2020.

## **PROJECT DETAILS**

The Autodesk Revit software is an advanced tool for Building Information Modeling (BIM) to be delivered under Job Number 1. This is the latest design software used by architects, engineering firms and contractors for 3-D design and simulation; and visualization of complex design projects. BIM enables multidisciplinary design teams to create, share, and coordinate information at all stages of project development.

The Training Plan for Job Numbers 2 and 3 (New Hires) consist of Commercial Skills, Computer Skills, and Literacy Skills. Training will lead to employment for office and health related occupations requiring accounting, medical office, health, customer service, computer, and administrative skills. Small classes will enable training to be customized down to the individual student level. All trainees will complete a core curriculum and then specialize in specific medical office, patient care, or customer service skills to meet employer demand in the Bay Area.

The Training Plan for Job Numbers 4 consists of Medical Skills and Continuous Improvement Skills delivered through classroom, preceptor and didactic training. Participating employers are



residential healthcare facilities providing long-term, rehabilitation, skilled nursing and mental health services to patients who have both physical and behavioral health issues. The proposed training will assist these facilities with establishing and maintaining a continuous quality improvement program which will promote improved patient care and provide advanced medical skills to meet the ongoing technological and Affordable Health Care act requirements within the healthcare industry.

## **Training Plan**

**Commercial Skills** (60%): Training will be offered to Medical Office/Patient Care Assistants, Office Administrative Staff, and Customer Service Representatives. The curriculum includes medical settings, communication, managing medical information, medical accounting, billing, medical terminology, accounting basics, and industry knowledge. Patient care skills will also be included for those trainees specializing in Medical Office specialty. Architects, Engineers, and Designer/ Drafter will receive Revit training as the industry shifts away from AutoCad. The Autodesk Revit training is an advanced tool for Building Information Modeling that allows model-based usage in a new approach in architectural design and engineering.

**Continuous Improvement** (10%): Training will be offered to Registered Nurse, Licensed Vocational Nurse, CNA, Mental Health Worker, Medical Assistant, Patient Care Assistant, Rehabilitation Assistant, Office Administrative Staff, to improve team building, customer service, communication skills, and quality improvement.

**Medical Skills Training** (20%): Training will be offered to Registered Nurse, Licensed Vocational Nurse, Certified Nurse Assistant, Mental Health Worker, Medical Assistant, Patient Care Assistant, and Rehabilitation Assistant. The Clinical Preceptor portion of the training is where the trainee observes hands-on skills performed by a Registered Nurse or other practitioner in a productive work environment. After observing, trainees will perform the skills under close supervision. The ratios for this Preceptor may not exceed 1:10. Additionally, Didactic training, reinforces the establishment of competencies in various healthcare facility units. Didactic Medical Skills may be provided in conjunction with Clinical Preceptor in the healthcare facility environment.

**Literacy Skills** (5%): Training will be offered to Job Numbers 2 and 3 New Hire occupations to improve English and basic math skills. Literacy Skills will help these trainees fully participate in training.

**Computer Skills** (5%): Training will be offered to Job Numbers 1-3. Training for Job Numbers 2 and 3 include computerized scheduling, computerized medical billing, medical data entry and analysis, spreadsheets in a medical office, computer applications used in a medical office, electronic file management, and related skills. For Job Number 1, MS Office, Adobe, networking, and programming classes are critical to remaining competent on the job.

## **Marketing, Recruitment, and Support Costs**

Oxman is requesting ETP's standard 8% support cost for additional employer marketing, recruitment, schedule coordination, and job specific assessment for its Retraining programs (Job Numbers 1 and 4). The proposed curriculum was developed in cooperation with local employers. Local employers regularly provide reviews and input on the curriculum (done through meetings with job developers, chambers of commerce, one-stops and discussions with individual employers). Additionally, trainers provide input from trainee evaluation forms from every class. The curriculum is then customized based on those reviews and input. Oxman's staff also updates the curriculum to keep pace with technology and industry trends.

In addition, Oxman requests 12% support costs for New-Hire trainee recruitment (Job Numbers 2 and 3). Recruitment includes trainee intake assessments to determine eligibility; job development; and job search assistance and placement. A number of methods will be used to recruit individuals with multiple barriers to employment. Oxman has a longstanding relationship with One-Stop Career Centers in San Francisco and the East Bay. Oxman will post public announcements in local community newspapers and distribute flyers in community-based organizations, such as Jewish Vocational Services, Asian Inc., Catholic Charities, Bach Viet, Lao Family, ARI Community Services, and Arriba Juntos. Oxman will also participate in job fairs and regularly communicate with local employers.

Staff recommends the 8% for retraining and 12% for new-hire in support costs.

### **Employer Demand/New Hire**

Oxman works closely with an Employer Advisory group, which advises on the demand for the specific occupational programs, and provides input on design, implementation and evaluation of the programs. Employers represented in the group include hospitals, medical offices, financial, insurance and hi-tech companies such as Kindred Healthcare, Kaiser Permanente, Farmers Insurance, Wells Fargo Bank, and Visa International. Additionally, SOMA utilizes publically run employment centers in San Francisco which serves job seekers and employers to generate employment leads and trainee referrals.

Demand for program graduates includes small companies such as medical offices and clinics. Potential employers include Salesforce; Chase Bank (new regional headquarters); Kindred Healthcare in San Francisco, Alameda and Oakland; Kaiser Permanente Medical Offices; Genentech; Intercontinental; and Fastenal. Some employers may have participated in prior Agreements; however, courses that were offered in previous Agreements will only be offered to new employees. Training will not be duplicated.

### **SET/Multiple Barriers**

Oxman represents that the New Hire trainees in Job Numbers 2 and 3 have two or more documented barriers to employment (e.g., mental or physical disability, limited English proficiency, limited math skills). Although funded under SET, trainees with Multiple Barriers are eligible for the ETP Minimum Wage post-retention.

### **High Unemployment Areas**

Trainees in Job Numbers 3-4 will be employed in High Unemployment Areas (Solano County), with unemployment exceeding the state average by 25%. For these trainees, the Panel may modify the ETP minimum wage by up to 25%. Oxman requests the modification up to 25%. Trainee wages earned post-retention must be greater than the pre-training wages.

#### **➤ Retention Modifications**

For Job Numbers 2 and 3, incidental placement with public and non-profit entities is permissible, not to exceed 20% of the total number of trainees retained in employment. For Job Number 4, ETP's Medical Skills guidelines allow for 24 hours per week to satisfy full-time employment. The minimum 24 hours of employment is allowed provided this level of weekly employment qualifies the employee for similar Full-Time employee benefits plan such as sick leave, vacation, health, dental, vision, retirement, etc. on a proportionately equal basis.

## Commitment to Training

The core group of participating employers in Job Number 1 do not provide in-house training because they do not have the required expertise for Autodesk Revit software instruction. ETP funding will allow Oxman to provide a comprehensive course that the companies could not otherwise afford. While these participating employers may have previously provided some job-specific training on an as-needed basis, such as company standards and engineering calculations, most have only recently been introduced to a formalized training program.

Oxman states that participating employers will provide an In-Kind Contribution for Retraining under Job Numbers 1 and 4. This will be in the form of training coordination, assessments, space for training, training-related equipment and supplies.

### ➤ Training Infrastructure

Oxman will use an in-house coordinator who has had experience with prior ETP projects.

## Tuition Reimbursement

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

## RECOMMENDATION

Staff recommends approval of this proposal.

## ACTIVE PROJECTS

The following table summarizes performance by Oxman under an active ETP Agreement that was for both New Hire and Retraining:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET14-0357	\$490,206	05/05/2014-05/04/2016	228	246	TBD*

\*Oxman estimates 90% earnings for the 246 trainees who have completed training. Hours entered in the ETP Online Tracking system (17,986) are sufficient to support earnings of \$461,352 in Job Numbers 1 and 4 (94%) if placements are confirmed. New Hire Job Numbers 2 and 3 reflect no performance. Contractor states funding priority shifted in an amendment to Retrainees based on business demands.

## PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0398	Statewide	06/03/2013-06/02/2015	\$108,420	\$108,420 (100%)

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

N/A

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

8-200 Job 1 Trainees may receive any of the following:

**COMMERCIAL SKILLS**

- ✚ Revit Architecture
- ✚ Revit MEP
- ✚ Revit Structure
- ✚ Revit User Interface
- ✚ Creating & Modifying Design in Revit
- ✚ Creating Views of the Model in Revit
- ✚ Performance Analysis in Revit
- ✚ Importing and Exporting Files in Revit
- ✚ Visualization and Rendering Tools in Revit
- ✚ Working with Revit System Families
- ✚ Foundations, Beams and Framing Systems in Revit
- ✚ Structural Analysis in Revit
- ✚ Creating Custom Families in Revit
- ✚ Using Autodesk Dynamo Studio software with Revit

**COMPUTER SKILLS**

- ✚ Adobe and Multimedia
- ✚ Networking
- ✚ Computer Programming

**Class/Lab Hours**

8-260 Job Numbers 2 & 3 Trainees may receive any of the following:

**COMMERCIAL SKILLS****Patient Care Assistant**

- ✚ Introduction to Healthcare
- ✚ Concepts in Healthcare
- ✚ Physical and Occupational Therapy Skills
- ✚ Electrocardiography and Respiratory Therapy Skills
- ✚ Patient Care Skills
- ✚ Personal Care Charting
- ✚ Clinical Medical
- ✚ Nursing Skills

**Medical Terminology**

- ✚ Anatomy of the Body
- ✚ Body Structure and Body Systems
- ✚ Word Roots, Suffixes, Prefixes
- ✚ Medical Specialties
- ✚ Symptomatic and Diagnostic Suffixes

**Medical Office Procedures**

- ✚ Manual and Computerized Records Management
- ✚ Patient Case Histories (confidentiality)
- ✚ Records Filing
- ✚ Appointment Scheduling

- ✚ Inventory Control
- ✚ Equipment and Supplies
- ✚ Telephone Techniques
- ✚ Professional Conduct and Appearance
- ✚ Office Safety and Security
- ✚ Patient Relations
- ✚ Financial Office Management

### **Medical Records Management**

- ✚ Medical Forms
- ✚ Medical Reports
- ✚ Medical Correspondence
- ✚ Word Processing in the Medical Office
- ✚ Medical Office Files

### **Clinical Skills**

- ✚ Measuring Weight and Height
- ✚ Body Mechanics and Positioning
- ✚ Respiratory Care
- ✚ Patient Care Skills
- ✚ Nursing Skills
- ✚ Medical Assisting Skills
- ✚ Infection Control
- ✚ Specimen Collection
- ✚ Laboratory Procedures
- ✚ Measuring Vital Signs
- ✚ Personal Care and Hygiene
- ✚ Caring for Geriatric Patients

### **Pharmacology in a Medical Office**

- ✚ Weights and Measures
- ✚ Medical Calculations
- ✚ Administration of Medications
- ✚ Safety Administration of Medications

### **Clinical Medical Assistant Skills**

- ✚ Interview and Take Patient History
- ✚ Understanding of Prescriptions
- ✚ Prepare Patients for Procedures
- ✚ Screen and Follow-Up Patient Test Results
- ✚ Prepare and Administer Medications
- ✚ Maintain Medication Records
- ✚ Electrocardiogram Monitoring
- ✚ Emergency Life Support
- ✚ Wound Care and Dressing

### **Nursing Assistant**

- ✚ Introduction
- ✚ Communication and Interpersonal Skills
- ✚ Catastrophe and Unusual Occurrences
- ✚ Body Mechanics
- ✚ Medical and Surgical Asepsis
- ✚ Weights and Measures

- + Patient Care Skills
- + Patient Care Procedures
- + Vital Signs
- + Nutrition
- + Emergency Procedures
- + Long-term Care Resident
- + Rehabilitative Nursing
- + Observation and Charting

**Administrative Medical Office Assistant**

- + Computer Systems
- + Word Processing
- + Spreadsheets/ Worksheets
- + Slide Presentations
- + Charts and Applications
- + Database Systems

**Customer Service Skills**

- + Communications
- + Quality Customer Service
- +

**COMPUTER SKILLS**

- + Windows OS
- + Internet
- + Microsoft Office

**LITERACY SKILLS**

- + Math
- + English

**Class/Lab/Didactic/Preceptor Hours**





































8-200      Job Number 4 Trainees may receive any of the following:

**CONTINUOUS IMPROVEMENT**
















- + Communication Skills
- + Customer Service
- + Interdepartmental Collaboration
- + Interdisciplinary Team
- + Problem Analysis and Problem Solving
- + Quality Assurance/Performance Improvement (QAPI)
- + Team Building
- + Conflict Resolution Skills
- + Critical Thinking Skills
- + Setting Goals
- + Organization and Time Management Skills
- + Leadership Skills

**MEDICAL SKILLS - DIDACTIC**

- + Allergies
- + Assault Crisis Management
- + Bipolar Disorder
- + Bloodborne Pathogens

-  Change in Condition
-  Change of Condition Management
-  Dementia Care Level III
-  Depression Causes, Interventions
-  Dialectical Behavior Therapy (DBT)
-  Alzheimer's Disease and Related Disorders
-  Diabetic Management
-  Documentation/Abbreviation
-  Evaluation and Assessment Procedures and Criteria
-  Infection Control
-  Interdisciplinary Team Process
-  Intravenous Therapy
-  Medical Diagnosis
-  Medical Direction in Long-Term Care
-  Medication Administration Management
-  Pain Management (Acute and Chronic)
-  Pillars of Recovery
-  Preventive Skin Care Measures
-  Problems and Needs of the Aged, Chronically Ill, and Disabled
-  Psychosocial Rehabilitation
-  Psychotropic Medications Side Effects
-  Resident and Family Education
-  Reporting to MDs-Assessing Clients
-  Resident and Family Education
-  Respiratory Care
-  Restorative Nursing Program
-  Restraint and Restraint Reduction
-  Safe Transfer
-  Signs and Symptoms of Cardiopulmonary Distress
-  Skin Assessment
-  Social and Recreational Needs of the Aged
-  Therapeutic Communication
-  The Wellness Recovery Action Plan
-  Urinary Management
-  Weights, Vitals, Immunizations
-  Wound Management

### **MEDICAL SKILLS - CLINICAL WITH PRECEPTOR**

-  Activities of Daily Living
-  Assessing of Tube-Fed Individuals with Diabetes Mellitus
-  Assisting and Performing Self-Care Skills with Patients
-  Assistive Devices
-  Bowel and Bladder Training of Patients
-  Breathing Patterns and Respiratory Function
-  Cardiac Conditions Charting
-  Care of Clients with COPD
-  Care of Clients with Diabetes
-  Care of Clients with Hypertension
-  Clinical Skills Review
-  Colostomy Care
-  Conduct Range of Motion Exercises with Patient
-  Dementia Care
-  Dementia/Alzheimer's



- ✚ Enteral Feeding Management
- ✚ Facilitating Functional Gains of Each Patient
- ✚ Feeding Tube (Insertion, Intermittent, and Continuous)
- ✚ Functional Mobility and Ambulation
- ✚ Gastrointestinal Conditions
- ✚ Identification of Patient Change in Condition
- ✚ Identification of Skin Impairments and Prevention
- ✚ Incontinence Management (Colostomy Care)
- ✚ Infection Control
- ✚ Intravenous Therapy
- ✚ Isolation Techniques
- ✚ Managing Patients with Neurovascular Conditions
- ✚ Medication Management
- ✚ Monitoring of Cardiovascular Changes
- ✚ Operate Safety Devices with Patient
- ✚ Pain Management
- ✚ Patient Assessment and Care
- ✚ Patient Care of Foot and Hand
- ✚ Patient Safety
- ✚ Positioning of Patients for Correct Body Alignment
- ✚ Preceptor Skills (Train-the-Trainer)
- ✚ Preventing Complications Related to Tube Feedings
- ✚ Proper Use of Exercise Equipment
- ✚ Rehabilitation Services (Physical, Occupational, and Speech)
- ✚ Residents with Special Needs
- ✚ Respiratory Care
- ✚ Setting Behavioral Program Objectives for Patients
- ✚ Specific Program Techniques for the Mentally Disordered
- ✚ Restorative Nursing Care
- ✚ Safe Patient Handling
- ✚ Signs and Symptoms of Cardiopulmonary Distress
- ✚ Skeletal/Orthopedic Conditions
- ✚ Therapeutic Activities
- ✚ Therapeutic Exercises
- ✚ Wound Management

Literacy Training cannot exceed 45% of total training hours, per-trainee.  
Safety Training will be limited to 10% of total training hours, per-trainee.

Note: Reimbursement for retraining is capped at 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: SOMA AEC Inc. dba Oxman College

CCG No.: ET16-0402

Reference No: 15-0305

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: AAI Architects

Address: 1036 The Alameda

City, State, Zip: San Jose, CA 95126

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 8

Total # of full-time company employees worldwide: 34

Total # of full-time company employees in California: 34

Company: AP+I Design

Address: 117 Easy Street

City, State, Zip: Mountain View, CA 94043

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 50

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

Company: BCA Architects

Address: 505 South Market Street

City, State, Zip: San Jose, CA 95113

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 6

Total # of full-time company employees worldwide: 23

Total # of full-time company employees in California: 23

Company: CB Engineers

Address: 449 10<sup>th</sup> Street

City, State, Zip: San Francisco, CA 94103

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 45

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

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: SOMA AEC Inc. dba Oxman College

CCG No.: ET16-0402

Reference No: 15-0305

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Company: Crestwood Recovery and Rehab Center

Address: 115 Oddstad Drive

City, State, Zip: Vallejo, CA 94589

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 120

Total # of full-time company employees worldwide: 2,190

Total # of full-time company employees in California: 2,190

Company: Engineering 350

Address: 256 Moulton Street

City, State, Zip: San Francisco, CA 94123

Collective Bargaining Agreement(s): N/A

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: Folio Architects

Address: 4633 Old Ironsides Drive

City, State, Zip: Santa Clara, CA 95054

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 10

Total # of full-time company employees in California: 10

Company: Forell/ Elsesser Engineers Inc.

Address: 160 Pine Street, Suite 600

City, State, Zip: San Francisco, CA 94111

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 1

Total # of full-time company employees worldwide: 31

Total # of full-time company employees in California: 31

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: SOMA AEC Inc. dba Oxman College

CCG No.: ET16-0402

Reference No: 15-0305

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Company: FTF Engineering

Address: 1916 Mcallister St.

City, State, Zip: San Francisco, CA 94115

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 9

Total # of full-time company employees worldwide: 11

Total # of full-time company employees in California: 11

Company: Gayner Engineers

Address: 1133 Post Street

City, State, Zip: San Francisco, CA 94109

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 11

Total # of full-time company employees worldwide: 37

Total # of full-time company employees in California: 37

Company: Guttmann & Blaevoet Consulting Engineers

Address: 2351 Powell Street

City, State, Zip: San Francisco, CA 94133

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 30

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

Company: IDA Structural Engineers

Address: 1629 Telegraph Avenue

City, State, Zip: Oakland, CA 94612

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 7

Total # of full-time company employees worldwide: 12

Total # of full-time company employees in California: 12

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: SOMA AEC Inc. dba Oxman College

CCG No.: ET16-0402

Reference No: 15-0305

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Company: Integral Group

Address: 1084 Foxworthy Avenue

City, State, Zip: San Jose, CA 95118

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 12

Total # of full-time company employees worldwide: 97

Total # of full-time company employees in California: 97

Company: KPA Group

Address: One Kaiser Plaza

City, State, Zip: Oakland, CA 94612

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 7

Total # of full-time company employees worldwide: 12

Total # of full-time company employees in California: 12

Company: SOHA Engineers

Address: 48 Colin P Kelly Street

City, State, Zip: San Francisco, CA 94107

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 5

Total # of full-time company employees worldwide: 20

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

Company: Ted Jacob Engineering Group

Address: 1763 Broadway

City, State, Zip: Oakland, CA 94612

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 150

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

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: SOMA AEC Inc. dba Oxman College

CCG No.: ET16-0402

Reference No: 15-0305

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Company: YEI Engineers

Address: 7700 Edgewater Drive

City, State, Zip: Oakland, CA 94621

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 19

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



**Training Proposal for:**  
**Yuba Shasta UA Local 228**  
**Joint Apprenticeship and Training Committee**  
**Agreement Number: ET16-0922**

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** Sacramento

**Analyst:** W. Sabah

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Apprenticeship	Industry Sector(s):	Construction   Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Northern California	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No UA Local Union 228		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		N/A	

**FUNDING DETAIL:**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$37,848		\$2,620 8%		\$40,468

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 Journeyman	Commercial Skills OSHA 10 OSHA 30	8	8-200	0	\$135.25	\$35.75
				Weighted Avg: 23			
2	Retrainee Priority Rate Apprentice	Commercial Skill OSHA 10	26	8-210	0	\$347.50	\$21.28
				Weighted Avg: 100			

**Minimum Wage by County:** \$21.28 per hour Statewide (Priority Industry)

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

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

Up to \$2.74 per hour may be used to meet the Post-Retention Wage for Job Number 2.

**Wage Range by Occupation**

Occupation Titles	Wage Range	Estimated # of Trainees
Journeyman: Plumber, Maintenance Plumber, Steamfitter/Pipefitter, HVAC Mechanic		8
Apprentice: Plumber, Maintenance Plumber, Steamfitter/Pipefitter, HVAC Mechanic		26

**INTRODUCTION**

Since 1997, the Yuba Shasta UA Local 228 Joint Apprenticeship and Training Committee (Yuba Shasta JATC) (<http://lu228.org/yuba-shasta-jatc-training/>) has trained apprentices and journeymen from 13 Northern California counties in the plumbing, pipefitting, welding, and Heating, Ventilation and Air Conditioning (HVAC). Committee members are jointly appointed by Local 228 and the Mechanical Contractors Council of Southern California. The JATC works with the Yuba County Office of Education as its Local Educational Agency (LEA) to deliver Related and Supplemental Instruction for each trade.

Yuba Shasta JATC apprentices and journeymen install, repair, maintain, and service piping and plumbing systems and equipment used for drinking (potable) water distribution, sanitary storm water systems, and waste disposal. They also work on technical installations for medical gas, hydronic in-floor heating, solar panels, heat pumps, cross-connection control and many other systems. Their work is found mostly in the new home building and renovation, and commercial construction sectors including hospitals schools and other institutional buildings.



## **Apprenticeship Program**

The Panel is authorized to fund Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP reimburses the cost of Related and Supplemental Instruction (RSI) delivered as class/lab. (ETP does not reimburse CBT delivery for apprenticeship training.) The curriculum is developed with input from DAS and the LEA, Yuba County Office of Education. The Apprenticeship Program allows reimbursement for up to 200 hours of RSI plus OSHA 10, per-apprentice.

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.

Because ETP funding cannot displace another source of government funds, the fixed fee rate is reduced by \$5.00 to account for adult education funding appropriated each year for Apprentice training through the California Community College Chancellor's Office and Department of Education. This changes the ETP Priority Industry Rate from \$18.00 to \$13.00 per hour for all Apprentice Job Numbers.

In addition, the Panel adopted a "blended rate" for Journeymen, reflecting the fact that they may be employed by a variety of contractors over the two-year term of contract ranging from large employers, to small ( $\leq 100$  employees). This is \$22 per hour, midway between the Priority Industry standard rate (\$18) and Small Business rate (\$26). [Note: This "blended rate" has been extended to Pre-Apprentices, for ease of administration.]

ETP funding will only apply to apprentices in Year 2+ to ensure commitment. For ease of program administration, the post-retention wage has been standardized to \$21.28 per hour reflecting the Special Employment Training wage for Priority Industry.

## **PROJECT DETAILS**

In addition to the standard RSI curriculum, training under this proposal will include "clean/green" building skills. New environmental regulations are causing significant changes in the building trades. The changes require higher quality standards, increased material costs, and more advanced technologies. Apprentice trainees will need to learn new methods of installing plumbing and piping equipment, updated building standards and green business practices.

Journeymen require training to utilize new products, reduce waste and improve efficiency as well as keep up-to-date on "green" regulations. Training will bring work skills and knowledge up to date so that trainees can provide high-quality craftsmanship, promptly and within budget.

### **Training Plan**

The proposed training is entirely center-based at JATC facilities with guidance from the LEA. Training is scheduled to commence in March 2016.

**Commercial Skills** (90%) Training will be provided to Journeymen and Apprentices on installation and maintenance efficiencies, sanitary systems, work safety and waste disposal. Training will include topics such as Medical Gas Brazing, Plumbing Fixtures, Water Supply and

Distribution, Electronic Controls and Trade Mathematics. Training will also help apprentices gain the knowledge and skills necessary to become journey level.

**OSHA 10/30 (10%):** Apprentice trainees will receive OSHA 10 training and Journeymen trainees will receive either OSHA 10 or OSHA 30 training in 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.

### **DAS Completion Rates**

According to the DAS, the completion rate for Yuba Shasta JATC Apprentices, in the five-year period from 2008-2012, was 45.90% while the overall industry average is 48.01%. This is well within the rate accepted by the Panel.

### **Commitment to Training**

Yuba Shasta JATC represents that ETP funds will not displace the existing financial commitment to training. ETP funds will encourage an ongoing financial commitment to both Apprentice and Journeyman training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### **Impact/Outcome**

Certifications earned for the journeyman and apprentice training include: OSHA 10/30, Medical Gas Installer, Medical Gas Brazer, Foreman's Certification, Industrial Rigger Certification, Crane, Signallerperson Qualification and various welding certifications. Apprentices are working towards a certificate from Division of Apprenticeship Standards that will allow them to work at the higher paid journeyman level.

### **Marketing and Support Costs**

The JATC disseminates class information throughout the year to potential trainees within the JATC jurisdictions as well as to the contractors who employ them through direct mailings, personal contacts, telephone calls, public service announcements, emails, and its website. The JATC is also active in the local workforce investment board and is a partner in its community workforce development work.

Yuba Shasta JATC request 8% support costs to fund its staff in recruiting and qualifying additional participating employers for this program. While many participating employers have already been recruited, additional recruitment and assessment activities are necessary. Staff recommends 8% support costs.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

**PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0921	Yuba City	01/28/2013– 01/27/2015	\$131,666	\$40,526 (31%)

\*ET13-0921: The JATC attempted to administer the contract without a subcontractor. However, during the term of the contract, the staff person in charge of training left the JATC. The new administrator was not able to log training hours or distinguish eligible training. Towards the end of the contract, Strategy Workplace Communication was hired to help administer; however, it was too late. For this proposal, Strategy Workplace Communication has been hired at the start. Additionally, the proposal has been “right-sized” to the amount earned in ET13-0921.

**DEVELOPMENT SERVICES**

Yuba Shasta JATC retained California Labor Federation in Sacramento to assist with development of this proposal at no cost.

**ADMINISTRATIVE SERVICES**

Yuba Shasta JATC retained Strategy Workplace Communication in Oakland 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:

**Journeyman Training****COMMERCIAL SKILLS**

- Blueprint Reading
- Crane Signal person Qualification
- Drainage, Waste, Vent Systems and Pumps
- Foreman's Certification
- Gas Systems
- Green Technology
- Industrial Rigger Certification
- Medical Gas Brazer
- Medical Gas Installer
- Plumbing Fixtures
- Related Science
- Trade Mathematics
- Water Supply and Distribution
- Welding I, II, and III

**OSHA 10/30** (OSHA Certified Instructor)

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

**Apprentice Training****COMMERCIAL SKILLS****Plumber and HVAC Mechanic**

- Advanced Plan Reading, CAD
- Air & Water Balance
- Air Conditioning, Safe Handling of Refrigerants with EPA Certification
- Chillers, Building Automation 8, Telecommunications Skills
- Crane Signalperson Qualification
- DC Electronics Training
- Drawing Interpretation & Plan Reading, Science, Basic Electricity
- Electronic Controls for MES
- Guide to Service Work, Gas Installations, Drainage
- Industrial Rigger Certification
- Mathematics, Rigging and Signaling
- Medical Gas Brazer
- Medical Gas Installations
- Motor Alignment, Air Conditioning
- Pipefitting and a Calculator
- Plumber Code Application, Plumbing Fixtures, Guide to Service Work

- Refrigeration & A/e Mechanic
- Refrigeration (Volume 1), Customer Service Skills
- Refrigeration (Volume II), Pneumatic Controls
- Shielded Metal - Arc Welding
- Water Supply, Instruments Used for Layout

#### Pipefitter

- Advanced Plan Reading, CAD
- Detail and Layout Piping Systems, Advanced Welding
- Drawing Interpretation & Plan Reading, Science, Basic Electricity
- Instrumentation & Pneumatic Controls, Tube Bending and Hydronic
- Mathematics, Rigging and Signaling
- Patterns, Stream Systems, Pumps
- Pipefitting and a Calculator
- Rigging and Signaling
- Shielded Metal- Arc Welding

#### OSHA 10 (OSHA Certified Instructor)

- OSHA 10 (requires completion of 10 hours)

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.
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**Amendment Proposal #2 for:**  
**Santa Ana Chamber of Commerce**  
**Agreement Number: ET15-0310**

**Amendment Effective Date:** March 25, 2016

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** San Diego

**Analyst:** M. Ray

**CURRENT PROJECT PROFILE**

Contract Type:	Priority/Retrainee SB >100 Retrainee	Industry Sector(s):	Technology/IT Aerospace and Defense Manufacturing
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: January 5, 2015 to January 4, 2017

Current Funding	In-Kind Contribution
\$649,865	\$326,000

**AMENDMENT FUNDING**

Requested Funding	Support Costs	Amendment Funding	In-Kind Contribution
\$279,400	\$19,363	\$298,763	\$209,732

Total Funding
\$948,628

**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/SB<100	Computer Skills, Continuous Improvement	157	8-200	0	\$2,224	\$16.25
				Weighted Avg.: 80			
2	SB<100	Computer Skills, Continuous Improvement	71	8-200	0	\$1,882	\$16.25
				Weighted Avg.: 80			
3	Priority/Retrainee	Computer Skills, Continuous Improvement	71	8-200	0	\$1,540	\$16.25
				Weighted Avg.: 80			
4	Retrainee	Computer Skills, Continuous Improvement	45	8-200	0	\$1,283	\$16.25
				Weighted Avg.: 80			
5	Priority/SB<100	Continuous Improvement	77	8-200	0	\$2,780	\$16.51
				Weighted Avg.: 100			
6	SB Retrainee	Continuous Improvement	21	8-200	0	\$2,353	\$16.51
				Weighted Avg: 100			
7	Priority/Retrainee	Continuous Improvement	10	8-200	0	\$1,925	\$16.51
				Weighted Avg: 100			
8	Retrainee	Continuous Improvement	10	8-200	0	\$1,604	\$16.51
				Weighted Avg: 100			

**Minimum Wage by County:** Job Numbers 1-4: \$16.25 per hour in Alameda, San Francisco, Contra Costa, Marin, San Mateo, Santa Clara, and Santa Cruz Counties; \$16.04 per hour in Los Angeles County; \$15.98 per hour in Orange County; \$15.59 per hour in Sacramento County; \$15.60 per hour in San Diego County; and \$14.90 per hour in all other counties. **Job Numbers 5-8:** \$17.02 per hour in Alameda, San Francisco, Contra Costa, Marin, San Mateo, Santa Clara, and Santa Cruz Counties; \$16.48 per hour in Los Angeles County; \$16.51 per hour in Orange County; \$16.10 per hour in Sacramento County; \$16.46 per hour in San Diego County; and \$15.60 per hour in all other counties.

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

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

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

Wage Range by Occupation	
Occupation Title	Wage Range
<b>Job Numbers 1-4:</b>	
Technical Analyst, PC/Hardware Technician, Sales Representative, Account Representative	
System Analyst/Administrator	
Programmer Analyst	

Network Engineer/Administrator/Architect	
Database Administrator/Architect	
Application Architect	
Managers/Supervisors	
<b>Job Numbers 5–8:</b>	
<b>Sales Representative</b>	
<b>Shipping/Receiving</b>	
<b>Purchasing, Quality Assurance, Operations, Manager/Supervisor</b>	

## **INTRODUCTION**

Santa Ana Chamber of Commerce (SACC or Chamber) has worked since 1889 to bring a higher level of economic prosperity to area business owners, workers, and residents through its business development programs in Orange County.

One of the Chamber's major initiatives is workplace development in key industries. SACC has identified sustainable employment opportunities in a handful of industries such as IT/technology, automotive, business services, construction, healthcare, biotechnology, logistics/transportation, aerospace/defense, manufacturing, and new media.

This Agreement was approved at the January 2015 Panel meeting to train workers in the technology sector. (Job Numbers 1-4). Approximately 344 trainees were scheduled for Computer Skills, with some Continuous Improvement. Approximately 95% of Phase I training is being delivered via E-Learning, using Saisoft, Inc. as the training vendor. Phase I training remains as approved with no changes.

## **AMENDMENT DETAILS**

This Amendment requests a second phase of funding for (Phase II) 118 new trainees in new industries and occupations, receiving new Curriculum. This Amendment will allow SACC to expand its training plan to serve a wider range of businesses across California. All training will be Class/Lab training provided by a new vendor, Lean QA.

Phase II Amendment funding will allow SACC to continue training through October 4, 2016. As amended, the contract will still be within the FY 2015/16 funding limitations. Phase II funding will be used to train Job Numbers 5-8. These job numbers will have 2016 post-retention wages, consistent with the calendar year.

### **Phase II Employer Demand**

Through extensive discussions with new employers, the Chamber has become aware of a growing demand for Quality Management and Business Skills Development training for aerospace, automotive, and food industry workers. The training delivered is specific to the needs that these industries employ to keep pace with updated standards and regulations and improve processes for quality products. Some training courses will lead to ISO Certification which is designed to improve quality management systems to meet customer requirements. In addition, specific coursework will be offered in Lean Manufacturing and Six Sigma. The new course offerings are indicated in Boldface, on Exhibit B (attached).



## **Employer Core Group**

The core group of participating employers consists of three Small Businesses. These employers have not previously participated in a SACC Agreement. They represent at least 80% of the requested Phase II funding. SACC is still marketing the training program and anticipates participation from large businesses as well. For this reason, the proposed Amendment would add four more Job Numbers (5-8).

ETP staff verified that there is an immediate training demand to support this request and that there is sufficient time remaining in the term of contract for delivery (six-month training period, three month retention period). Training is scheduled to begin in April 2016.

## **Curriculum Development**

At the start of recruitment, potential employers completed a training needs assessment, identifying critical skill deficits. These assessments are used to design customized course content. They also revealed that most trainees will need between 116 to 180 hours of training—the first ISO training course alone requires 100 hours. At the end of this program, trainees will complete a survey evaluating instruction quality, subject matter, and relevance of the coursework to job duties.

## **Training Vendor Qualifications**

SACC's new course topics in Continuous Improvement will be provided by Lean QA. This vendor has been in business for 10 years, helping over 50 companies with training. Lean QA provides strategies and techniques from various industries to give their customers new perspectives to continually improve their organization. Trainers are evaluated every year and are re-certified to the training courses they teach.

Lean QA utilizes a combination of classroom and hands-on laboratory training environment (at employer's training sites). Lean QA also undertakes trainee assessment in order to ensure their full understanding of the topics. Lean QA uses measurements and follow-up systems, to ensure skills and knowledge are effectively being used by trainees.

## **Marketing and Support Costs**

SACC reports that it has an extensive database of businesses in IT, software, electronics manufacturing, and associated industries. To reach these businesses, SACC staff will continue to market via the Chamber's website; quarterly e-mails to member companies; trade shows; job fairs; direct mail; in-person visits; web-based seminars; meetings and Chamber events.

SACC will perform all supportive services for training under Phase II. They will continue to recruit employers and assess employer-specific job training requirements throughout the term of the project; the goal is to focus on priority industries and small businesses. Due to the intensive outreach efforts required to market the program, SACC requests and ETP staff recommends 8% support costs.

## **Recordkeeping**

For Phase I, SACC is utilizing electronic recordkeeping to capture Computer Skills and Continuous Improvement delivered by Saisoft via e-Learning.

For Phase II, SACC will use paper rosters to capture Continuous Improvement training delivered by Lean QA. The Chamber will be responsible for all other administrative duties including the collection of rosters from the training vendor, enrolling trainees, uploading training

hours, invoicing, meeting with ETP staff during monitoring visits, and managing the overall administration process of all ETP training delivered by Lean QA.

### **Summary of Changes**

1. Add Phase II of training
2. Increase the Agreement amount by \$298,763 (from \$649,865 to \$948,628)
3. Increase the average number of trainees by 118 (from 344 to 462) in Job Numbers 5-8
4. Approve 100 average weighted hours per trainee in Phase II
5. Add new course topics under Continuous Improvement
6. Add occupational titles in Job Numbers 5-8: Sales Representative, Shipping/Receiving, Purchasing, Quality Assurance, Manager/Supervisor, and Operations.

[Note: Sales Representative and Manager/Supervisor job titles were part of Phase I training. However, Phase I trainees will not participate in Phase II training.]

### **RECOMMENDATION**

Staff recommends approval of this Amendment.

### **SUMMARY OF PRIOR MODS/AMDS**

Modification #1: Added course topics under Computer Skills

### **CURRENT CONTRACT PERFORMANCE**

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

Agreement No.	Approved Amount	Term	No. Trainees (Average)	No. Completed Training	No. Retained
ET15-0310	\$649,865	01/05/2015– 01/04/2017	447	TBD	TBD

\*As of 2/12/16, the ETP tracking system shows 22,948 eligible reimbursable hours for 447 trainees for potential earnings of \$519,964 (80% of the Agreement amount). SACC projects final earnings of 100% based on training currently committed to by employers and in progress through October 2016. Trainees have not been retained as training is still ongoing.

### **ADMINISTRATIVE SERVICES**

SACC will perform administration for ETP training delivered by Lean QA in Diamond Bar. No third party administrator will be used.

[Note: Saisoft Inc. will continue to provide administrative services for Phase I.]

### **TRAINING VENDORS**

Lean QA will provide Continuous Improvement training in Quality Management and Business Skills Development for a fee of \$259,923 (87% of the total Phase II funding and 27% of the cumulative Agreement amount).

**Exhibit B: Menu Curriculum****Class/Lab/E-Learning Hours**

8-200 Trainees may receive any of the following:

**CONTINUOUS IMPROVEMENT**

- SSC-GB: Six Sigma Green Belt
  - PMT-SK: Project Management Skills
  - PMT-MP: Project Management using MS Project
  - PMT-SD: Information Technology Project Management
- **Quality Management (Class/Lab Only)**
  - **ISO9001**
  - **AS9100**
  - **AS9110**
  - **AS9120**
  - **ISO13485**
  - **TS16949**
  - **ISO22000**
  - **ISO14001**
  - **Safe Quality Food**
  - **National Aerospace and Defense Contractors Accreditation Program (NADCAP)**
- **Business Skills Development (Class/Lab Only)**
  - **International Traffic in Arms Regulations (ITAR)**
  - **Change Management**
  - **Six Sigma White Belt**
  - **Six Sigma Green Belt**
  - **Six Sigma Black Belt**
  - **Continuous Improvement**
  - **Kaizen**
  - **Internal Auditor**
  - **Inventory Management**
  - **Supply Chain Management**
  - **Foreign Object Debris (FOD) Prevention**
  - **Building High Performance Teams**
  - **Leadership Skills**
  - **Project Management**
  - **Problem Solving/Root Cause**
  - **Sales Skills**

**COMPUTER SKILLS**

- **AWS-CC: Cloud Computing with Amazon Web Services**
- **MSO-365: Migrating Exchange Server to MS Office 365**
- **MSW-AZ: Implementing Microsoft SQL Azure**

- GOO-AN: Implementing Google Analytics
- GOO-AD: Google Adwords Administration
- MSF-BG: Microsoft Bing Adcenter Administration
- FCB-AD: Facebook Ads Manager Administration
- LIN-AD: Linkedin AdManager Administration
- MSF-AC: Microsoft Access Programming
- MSF-SPS: Microsoft Sharepoint Designer 2010
- MSF-VS: Microsoft Visio 2010 Administration
- CIT-XA: Citrix XenApp Implementation
- DIS-R1: Disaster Recovery for Information Technology
- IPH-PR: iPhone Programming
- AND-PR: Android Programming
- CIS-NPR: CCNP ROUTE (642-902)
- CIS-NPS: CCNP SWITCH (642-813)
- CIS-NPT: CCNP TSHOOT (642-832)
- MSF-SPA: Microsoft Sharepoint Foundation Administration
- MSF-SPF: Microsoft Sharepoint Foundation
- MSF-SPD: Microsoft Sharepoint Development
- MSF-SPB: Microsoft Sharepoint Business Intelligence
- CPT-SC: Comptia Security +
- CPT-NW: Comptia Network +
- SQL-TS: Programming SQL Server with Transact-SQL
- SQL-AD: SQL Server Advanced Topics
- SQL-RS: SQL Server Reporting Services
- SQL-BI: SQL Server Business Intelligence
- MySQL Database Administration
- Apache Web Server Administration
- Common Gateway Interface and Hypertext Preprocessor Programming
- Perl Programming
- Perl Programming - Using Advanced Modules
- Perl Advanced Topics: Serving Pages using HTTPS (Secure Hypertext Protocol) with mod\_ssl
- ORA-SQ: Oracle – Structured Query Language (SQL)
- ORA-PL: Oracle – PL/SQL (Programming Language in SQL)
- DDT-DM: Data Modeling and Database Design
- DDT-LP: Logical and Physical Data Modeling
- MSF-EX: Microsoft Exchange Server Administration
- MSF-SP: Microsoft Sharepoint Server Administration
- MSF-SEC: Designing Security for Microsoft Networks
- MSF-PS: MS Windows Administration with Powershell
- MSF-SA8: Microsoft Windows 2008 Server Administration
- MSF-NA8: Microsoft Windows 2008 Network Infrastructure
- MSF-AD8: Microsoft Windows 2008 Active Directory

- SEC-NI: Securing Network Infrastructure and Communications (Security+ 1)
- SEC-AP: Application, Operational and Organizational Security (Security+ 2)
- SEC-AI: Designing Security Architecture Infrastructures
- SEC-MA: Designing Security Management Infrastructures
- JAV-OO: Object Oriented Programming in Java
- JAV-AP: Application Development in Java
- JAV-AT: Advanced Topics in Java
- CIS-ND1: Configuring Cisco Network Devices I (ICND1 – 640-822)
- CIS-ND2: Configuring Cisco Network Devices II (ICND2 - 640-816)
- CIS-SC: Configuring Scalable Cisco Networks
- CIS-ML: Configuring Multi-layer Switched Cisco Networks
- CIS-RA: Configuring Remote Access Cisco Networks
- CIS-TA: Troubleshooting Advanced Cisco Networks
- PMT: Software Development Lifecycle Project Management
- Information Technology Infrastructure Library Implementation
- Information Technology Infrastructure Library Best Practices
- Network Security – Ethical Hacking
- Network Security – Applied Computer Forensics
- VBS-PR: Programming in VB.NET
- VBS-AS: Programming ASP.NET and ADO.NET using VB.NET
- VBS-EN: Enterprise Application Development in VB.NET
- CSP-PR: Programming in C#
- CSP-AS: Programming ASP.NET and ADO.NET using C#
- CSP-EN: Enterprise Application Development in C#
- MSF-W7: Microsoft Windows7 Administration
- MSF-SP: Microsoft Sharepoint Server Administration
- LIN-SA: Linux System Administration
- LIN-NA: Linux Network Administration
- CRY-RP: Programming Crystal Reports
- DWH-IN1: Data Warehousing Fundamentals
- DWH-IN2: Programming Informatica
- COG-PR1: Implementing Business Intelligence with Cognos
- VMW-AD: VMWare Infrastructure Administration
- OOD-UML: Object Oriented Design and Unified Modeling Language
- CIT-SA: Citrix Presentation Server Administration
- UBU-DS: Ubuntu Linux Desktop Administration
- ORA-DB: Oracle Database Administration
- SQL-SA: SQL Server Database Administration
- SQL-DB: SQL Server Database Design
- MSF-HY: Microsoft Windows Server Hyper-V Administration
- CMP-CL1: Compia Cloud Essentials (CLO-001)
- CMP-SR1: Comptia Server+ (SKO-003)
- CRY-RP: SAP Crystal Reports 2011

- AGL-SC: Agile and Scrum Software Development Methodology
- PMT-IT: Software Development Lifecycle Information Technology Infrastructure Library - ITIL
- MSF-410: Installing and Configuring Windows Server 2012
- MSF-411: Administering Windows Server 2012
- MSF-412: Configuring Advanced Windows Server 2012 Services
- SAI-467: Designing Business Intelligence Solutions with Microsoft SQL Server 2012
- SAI-466: Implementing Data Models and Reports with Microsoft SQL Server 2012
- SAI-465: Designing Database Solutions for SQL Server 2012
- SAI-464: Developing Microsoft SQL Server 2012 Databases
- SQL-463: Implementing a Data Warehouse with Microsoft SQL Server 2012
- SQL-462: Administering Microsoft SQL Server 2012 Databases
- SQL-461: Querying Microsoft SQL Server 2012
- MSW-AZ: Implementing Microsoft SQL Azure
- QCB-A1: Quickbooks Training
- CIS-SEC: Securing Cisco Network Devices
- JUN-PR: Introduction to Juniper Network Devices
- NJS-PR1: Node.js Programming
- RUB-PR1: Programming in Ruby
- RUB-PR2: Ruby on Rails
- SWF-PR1: Apple Swift Programming
- JAV-TA: Automated Test Framework Development In Java
- SEL-PR: Automated Testing using Selenium
- UFT-PR: Automated Testing using UFT (Unified Testing Framework)
- BUS-AN2: Business Analysis for Object Oriented Design
- DMS-MA1: Digital Marketing Fundamentals
- DMS-EO: Search Engine Optimization Technologies
- COB-IT: Control Objectives for Information and Related Technology (COBIT) Foundation
- TBL-RP: Reporting with Tableau Software
- MSF-AD12: MS Windows Server 2012 Active Directory Services

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.
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## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Santa Ana Chamber of Commerce

CCG No.: ET15-0310

Reference No: 15-0026

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Ansett Aircraft Spares and Services

Address: 12675 Encinitas Avenue

City, State, Zip: Sylmar, CA 91342

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 80

Total # of full-time company employees in California: 57

Company: Delaware Electro Industries, Inc.

Address: 9248 Eton Avenue

City, State, Zip: Chatsworth, CA 91311

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 24

Total # of full-time company employees worldwide: 47

Total # of full-time company employees in California: 25

Company: HC Pacific

Address: 5536 Ontario Mills Parkway

City, State, Zip: Ontario, CA 91764

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 31

Total # of full-time company employees worldwide: 40

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

**DELEGATION ORDER**



**Retrainee - Job Creation  
Training Proposal for:**

**A.C. Filger Mfg. Corp. dba Filger Manufacturing**

**Small Business**

**ET16-0391**

**Approval Date:** March 1, 2016

**ETP Regional Office:** San Diego

**Analyst:** K. Campion

**CONTRACTOR**

- Type of Industry: Manufacturing
  - Number of Full-Time Employees
    - California: 20
    - Worldwide: 20
    - Number to be trained: 22
  - Out-of-State Competition: NAICS Code Eligible
  - Special Employment Training (SET): ☐ Yes ☒ No
  - High Unemployment Area (HUA): ☐ Yes ☒ No
  - Turnover Rate: 12%
  - Repeat Contractor: ☐ Yes ☒ No
- Priority Industry: ☒ Yes ☐ No
- Owner ☒ Yes ☐ No

**FUNDING**

- Requested Amount: \$22,100
- In-Kind Contribution: \$18,774



**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	Mfg. Skills, Cont. Imp., Computer Skills, PL-Mfg. Skills	20	8 - 60	0	\$988	\$16.51
				Weighted Avg: 38			
2	Retrainee Priority Rate Job Creation Initiative	Mfg. Skills, Cont. Imp., Computer Skills, PL-Mfg. Skills	2	8 - 60	0	\$1,170	*\$13.76
				Weighted Avg: 45			

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

- Reimbursement Rate: Job #'s 1 & 2: \$26 SB Priority
- County(ies): Orange
- Occupations to be Trained: Production Staff, Purchasing & Admin. Staff, Supervisor/Manager, Owner
- Union Representation: ☐ Yes  
☒ No
- Health Benefits: Job #1: \$2.76 per hour Job #2: \$0.89 per hour

**SUBCONTRACTORS**

- Development Services: Assured Incentives Group (AIG) in San Clemente assisted with development for a flat fee of \$1,850.
- Administrative Services: AIG will also provide project administration services for an amount not to exceed 8% of earned funds.
- Training Vendors: To Be Determined

**OVERVIEW**

Founded in 1973 and located in San Clemente, A.C. Filger Mfg. Corp. dba Filger Manufacturing (Filger) is a high-precision, high-tolerance CNC machine and assembled components manufacturer ([www.filger.com](http://www.filger.com)). This small business specializes in creating parts for the aerospace, semi-conductor, and medical industries, for clients across North America.

In order to remain competitive and manage its projected growth, Filger must upgrade worker skills to reduce costs, maintain quality, and improve output. Further, Filger must manage costs while still producing AS9100 caliber quality products. The Company must have top-quality results with low defects, on-time delivery, and the ability to produce more high-tech products. To achieve these goals, Filger has determined that formal training is critical to expand worker capabilities on each facility machine. This will allow the Company to do more high-tech work.

Additionally, Filger is in the process of implementing a new Enterprise Resource Planning (ERP) system to help automate everything from purchasing to creating work orders and shipping labels. Trainees need to be able to navigate the new system and training is necessary.

### **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired workers under Small Business will be subject to a lower post-retention wage. Retrainee Job Creation trainees (Job Number 2) must be hired into “net new jobs” as a condition of contract.

In this proposal, Filger reports that its largest customer has requested the Company increase its capacity to accommodate new orders for 2016 (\$500k - \$700k in new business). The orders will be staged according to Company capacity. To accommodate these new orders and properly manage new growth, Filger estimates that it will need two to four additional Production Staff in 2016 (two are included in this proposal). The date-of-hire for Job Number 2 trainees will be within the three-month period before contract approval or within the term-of-contract.

### **Training Plan**

The proposed training plan was designed to help the Company lay a foundation for its projected growth. Training will also help Filger increase operation efficiency and weekly output.

**Manufacturing Skills** – Training will be provided to Production Staff. Trainees will upgrade skills and contributions across various control stations on the shop floor. This training will increase capabilities, throughput, cost savings and reduce cycle-time.

**Continuous Improvement** – Training will be provided to all occupations. Machine Operators (Production Staff) will receive ISO/Quality training for proper implementation, testing and inspection of products. Other workers will receive training to fully understand ISO principles and how to effectively track raw materials or parts through the manufacturing process and ensure accuracy of materials, sourcing or pricing.

**Computer Skills** – Training will be provided to Admin Staff, Supervisor/Managers and Owners. Trainees will learn how to navigate the Company's new ERP system. Some trainees will receive MS Office Application skills based on job functions.

### **Productive Laboratory**

The Panel adopted regulations to authorize reimbursement for training delivered in a Productive Laboratory (PL) setting. PL trainees may produce goods for profit as part of training, in the courses identified under the Curriculum.

To ensure trainees reach optimal skills levels to select materials, set-up machines, operate, troubleshoot, and manage the job, PL training on CNC Machines will provide the requisite hands-on training to meet quality and standards and customer requirements. PL-Manufacturing skills training will be delivered to Production Staff, both incumbent and newly-hired.

PL training will compliment Class/Lab training. Trainers will work directly with trainees in a 1:1 trainer-to-trainee ratio setting. The trainer's time will be dedicated to training delivery during all hours of training. Production Staff may receive up to 24 hours of PL training.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**Exhibit B: Menu Curriculum**

**Class/Lab Hours**

8 – 60

Trainees may receive any of the following:

**MANUFACTURING SKILLS**

- Metal Prep/Stripping
- Machine-Specific Set-Up & Change-Over
- Final Assembly Techniques
- Milling/CNC Screw Machining
- Saw & Drill Operations

**CONTINUOUS IMPROVEMENT**

- Quality Management Procedures/ISO
- Internal Auditor Lean Skills
- Production Operations/Workflow
- Process Control/Improvement
- Team Dynamics
- Communication & Customer Service Skills

**COMPUTER SKILLS**

- ERP Usage & Best Practices
- MS Office Application Skills

**Productive Lab**

0 – 24

**MANUFACTURING SKILLS** (Ratio 1:1)

- Standard Milling Techniques
- CNC Screw Machine Operations
- Conventional Lathes Manufacturing
- Precision Grinding

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery. PL is capped at 24 hours per-trainee.
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## DELEGATION ORDER



### RETRAINEE - JOB CREATION

Training Proposal for:

**Dogearred**

**Agreement Number: ET16-0379**

**Approval Date:** February 25, 2016

**ETP Regional Office:** North Hollywood

**Analyst:** J. Romero

#### PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Manufacturing  Priority Industry: <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: 108	U.S.: 108	Worldwide: 108
<u>Turnover Rate:</u>	13%		
<u>Managers/Supervisors:</u> (% of total trainees)	15%		

#### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$89,880		\$0	\$0		\$89,880

In-Kind Contribution:	100% of Total ETP Funding Required	\$107,356
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills	104	8 -200	0	\$720	\$16.48
				Weighted Avg: 40			
2	Job Creation Initiative	Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills	15	8-200	0	\$1,000	\$13.73
				Weighted Avg: 50			

**Minimum Wage by County:** \$16.48 per hour for Job Number 1 (Standard Rate) and \$13.73 for Job Number 2 (Job Creation Rate) 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 to \$2.18 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>JOB NUMBER 1:</b>		
Sales/Marketing Staff		10
Production		60
Administrative Staff		6
Creative/Design Staff		12
Supervisor/Manager		16
<b>JOB NUMBER 2:</b>		
Sales/Marketing Staff		4
Production		5
Administrative Staff		1
Creative/Design Staff		4
Supervisor/Manager		1
<b>TOTAL:</b>		<b>119</b>

## **INTRODUCTION**

Dogeared, ([www.Dogeared.com](http://www.Dogeared.com)), (Dogeared) is a corporation founded in 1991, that manufactures custom jewelry created to reflect on customer's personal milestones and experiences. Dogeared's custom jewelry is simple, versatile and handcrafted to order in its Southern California Studio. Dogeared's products are distributed to 1,300 stores nationwide which include Nordstrom, Bloomingdales, Manor, and Lord and Taylor. Their products are also distributed to smaller boutique stores.

Dogeared is eligible for standard retraining under the Out-of-State Competition Provisions, for industrially-classified manufacturers retraining current employees.

This is Dogeared's first ETP Agreement. The Company plans to train new employees to fill positions at their newly opened store in Los Angeles, and train incumbent employees at their Culver City location. The Company's goal is to upgrade employees' skills to help them to be more effective and efficient in performing their job duties and to prepare them for the projected growth of the Company. Training in this proposal will be held at both locations.

## **PROJECT DETAILS**

The proposed training is designed to provide task-oriented skills based on the results of a company-wide needs assessment. The assessment identified a need to redefine and standardize the Company's outdated operating procedures. As such, Dogeared plans to upgrade work processes and employee skills in each department. The overall goal is to further expand their market. Training will be provided to the following occupations: Sales/Marketing Staff, Production, Administrative Staff, Creative/Design Staff and Supervisors/Managers.

### **Commitment to Training**

ETP funds will not displace the existing financial commitment to training. The Company has an annual training budget of \$55,000 for job specific training such as general orientation, computer-based training and on-the-job training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### **➤ Training Infrastructure**

Dogeared is ready to start training upon approval of this proposal. Training will be delivered by a combination of in-house staff and outside vendors.

### **Retrainee - Job Creation**

In support of job creation, the Panel offers incentives to companies that commit to hiring new employees. Under the Retrainee-Job Creation program, training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

In this proposal, Dogeared has committed to hiring 15 new employees (Job Number 2). The date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Dogeared will recruit, hire, and train these new employees in multiple occupations within the next two years. They will fill positions at their newly opened Los Angeles store and additional marketing and sales positions generated by their recently launched website and their projected

20% growth plan over the next two years. The ETP-funded training will help these new employees transition easily into their job using newly acquired skills.

## **Training Plan**

Dogeared is requesting the Panel's assistance to provide classroom/laboratory training hours to its employees in the following areas:

**Business Skills (50%):** This training will be offered to all occupations to improve efficiency and productivity and to develop excellent customer service and business practices which are essential in operating a business within their industry.

**Computer Skills (15%):** This training will be offered to all occupations. Computer literacy is an important factor in the Dogeared workplace. Trainees will gain skills in utilizing computer, software and programs used by the Company in marketing and tracking their products.

**Manufacturing Skills (15%):** This training will be offered to all occupations. Training will include the proper operation, usage, and maintenance of specialized machinery used in the production process. Trainees will gain a broader knowledge and understanding of the total manufacturing process and will develop skills in meeting quality standards and productivity goals and schedules.

**Continuous Improvement (20%):** This training will be offered to all occupations. This training will provide skills that will help trainees achieve the Company's long-term strategy and goals to improve customer value, satisfaction, product quality, speed of product to market, flexibility and cost reduction.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **DEVELOPMENT SERVICES**

Dogeared retained Training Funding Source in Seal Beach to assist with development of this proposal for a flat fee of \$4,900.

## **ADMINISTRATIVE SERVICES**

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

## **TRAINING VENDORS**

To Be Determined



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

8 - 200      Trainees may receive any of the following:

**BUSINESS SKILLS**









- + Team Building/Motivation
- + Performance Improvement
- + Budget Forecasting
- + Business Writing
- + Communication
- + Conflict Resolution
- + Cost Analysis
- + Customer Relations
- + Goal Setting
- + Handling Difficult Situations
- + Interpersonal Communication-Barriers, Active Listening
- + Leadership/Decision Making/Motivation and Morale/Coaching/Delegating Authority
- + Marketing & Business Development
- + Purchasing Procedures
- + Planning & Process Improvement
- + Retailer Website Benefits and Functions
- + Sales & Business Development
- + Time Management
- + Managing Skills for New Managers
- + Retail Management (opening of stores)

**COMPUTER SKILLS**











- + Adobe Photoshop/Illustrator/InDesign/CS Updates
- + Basecamp - Project Management Software used Companywide to Link All Departments
- + Constant Contact Software for Sales
- + Demandware
- + MS Office 365 (Word, Project, Excel, etc.)
- + ERP/MRP/Quickbooks
- + Search Engine Optimization
- + Website Backend
- + Computer Security
- + Demandware - Ecommerce Platform
- + Olapic - Social Media Marketing
- + Hootsuite - Social Media Management
- + Listrak - E-mail System
- + Google Analytics - Digital
- + AdWords - Google Advertising
- + Basecamp - Project Management
- + AdRoll - Remarketing

**CONTINUOUS IMPROVEMENT**

- + Inventory Control
- + Lean Manufacturing
- + Process Improvement

-  Productivity Improvement
-  Quality Improvement
-  Customer Service
-  Sales Support
-  Design programs
-  Payroll/ADP
-  Survey Software used to Evaluate Product Performance
-  File Maintenance

### **MANUFACTURING SKILLS**

-  Equipment Operations
-  Good Manufacturing Processes
-  Inspection Techniques
-  Jewelry Materials
-  Machine Operation and Maintenance
-  Measuring and Increasing Quality & Productivity
-  Product Specifications for Specific Operation
-  Reporting Production Results
-  Standard Procedures
-  Tool Maintenance & Usage

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.
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# DELEGATION ORDER



## Training Proposal for: Georgia-Pacific Corrugated LLC Agreement Number: ET16-0392

**Approval Date:** March 1, 2016

**ETP Regional Office:** Sacramento

**Analyst:** K. Smiley

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Manufacturing  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Madera	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: 625	U.S.: 5,500	Worldwide: 35,000
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	11%		

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$59,616		\$0	\$0		\$59,616

In-Kind Contribution:	100% of Total ETP Funding Required	\$75,000
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Impr, Mfg Skills, PL-Mfg Skills, OSHA 10/30	144	8-200	0	\$414	\$15.60
				Weighted Avg: 23			

**Minimum Wage by County:** All trainees must earn at least \$15.60 for Madera 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 \$2.60 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		99
Maintenance Staff		10
Quality Control Staff		2
Administrative Staff		17
Manager		5
Supervisor		11

**INTRODUCTION**

Georgia-Pacific Corrugated LLC (Georgia Pacific) (<https://www.gp.com/>), located in Madera and headquartered in Atlanta, Georgia, is a manufacturer of bulk paper container boxes and packaging for a variety of industries, with worldwide distribution. Georgia Pacific is a wholly owned subsidiary of Koch Industries, Inc. (headquartered in Wichita, Kansas). Georgia Pacific has multiple locations in California; however, only the Madera facility will participate in the proposed training.

**PROJECT DETAILS**

Under the previous Agreement, Georgia Pacific sought to reduce waste, shorten lead times and increase production capabilities. Training centered on two pieces of equipment: a new Martin Flexo Folder Gluer machine and a refurbished Corrugator machine.

This proposal builds upon training offered under the previous Agreement, but also includes training on the operation of newly purchased machinery. This is a Unitizer Machine and a Conveyor System, which will be installed in March. Training will ensure that incumbent staff can efficiently operate and calibrate the new equipment.

Additionally, Georgia Pacific plans to cross-train 60% of Production Staff, in more than one machine. This will allow the Company to have a flexible workforce as well as increase promotional opportunities for employees.

## Training Plan

**Business Skills (5%):** Training will be provided to Administrative Staff to improve sales techniques and increase customer satisfaction. Courses will include Advanced Sales, Strategic Planning and Account Development.

**Computer Skills (15%):** Training will be provided to all occupations to maximize employee knowledge of software and networking systems. Courses will include Kiwi Software Training, Factory Floor Feedback (FFF) Software Training and CoPar Production Machinery Operating Software Training.

**Manufacturing Skills (40%):** Training will be provided to Production, Maintenance, and Quality Control Staff on production equipment operation and preventative maintenance. Courses will include production equipment operation and maintenance, Unitizer Training and Conveyor System training.

**Continuous Improvement (25%):** Training will be provided to all occupations according to job duties to increase productivity and skill sets of incumbent staff. Courses will include team building, cross training and leadership skills.

**OSHA 10/30 (5%):** Training will be provided to Production Staff, Managers, Supervisors, Quality Control Staff and Maintenance Staff to ensure a safe work environment. 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 (10%)

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

Georgia Pacific is requesting PL in Manufacturing Skills for 24 trainees. Production, Maintenance, and Quality Control Staff will receive PL on the new machines. Trainees will require in-depth training to become proficient. PL will supplement the class/lab component of this training. Trainees will receive up to 10 hours of PL. The trainer-to-trainee ratio will not exceed 1:3 because trainees work in teams of 3 when operating machines. Trainees will rotate to different points of the machines.

## Commitment to Training

Georgia Pacific has an annual training budget of \$60,000 for new hire orientation, and safety training. Georgia Pacific also provides job specific training and hazardous materials 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.

**High Unemployment Area**

All trainees in Job Number 1 work in a High Unemployment Area with unemployment exceeding the state average by at least 25%. However, Georgia Pacific is not asking for a wage modification.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0173	Madera	10/01/2013– 09/30/2015	\$96,768	\$59,331 (61%)

\*During the term of this Agreement, Georgia Pacific lost their Director of Operations, Quality Control Manager and Safety Manager. These persons were responsible for delivering and administering ETP-funded training. Training was delayed until new management could adjust and learn their roles.

Turnover in management has stabilized. Today, the Company is committed to delivering training, with a plan approved by upper management. The current proposal has been right-sized to reflect earnings under the previous Agreement.

**DEVELOPMENT SERVICES**

Strategic Business Solutions of Visalia assisted Georgia Pacific with development of this proposal for a flat fee of \$4,173.

**ADMINISTRATIVE SERVICES**

Georgia Pacific also retained Strategic Business Solutions to perform administrative services in connection with this proposal 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:

**MANUFACTURING SKILLS**

- Production Equipment Operation and Maintenance
- Unitizer Training
- Conveyor System Training
- Material Handling Equipment Training
- Confined Space Training
- Height Safety Training

**BUSINESS SKILLS**

- Advanced Sales
- Account Development
- Strategic Planning

**COMPUTER SKILLS**

- Kiwi/PCS (Planning/Scheduling) Software
- Factory Floor Feedback (FFF) Software
- MP2 (Maintenance) Software
- IQS Infinity Quality Systems Software
- CoPar Production Machinery Operating Software Training

**CONTINUOUS IMPROVEMENT**

- Team Building
- Leadership Skills
- Lean Manufacturing
- Cross Training

**OSHA 10/30 (OSHA Certified Instructor)**

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

**PL Hours**

0-10

**MANUFACTURING SKILLS**

- Production Equipment Operation and Maintenance
- Unitizer Training
- Conveyor System Training

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

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

## DELEGATION ORDER



### Training Proposal for:

**Guckenheimer Enterprises, Inc.**

**Agreement Number: ET16-0371**

**Approval Date:** February 26, 2016

**ETP Regional Office:** San Francisco Bay Area

**Analyst:** C. Hoover

### PROJECT PROFILE

Contract Attributes:	Retrainee	Industry Sector(s):	Services
			Priority Industry: <input type="checkbox"/> Yes <input checked="" 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: 1,522	U.S.: 3,247	Worldwide: 3,247
<u>Turnover Rate:</u>	20%		
<u>Managers/Supervisors:</u> (% of total trainees)	19%		

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$7,920		\$0	\$0		\$7,920

In-Kind Contribution:	100% of Total ETP Funding Required	\$10,628
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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	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Management Skills	66	8-200	0-8	\$120	\$15.60
				Weighted Avg: 8			

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Cook		24
Grill Cook		12
Supervisor		2
Sous Chef		11
Catering Manager/ Director of Special Events & Cater		1
Chef		6
Chef Manager/Food Service Manager		10

**INTRODUCTION**

Guckenheimer Enterprises, Inc. (Guckenheimer) [www.guckenheimer.com](http://www.guckenheimer.com), headquartered in Redwood Shores, is a contract foodservice company specializing in onsite foodservices (cafeterias, coffee bars, and catering services). Examples of California clients include Google, Wells Fargo Bank Headquarters, Blizzard, POM, Safeway, Stanford, the California Farm Bureau, and Blue Shield of California. Guckenheimer is eligible for standard retraining under the Out-of-State Competition Provisions for the assembly and distribution of food products for their customers located inside and outside of California.

Guckenheimer traces its roots back to 1963 when husband and wife, Stewart and Jeanie Ritchie, began selling artisan sandwiches from a cart at Stanford Medical School. The freshness and high quality of the ingredients, as well as the Ritchie's' accommodation of customers' requests, made the little cart a popular lunch destination. The Ritchies were soon able to add carts in additional locations. They also began providing lunch cart service to local businesses, including Hewlett-Packard. The Ritchies founded Guckenheimer in 1969, with an emphasis on fresh, delicious, and healthy food.

Today, Guckenheimer has more than 2,200 employees and more than 300 locations in 30 states. In FY 2012, the Company opened 25 new locations and in 2013 it opened 46 additional locations. Many of its clients are listed on Fortune's "Top 100 Companies to Work For." Guckenheimer is an environmentally conscious company that seeks out sustainable, organic, and local products and maintains a commitment to carbon reduction, energy conservation, recycling and the use of biodegradable packaging and serviceware.

Corporate headquarters is in Redwood Shores, with regional offices in; Los Angeles, Dallas, Portland, Seattle, Chicago, and Boston. The Company employs 1,522 Californians at over 100 customer locations throughout the state; however, primary locations are in the San Francisco Bay Area, Los Angeles, Orange, and San Diego counties. Training may occur at any of the locations.

Current annual sales are in excess of \$250 Million. Over 50% of the Company is employee-owned through an Employee Stock Ownership Program. All employees are given shares of stock after meeting vesting requirements.

This will be the second Agreement between Guckenheimer and ETP. During the first Agreement, the Company lacked performance due to an unexpected change in business needs. Consequently, much of the training was not tracked in accordance with ETP standards. However, the Company is revamping its training department with a new Training Director and three full-time trainers.

The curriculum will be similar to the previous project, but training will not be duplicated. Guckenheimer will train its employees in Continuous Improvement, Business Skills, Commercial Skills and Computer Skills. Management Skills training will be delivered to its Supervisors/Chef and Food Service Managers, which will build upon the previous ETP-funded project. The Company will be broadening its current training offerings to include a formal mentoring program and training delivered via Google Hangouts (E-Learning) for classroom training. This training represents a commitment from upper management.

## **PROJECT DETAILS**

Five new Sales Directors have been hired within the last nine months. Sales have been far above expectations, which will require more employees in the coming year. In fact, each time the Company secures a new contract, it opens up new positions at higher levels both in new and existing locations. ETP funded training will help provide the knowledge needed for employees to excel in their new positions.

### **Training Plan**

The trainings will be delivered in Class/Lab, E-Learning and Computer-Based Training (CBT).

**Business Skills (9%):** Training will be offered to all occupations. The training will include Communication Skills, Customer Relations, Accounting, and Purchasing.

**Commercial Skills** (28%): Training will be offered to all occupations. Courses will include Food Production Skills, Food Service Equipment Use, cross training in Production/Equipment Skills, and Menu Planning and Execution.

**Management Skills** (19%): Training will be offered to Supervisors and Managers only. Courses in Feedback, Creating a Good Working Environment, Coaching, Time Management, and Decision Making will be delivered.

**Computer Skills** (4%): Training will be offered to all occupations. Computer courses in Accounting and Software Skills (UAS, Menu Plus, ESHA, ApplicantOne, and UltiPro) will be delivered.

**Continuous Improvement** (40%): Training will be offered to all occupations. Courses will include Return on Wellness (Nutrition for Food Service Production), Food Cost Control, HACCP Food Safety, and ServSafe Certification.

### **Commitment to Training**

Guckenheimer reports spending \$20,000 annually on company-wide training. The majority of the Company's training is completed at the worksite by the manager and regional support staff. Managers, Chef Managers and Unit Staff are occupations receiving the training topics listed below:

- Orientation
- Culinary Skills Training
- Workplace Respect
- Nutrition
- Safety
- Food Safety
- ServSafe Certification for Salaried Employees
- Supervisory Skills for Managers

The majority of the Company's job-specific training is mandatory. Employees are encouraged to take additional elective training classes that will help them advance to the next level of their career path. The training methods used to deliver the training are class/lab, OJT, computer-based training (CBT), and webinar (E-Learning). The training is job-specific and company-wide.

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.

### **Record Keeping**

Guckenheimer will be using an Elan Learning Management System (LMS) in order to record and produce ETP training records for this project. The LMS is utilized by the regional trainers and by the Company's Senior Director of Training. The LMS is an established record-keeping system and it is currently in use. The contractor has completed the Electronic Training Questionnaire providing detailed information about the LMS. The LMS has been reviewed and approved by ETP staff.

#### ➤ Training Infrastructure

Guckenheimer will have one point of contact for administering the ETP project in California. As noted earlier, the Company has three full-time trainers who will be responsible for submitting records to this point-of-contact person for ETP tracking purposes. Guckenheimer will also be supplementing the Company's training efforts by using subject-matter experts to design and

deliver its training. Its Elan LMS will be used to schedule and enroll instructor-led classes, E-Learning content, webinars, and Google Hangouts.

**Impact/Outcome**

The training goals and objectives for all the courses are to provide its employees with the skills and knowledge in their current position and to move forward to attain their career goals within the Company. Through the delivery of Continuous Improvement training, some of the employees will receive a ServSafe certification.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**PRIOR PROJECTS**

The following table summarizes performance by Guckenheimer under the prior ETP Agreement.

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0145	Statewide	10/1/13 – 9/30/15	\$204,000	\$8,409 (4%)

Guckenheimer had limited success in meeting their previous training goals due to the lack of administrative support staff. In addition, during the first ETP contract the Company faced a restructuring of its sales team and upper management which subsequently resulted in inadequate support for training. Staff was focused on new expansion opportunities, and training came to a halt. Training that had already been delivered was not tracked properly.

Guckenheimer has since revamped the training department with a new director and three full-time trainers. This will allow the Company to deliver training in a timelier and cost saving manner. It also adopted a Learning Management System to track hours of training delivered.

The request for funding under this proposal has been “right sized” to reflect the amount previously earned (ET14-0145).

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

N/A

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

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- + Communication Skills
- + Customer Relations
- + Accounting
- + Purchasing
- + Confidentiality

**COMMERCIAL SKILLS**

- + Food Production Skills
- + Food Service Equipment Use
- + Cross-Training in Production/Equipment Skills
- + Menu Planning and Execution

**COMPUTER SKILLS**

- + Accounting Software
- + Software Skills (UAS, Menu Plus, ESHA, ApplicantOne, UltiPro)

**CONTINUOUS IMPROVEMENT**

- + Return on Wellness (Nutrition for Food Service Production)
- + Food Cost Control
- + HACCP (Hazard Analysis Critical Control Point) Food Safety
- + ServSafe Certification

**MANAGEMENT SKILLS (Supervisors/Managers Only)**

- + Feedback
- + Creating a Good Working Environment
- + Coaching
- + Time Management
- + Decision Making

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

**E-Learning Hours**

8-200

**BUSINESS SKILLS**

- + Communication Skills
- + Customer Relations
- + Accounting
- + Purchasing
- + Confidentiality

**COMMERCIAL SKILLS**

- + Food Production Skills
- + Food Service Equipment Use
- + Cross-Training in Production/Equipment Skills
- + Menu Planning and Execution

**COMPUTER SKILLS**

- + Accounting Software
- + Software Skills (UAS, Menu Plus, ESHA, ApplicantOne, UltiPro)

**CONTINUOUS IMPROVEMENT**

- + Return on Wellness (Nutrition for Food Service Production)
- + Food Cost Control
- + HACCP (Hazard Analysis Critical Control Point) Food Safety
- + ServSafe Certification

**MANAGEMENT SKILLS (Supervisors/Managers Only)**

- + Feedback
- + Creating a Good Working Environment
- + Coaching
- + Time Management
- + Decision Making

**CBT Hours**

0-8

**BUSINESS SKILLS**

- + Negotiating (1.68 hours)
- + Working with the Regional OpEx Manager (.75 hours)
- + WOR (Weekly Operating Report) Training (1 hour)
- + Effective Interviewing (.75 hours)
- + Controlling Health Bar & Beverage Costs (.67 hours)
- + Everyone Works in Sales (.42 hours)
- + Food Service: Greener Food Service Practices (.25 hours)
- + Goal Setting for Leaders (.50 hours)
- + Guckenheimer Supply Chain & Purchasing (.75 hours)
- + Margin Improvement (.50 hours)
- + On-Line Analytical Processing (.23 hours)
- + Return on Wellness Deep Dive (.72 hours)
- + Reviewing Your Profit & Loss (.42 hours)
- + Your Role As A Sales Person (.75 hours)
- + Coaching Skills (.45 hours)
- + Conflict Management (.33 hours)
- + DISC (Dominate Imaginative Sympathetic Control) Communication Skills (1.52 hours)
- + Employee Engagement (.53 hours)
- + Leadership and Management Essentials (3.18 hours)
- + Mentoring (1.13 hours)
- + Nonverbal Communications (.40 hours)
- + Character in Action: The United States Coast Guard on Leadership (.33 hours)
- + Coaching and Feedback Essentials (.50 hours)
- + Improved Leadership Through Delegation (.42 hours)
- + Leadership 101 (.50 hours)
- + The Courage to Coach (.50 hours)

**COMPUTER SKILLS**

- + ApplicantOne Training (1 hour)
- + HRIS (Human Resources Information System) Training (.35 hours)
- + HRIS (Human Resources Information System) Training: Performance Reviews (.50 hours)
- + Chip Card - Cashier Training (.30 hours)
- + Google Drive Tutorial 2015 (.38 hours)
- + Smartsheets Basic Training (.85 hours)
- + Microsoft Excel 2010 - Intermediate (2.52 hours)
- + Microsoft Excel 2010 - Pivot Tables (1 hour)
- + Microsoft Excel 2010 - Statistical Analysis (1.10 hours)
- + Microsoft Excel 2010 - Advanced Training (2.22 hours)
- + Microsoft Excel 2010 - Charting Training (1.02 hours)
- + Microsoft PowerPoint 2010 - Advanced (1.92 hours)
- + Microsoft Word 2010 - Mail Merge Training (.55 hours)
- + Microsoft Word 2010 - Newsletter Training (.57 hours)
- + Microsoft Word 2010 - Intermediate (2.17 hours)
- + Microsoft Word 2010 - Citation & Bibliography (.30 hours)
- + Microsoft Word 2010 - Advanced Training (2.32 hours)

**CONTINUOUS IMPROVEMENT**

- + Communication Skills: Respect (.52 hours)
- + Communication Skills: Social Networking (.53 hours)
- + Bad Apples: How to Deal with Difficult Attitudes (.50 hours)
- + Glad I Could Help: Real Customer Service Situations for Discussion (.50 hours)
- + Johnny the Bagger: A True Story of Customer Service (.58 hours)
- + Peer Today, Boss Tomorrow: Advantage eLearning Course (.75 hours)
- + Training Bytes: Achieving Communication Excellence (.42 hours)
- + Training Bytes: Managing Your Own Productivity (.50 hours)
- + Whale Done: The Power of Positive Relationships (.50 hours)

**MANAGEMENT SKILLS (Supervisors/Managers Only)**

- + Feedback, Coaching, & Corrective Action (.83 hours)
- + Keeping The Good Ones (.50 hours)
- + Managing Generations: M.E.E.T. for Respect in the Workplace (.50 hours)
- + The Extraordinary Leader: Going from Good to Great (.50 hours)

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

## DELEGATION ORDER



### Panel Amendment #2 Proposal for: Healthcare Partners, LLC Agreement Number: ET15-0237

**Amendment Effective Date:** December 15, 2015

**ETP Regional Office:** North Hollywood

**Analyst:** M. Paccerelli

#### CURRENT PROJECT PROFILE

Contract Type:	Priority/Retrainee SET Medical Skills Training Job Creation	Industry Sector(s):	Healthcare
Counties Served:	Los Angeles, Orange	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Current Contract Term:	August 4, 2014 to August 3, 2016	Substantial Contribution:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

#### CURRENT FUNDING

Current Funding
\$73,128

#### AMENDMENT FUNDING

Requested Funding	Total Funding
+\$26,260	\$99,388



**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		
3	Priority Retrainee SET Job Creation Medical Skills	Business Skills, Computer Skills, Cont. Imp., MS Didactic & Clinical Preceptor	101	8-200	0	\$860	\$13.32*
				Weighted Avg: 43			

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

**Minimum Wage by County:** Job Number 3 (SET/Job Creation) \$13.37 per hour for Los Angeles County and \$13.32 per hour for Orange County

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

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

Up to \$3.73 per hour may be used to meet the Post-Retention Wage in Job Number 3

Wage Range by Occupation	
Occupation Title	Wage Range
Claims Staff	
Information Technology Staff	
Operations Support Staff	
Registered Nurse	
Licensed Vocational Nurse	
Allied Medical Staff	
Frontline Manager	

**INTRODUCTION**

HealthCare Partners, LLC (HCP) and its affiliate, HealthCare Partners Medical Group, Inc. (HCPMG), manage and operate medical groups and physician networks under an Independent Physician Association (IPA) model throughout California, Nevada, Florida, Arizona and New Mexico.

This project was targeted to train 130 workers in Medical Skills Didactic and Preceptor, Business, Computer and Continuous Improvement Skills. The Agreement was approved through the Delegation Order process in July 2014. Training commenced August 11, 2014.

**AMENDMENT DETAILS**

As a first-time ETP Contractor, HCP submitted a conservative training plan with weighted average of 30 hours per trainee in Job Number 3 (Job Creation) to ensure they were able to successfully manage and implement the project.

HCP experienced an increase in business requiring the Company to hire more than the planned 25 new employees. As a result, HCP is requesting additional funding to increase the weighted average from 30 to 43 hours per trainee to fully train the new-hired employees. This will be a continuation of training in the current curriculum for the same newly-hired trainee population.

This Amendment will increase the Average Cost per Trainee by \$260 from \$600 to \$860 and the Agreement amount by \$26,260 from \$73,128 to \$99,388. There will be no change to the curriculum or trainee wages.

**RECOMMENDATION**

Staff recommends approval of this Amendment.

**SUMMARY OF PRIOR MODS/AMDS**

- Revision 1: Redistributed funds/trainees from Job Numbers 1 & 2 to Job Number 3.

**CURRENT CONTRACT PERFORMANCE**

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

Agreement No.	Approved Amount	Term	No. Trainees (Average)	No. Completed Training	No. Retained
ET15-0237	\$73,128	8/04/14 – 8/03/16	130	0	0

To date, the ETP Online System shows 3,712 hours for a potential earning of \$65,982 (90% of the Agreement amount).



**Panel Amendment #1 Proposal for:**  
**Peterson Brothers Construction, Inc. dba**  
**PBC Companies, Inc.**  
**Agreement Number: ET15-0238**

**Amendment Effective Date:** December 11, 2015

**ETP Regional Office:** North Hollywood

**Analyst:** M. Paccerelli

**CURRENT PROJECT PROFILE**

<p>Contract Type:      Priority/Retrainee                                   SET Frontline - Retrainee                                   Job Creation</p> <p>Counties Served:      Orange</p> <p>Union(s):      <input type="checkbox"/> Yes   <input checked="" type="checkbox"/> No</p> <p>Current Contract Term: July 28, 2014 to             July 27, 2016</p>	<p>Industry Sector(s):      Construction</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> <p>Substantial Contribution:      <input type="checkbox"/> Yes             <input checked="" type="checkbox"/> No</p>
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**CURRENT FUNDING**

Current Funding
\$82,400

**AMENDMENT FUNDING**

Requested Funding	Total Funding
+\$17,600	\$100,000

**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/Retrainee SET	Comm'l. Skills, Business Skills, Computer Skills, Continuous Imp., OSHA 10, Hazardous Mat., PL-Comm'l Skills	70	8-200	0-24	\$720	\$20.32
				Weighted Avg: 40			
2	Priority/Retrainee SET Job Creation	Comm'l. Skills, Business Skills, Computer Skills, Continuous Imp., OSHA 10, Hazardous Mat., PL-Comm'l Skills	40	8-200	0-24	\$1,240	\$13.32
				Weighted Avg: 62			

**Minimum Wage by County:** \$20.32 per hour for SET Frontline statewide, \$13.32 per hour for Orange County

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

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

\$3.02 per hour may be used to meet the Post-Retention Wage in Job Number 1 and \$0.36 per hour may be used to meet the Post-Retention Wage in Job Number 2.

Job 1 Wage Range by Occupation	
Occupation Title	Wage Range
Job Number 1	
Field Installers	
Administrative Staff	
Job Number 2	
Field Installers	
Administrative Staff	

**INTRODUCTION**

Founded in 1983, Peterson Brothers Construction, Inc. dba PBC Companies, Inc. (PBC) is a concrete, masonry, paving, and architectural stonework subcontractor for commercial and residential builder/developers. Clients include Snyder Langstrom, Standard Pacific, Whiting Turner, John Laing, R.D. Olsen, William Lyons and other residential and commercial contractors.

PBC is facing growing pressure in the areas of productivity, quality, and costs. In response to these industry challenges, the company has made a commitment to improve employee skills by focusing on the integration and streamlining of PBC's contract process, which is very complicated with more than 21 essential steps. The new process will reduce processing delays and increase customer satisfaction.

In addition, the company hired new employees to help expand existing business capacity and keep pace with rising customer demand. The current project is targeted to hire and train new employees in Job Number 2 (Job Creation).

### **AMENDMENT DETAILS**

PBC is requesting to increase its ETP funding amount by increasing the weighted average hours from 40 to 62 in Job Number 2. The Company has already delivered enough training hours to exhaust all of its current ETP training funds. However, Job Creation trainees will need more hours for more in-depth learning on current topics on the existing curriculum.

This Amendment will increase the Average Cost per Trainee by \$440 from \$800 to \$1,240 in Job Number 2. There will be no change to the curriculum or trainee wages. The Amendment will be made effective retroactive to the date of the request.

### **RECOMMENDATION**

Staff recommends approval of this Amendment.

### **CURRENT CONTRACT PERFORMANCE**

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

Agreement No.	Approved Amount	Term	No. Trainees (Average)	No. Completed Training	No. Retained
ET15-0238	\$82,400	07/28/2014– 07/27/2016	110	0	0

Based on ETP Systems, PBC has provided 4,934 hours for potential earnings of \$82,400 (100% of the Agreement amount).

DELEGATION ORDER



**Training Proposal for:  
Piner's Nursing Home, Inc.**

**Small Business**

**ET16-0383**

**Approval Date:** February 26, 2016

**ETP Regional Office:** Sacramento

**Analyst:** W. Sabah

**CONTRACTOR**

- Type of Industry: Healthcare
  - Number of Full-Time Employees
    - California: 65
    - Worldwide: 65
    - Number to be trained: 13
  - Out-of-State Competition: No OSC
  - Special Employment Training (SET): ☒ Yes ☐ No
  - High Unemployment Area (HUA): ☐ Yes ☒ No
  - Turnover Rate: 5%
  - Repeat Contractor: ☐ Yes ☒ No
- Priority Industry: ☒ Yes ☐ No
- Owner ☐ Yes ☒ No

**FUNDING**

- Requested Amount: \$10,140
- In-Kind Contribution: \$25,000

**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 Medical Skills Training SB <100 SET	MS Didactic, MS Clinical with Preceptor, Computer Skills, Continuous Improvement	13	8-60	0	\$780	\$21.28
				Weighted Avg: 30			

- Reimbursement Rate: Job #1: \$26 SB Priority
- County(ies): Napa
- Occupations to be Trained: Licensed Vocational Nurse, Registered Nurse, Medical Records Staff, Director of Nursing
- Union Representation: ☐ Yes  
☒ No
- Health Benefits: Job #1: \$1.28 per hour

**SUBCONTRACTORS**

- Development Services: National Training Systems, Inc. in Ladera Ranch assisted with development of this project for a flat fee of \$800.
- Administrative Services: National Training Systems, Inc. will also provide administrative services for a fee not to exceed 13% of payment earned
- Training Vendors: To Be Determined

**OVERVIEW**

Founded in 1946, Piner's Nursing Home, Inc. (Piner's Nursing) ([www.Pinersnursinghome.com](http://www.Pinersnursinghome.com)) is a 24-hour licensed care facility, with complete rehabilitation services including physical, occupational, and speech therapy. The Company seeks to improve the quality of life for long-term care patients and offer them specialized restorative services. Their rehabilitation teams create individualized therapy programs for each patient to achieve maximum outcomes of independence, movement and ability by the time the patient is discharged. Piner's Nursing provides services such as medication management, dental care; hospice; occupational, physical and speech therapy; behavioral health support; diabetes/arthritis/asthma management care; traumatic brain injury care; wound treatment and more.

Piner's Nursing is eligible for ETP funding under Special Employment Training (SET) provisions for frontline workers. Piner's Nursing qualifies for ETP's priority industry reimbursement as a healthcare provider.

## **Need for Training**

Piner's Nursing is experiencing a rapid change in business environment as new reimbursement models, an aging population and changes mandated under the Affordable Care Act have placed tremendous pressure and requirements on skilled nursing facilities. The Company must deliver better outcomes, lower costs and provide more appropriate access to care by changing the way they screen, admit, care for, bill and discharge patients. To remain competitive in the healthcare industry, employees must be trained in cost-effective programs and nursing skills to improve customer satisfaction and to identify solutions to issues that are currently arising.

The proposed training will allow Piner's Nursing to improve quality processes, increase services, meet new demands for high quality care, and implement technological enhancements. In addition, enhancing employee skills will enable the Company to remain competitive and expand into new markets.

## **Medical Skills Training**

For this project, approximately five Registered Nurses and six Licensed Vocational Nurses will participate in clinical skills training, including both didactic and clinical preceptor training.

**Computer Skills:** Training will be offered to all trainees in the use of various medical software solutions. Training will focus on documenting patient information, managing health records, and measuring consumer needs. Intermediate and Advanced Microsoft Office training will be delivered to select trainees. Training will include Electronic Medical Records Application Skills, Microsoft Office Suite (Intermediate/Advanced), Patient Services Billing Software, and Electronic Tablet.

**Continuous Improvement:** Training will be offered to all occupations to enhance customer service, improve patient experience, and increase teambuilding initiatives. Training will include Administration, Medical Records, Customer Service, Communication Skills, Problem Analysis and Problem Solving, Clinical Services System Management, and Interdepartmental Collaboration.

## **RECOMMENDATION**

Staff recommends approval of this proposal.



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

8-60

Trainees may receive any of the following:

**MST DIDACTIC**

- Restorative Nursing Program
- Infection Control
- Change of Condition Management
- Interdisciplinary Team Process
- Pain Management (Acute and Chronic)
- Intravenous Therapy
- Enteral Management
- Respiratory Care
- Wound Management
- Diabetic Management
- Urinary Management
- Resident and Family Education
- Medication Administration Management Restraint and Restraint Reduction
- Behavior Management
- Psychotropic Medication Management
- Patient Assessment & Care
- Physical, Occupational, Speech Therapy
- End of Life Care
- Patient Fall Prevention
- Dementia/Alzheimer's
- Neurovascular System
- Residents with Special Needs
- Gastrointestinal System
- Laboratory
- Cardiac Conditions
- Neurological Conditions
- Resident Emergency Response
- Skeletal/Orthopedic Conditions
- Incontinence Management
- Pro Act Training - Professional Assault Crisis Training (Pro Act)

**MST PRECEPTOR**

- **Inpatient 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
- Assessing Patients Receiving Tube Feedings
- 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
- Residents with Special Needs
- Gastrointestinal Conditions
- Cardiac Conditions
- Skeletal/Orthopedic Conditions
- Incontinence Management

**COMPUTER SKILLS**

- Electronic Medical Records Application Skills
- Office/Excel/Word/PowerPoint (Intermediate and Advanced)
- Patient Services Billing Software
- Electronic Tablet

**CONTINUOUS IMPROVEMENT**

- Administration
- Medical Records
- Customer Service
- Communication Skills
- Problem Analysis and Problem Solving
- Clinical Services System Management
- Interdepartmental Collaboration
- Interdisciplinary Team
- Incident/Accident Management
- Resident Centered Care
- Mobility Skills
- Skill Competency Clinical and Non-Clinical Staff
- Documentation
- Continuous Quality Improvement Workshop
- Culturally Appropriate Care
- Team Building

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.

DELEGATION ORDER



**Training Proposal for:  
Pioneer Industries, Inc.**

**Small Business**

**ET16-0401**

**Approval Date:** March 7, 2016

**ETP Regional Office:** North Hollywood

**Analyst:** M. Niquet

**CONTRACTOR**

- Type of Industry: Manufacturing
- Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  - California: 25
  - Worldwide: 29
  - Number to be trained: 21
- Owner ☐ Yes ☒ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 7%
- Repeat Contractor: ☐ Yes ☒ No

**FUNDING**

- Requested Amount: \$21,840
- In-Kind Contribution: \$32,760

**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 SB<100	Business Skills, Computer Skills, Manufacturing Skills	21	8-60	0-25	\$1,040	\$16.48
				Weighted Avg: 40			

- Reimbursement Rate: \$26 SB Priority
- County(ies): Los Angeles
- Occupations to be Trained: Customer Service Staff, Finance Staff, Marketing Staff, Sales Staff, Operations/Production Staff, Supervisor/Manager
- Union Representation: ☐ Yes  
☒ No
- Health Benefits: \$2.90 per hour

**SUBCONTRACTORS**

- Development Services: Training Funding Source, Seal Beach, assisted with development for a flat fee of \$1,800.
- Administrative Services: Training Funding Source will also provide administrative service for an amount not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

**OVERVIEW**

Founded in 1985 and located in Commerce, Pioneer Industries Inc. (Pioneer) manufactures a wide variety of kitchen and bathroom faucets, and valves, for both the residential and commercial sectors. The Company has three distinct brands – Pioneer, Olympia and Central Brass. This will be Pioneer's first ETP Agreement.

**Need for Training**

Business Skills training is needed to implement new programs such as sales lead generation and development. This training will allow Pioneer to reach new customers and drive sales growth.

Enhanced skills in computer programs such as Microsoft Excel and SAP/B1 will prepare personnel to access and analyze product trends. This is extremely important in delivering quality products.

Training in manufacturing operations will allow the Company to build quality testing plans and troubleshoot techniques and tools. This will lead to improvements in technique and products, as well as lower manufacturing cost.

### **Training Plan**

Training will take place at the Company's single location in Commerce. Training will be provided by both in-house subject matter experts and outside vendors to be identified during the contract term. The majority of training will be delivered via class/lab; however, a small percentage of training will be conducted via computer-based training (CBT) to improve the Company's websites and internet presence, as well as the ability to transact with customers online.

**Business Skills:** Training will be offered to Supervisors/Managers, Marketing, Operations and Sales Staff. Training topics include effective communication and people/project management skills to better serve customers and ensure that the organization is aligned for growth.

**Computer Skills:** Training will be offered to Supervisors/Managers, Operations, Marketing, Finance and Customer Service Staff. Training will develop overall skills and knowledge of software including SAP/B1 and Microsoft Excel. Workers will be able to analyze customer and product information, identify trends, and recommend new strategies to capitalize on those trends.

**Manufacturing Skills:** Training will be offered to Operations/Production Staff and Supervisors/Managers to enhance skills of efficient manufacturing operations. Training will also help workers build quality testing plans that are effective and cost-efficient, use tools and methods for problem solving, and utilize troubleshooting techniques and tools. Operations Staff will also be trained on logistics and efficient supply chain management to improve service and lower cost.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

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

8-60

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Coaching
- Communication
- Customer Service Strategies and Tactics
- eCommerce
- Finance/Accounting Procedures
- Inventory Control
- Lead Generation and Lead Development Strategies
- Leadership
- Negotiation Skills
- Planning
- Product Knowledge
- Selling Tactics
- Sales Process
- Social Media
- Strategy Deployment Process (X-Matrix)
- Time Management
- Up-Selling and Cross-Selling
- Work Processes/Procedures

**COMPUTER SKILLS**

- Computer-Aided Design
- eCommerce
- Electronic Document Control
- Microsoft Office
- MRP Software (SAP/B1 System)
- Project Management
- SAP/ERP Training
- Statistical Analysis Software
- Website Design

**MANUFACTURING SKILLS**

- Daily Status Package/Operational Strategy Execution
- Distribution/Supply Chain Good Manufacturing Processes
- Inspection Techniques
- Lean Manufacturing (5S, Visual Controls, Value Stream Mapping, Kaizen)
- Picking/Packing/Shipping/Receiving
- Problem Solving/Six Sigma Process Control
- Process/Quality Improvement
- Quality Assurance Procedures
- Root Cause Analysis/Corrective Action

**CBT Hours**

0-25

**COMPUTER SKILLS**

- Computer-Aided Design
  - Autodesk Auto CAD (3 hours)
  - 3D Visualization (6 hours)
  - Maxon Cinema 4D (7 hours)
  - Microsoft Office
    - 10 modules (1-1.5 hours/module)

Note: Reimbursement for retraining is capped at 60 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours per trainee.

DELEGATION ORDER



**Training Proposal for:  
Scandic Springs, Inc.**

**Small Business**

**ET16-0393**

**Approval Date:** March 2, 2016

**ETP Regional Office:** San Francisco Bay Area

**Analyst:** V. Estrada

**CONTRACTOR**

- Type of Industry: Manufacturing
- Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  - California: 42
  - Worldwide: 42
  - Number to be trained: 18
- Owner ☐ Yes ☒ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 4%
- Repeat Contractor: ☐ Yes ☒ No

**FUNDING**

- Requested Amount: \$8,424
- In-Kind Contribution: \$6,099



**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, Cont. Imp., Mfg. Skills	18	8-60	0	\$468	\$17.02
				Weighted Avg: 18			

- Reimbursement Rate: \$26 SB Priority
- County(ies): Alameda
- Occupations to be Trained: Tool and Die Apprentice, Production Staff, Inspectors, Inspection Manager, Sales Staff
- Union Representation: ☐ Yes  
☒ No
- Health Benefits: \$2.71 per hour

**SUBCONTRACTORS**

- Development Services: Manex is eligible to receive 10% of the approved amount of funding for referrals such as this, under a marketing agreement with ETP, not to exceed \$15,000. In this proposal, the fee will be \$843. This fee does not affect the approved amount of funding.
- Administrative Services: N/A
- Training Vendors: To Be Determined

**OVERVIEW**

Founded in 1969, Scandic Springs, Inc. (Scandic) ([www.scandic.com](http://www.scandic.com)) is the largest spring and stamping manufacturer in Northern California. Scandic manufactures battery contacts, spring clips and belleville washers for a variety of industries including defense, automotive and aerospace. In addition, the Company prototypes metal parts for companies, which allow their customers to test metal designs before production.

This will be Scandic's first ETP-funded training project; they were a participating employer under a Multiple Employer Contract in 2011 and delivered 821 training hours to 12 employees. Recently, their customers began to vertically integrate their supply chain and bring metal stamping into their own operations, thus, reducing the need for Scandic products. To remain competitive with this growing trend, Scandic will expand its role and take on prototyping,

sourcing and assembling. Additionally, the Company will be adding new modules and upgrading their existing ERP system.

ETP funding will allow trainees to advance their skill sets so new and enhanced products may be used in new devices such as medical equipment, wearable electronics and self-driving cars. All staff in this proposal need training to provide superior quality products that are cheaper and made faster than their competitors.

## **Training Plan**

All training will be delivered via Class/Lab in the following:

**Business Skills** - Training will be provided to Sales Staff to improve business planning, customer service and negotiation skills. Training will increase customer responses and resolutions.

**Computer Skills** – Training will be provided to Sales, Inspectors, and the Inspection Manager and focus on the Epicore ERP system. Workers will improve business activities, reduce time spent on marketing and assist the Company in adhering to Lean Manufacturing principals.

**Manufacturing Skills** – Training will be provided to Inspectors, Production Staff, the Inspection Manager, and the Tool and Die Apprentice. These occupations will be cross-trained to design, build, set-up and manufacture new products and customers designed parts. Courses include Equipment Operations, Inventory Control and Water Jet Cutting.

**Continuous Improvement** - Training will be provided to all occupations. Topics include Lean Manufacturing, ISO standards, and Just-in-Time Production. This training will reduce costs, time, and errors made during production.

## **Apprentice**

The Tool and Die Apprentice is the Company's job title and the trainee is not DAS-registered. As such, funding is for standard retraining.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

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

8-60 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Business Plans
- Business Strategies
- Customer Service
- Communication Skills
- Developing Sales Strategies
- Developing Marketing Strategies
- Negotiating Skills
- New Product Introduction
- Presentations
- Strategic Planning

**COMPUTER SKILLS**

- Accounting Systems
- Basic Computer Operations
- Communications Systems
- Database Management
- ERP/MRP Training
- Internet
- Programming
- Spreadsheets
- Website Development and Maintenance

**CONTINUOUS IMPROVEMENT**

- 5S: Sort, Set, Shine, Standardize, Sustain
- ISO Audit Principles
- ISO Auditor Training
- ISO Training for Management
- Basic Quality Tools
- Building Teams
- Communication Skills
- Continuous Improvement Skills
- Creative Problem Solving Skills
- Coaching/Feedback
- Cycle-Time Reduction Techniques
- Interpreting & Analyzing Data
- ISO 9001/13485/14001
- Just-in-Time Production
- Lean Manufacturing
- Manufacturing Excellence
- Problem Solving (Root Cause Corrective Action)
- Process Control/Process Improvement
- Process/Product Handling
- Production Scheduling

- Production Operations/Workflow
- Project Management

**MANUFACTURING SKILLS**

- Assembly Operations
- Basic Hand Tools and Gages
- Blueprint Reading
- Debug Techniques
- Equipment Operations
- Inventory Control
- CNC Machine Programming
- Four Slide Machine Operations
- Four Slide Set-Up and Maintenance
- Machine Tool Technology
- Manufacturing Processes
- Production Techniques
- Prototype Set-Up and Debug
- Punch Press Operations
- Punch Press Set-Up
- Quality Control and Final Quality Assurance
- Quality Control Hand Tools and Equipment
- Set-Up Reduction
- Shipping/Receiving
- Special Machines/Inspections
- Stamping Operations
- Statistics Skills for Operations
- Work Order Tracking
- Tool and Die Set-Up
- Testing Techniques
- Wire Forming and Coiling
- Water Jet Cutting

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.
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**DELEGATION ORDER**



**Retrainee - Job Creation  
Training Proposal for:  
Ten Tech LLC**

**Small Business**

**ET16-0361**

**Approval Date:** March 11, 2016

**ETP Regional Office:** North Hollywood

**Analyst:** E. Fuzesi

**CONTRACTOR**

- Type of Industry: Engineering  
Aerospace and Defense  
Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees  
California: 5  
Worldwide: 5  
Number to be trained: 9  
Owner ☒ Yes ☐ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 0%
- Repeat Contractor: ☐ Yes ☒ No

**FUNDING**

- Requested Amount: \$13,520
- In-Kind Contribution: \$31,515

**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, Cont. Imp., PL - Computer Skills	5	8-200	0	\$1,040	\$27.12
				Weighted Avg: 40			
2	Retrainee Job Creation SB<100 Priority Rate	Business Skills, Computer Skills, Cont. Imp., PL - Computer Skills	4	8-200	0	\$2,080	\$15.00
				Weighted Avg: 80			

- Reimbursement Rate: Job #'s 1 & 2: \$26 SB Priority
- County(ies): Los Angeles
- Occupations to be Trained: Engineer, Owner, Sales Staff
- Union Representation: ☐ Yes  
☒ No
- Health Benefits: N/A

**SUBCONTRACTORS**

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: Dassault Systems in Woodland Hills will provide some Business Skills.  
  
Siemens NX in Cypress will provide Computer Skills.  
  
Other trainers will be identified for ETP recordkeeping purposes as they are retained.

**OVERVIEW**

Located in Los Angeles, Ten Tech LLC (Ten Tech) ([www.tentechllc.com](http://www.tentechllc.com)) is a mechanical engineering consulting company that focuses on aerospace & defense, hi-tech electronics, and renewable energy applications. The Company is composed of two divisions:

- Engineering Services: provides high-end mechanical engineering design, analysis and physical testing services; and
- Software Solutions: provides sales, support and training for 3D design (SIMULIA, CATIA and ENOVIA), product lifecycle management (PLM) solutions, and aerospace & defense industry solutions.

Trends in US military and defense spending show a drastic decline over the past few years due to constrained budgets and the winding down of wars in Iraq and Afghanistan. As a result, research and development, and new project cutbacks have impacted most defense contractors. Smaller companies cannot absorb the cutbacks as easily as the larger corporations. This usually results in layoffs. Additionally, government funding for renewable energy research and development is shrinking.

Therefore, Ten Tech plans to adapt its business model to include a more diverse industry base, to stay ahead of the key trends in technology. To create different revenue sources, Ten Tech has recently become a certified software reseller of Dassault Systèmes, a PLM software solution developer, marketer, and service provider which supports industrial processes by providing a 3D vision of products from conception to maintenance. As a result, Ten Tech will need to train its engineers on the software sales and support platforms.

In addition to product/prototype analysis services, the Company will provide design engineering. As clients continue to design their own products/parts, they require Ten Tech's computer analysis services before they build prototypes to ensure that parts are capable of surviving the harsh environments. Smaller companies rely on consulting firms like Ten Tech for these services. To meet this business demand, Ten Tech will need to train Engineers on design software.

### **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.

In this proposal, Ten Tech has committed to hiring 4 new employees (Job Number 2). The date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

As Ten Tech creates a Software Education, and a Software Sales and Support Department, it plans to hire one Software Salesperson (Sales Staff), and three new Project Engineers (Engineer). As many of Ten Tech's clients meet new software requirements by their prime contracting companies, the Company will need to provide in-person software upgrade training to utilize 3D customized and off-the-shelf material. As a small business, Ten Tech's Engineers are currently tasked with managing multiple projects and tasks. As the Company continues to grow, the goal is to separate these roles and functions by hiring Project Engineers, Software Sales Staff, Software Support Engineers (Engineer) and Software Instructors (Engineer).

### **Training Plan**

Ten Tech has a history of successful training, providing hundreds of training hours per-trainee in the past few years. In order for the Company to win projects from big companies, it must be able to handle large projects, training and updating employees' skillsets on a continuous basis. Ten Tech uses downtime between projects for training opportunities.

Training will be provided by in-house trainers, software super users, software company vendors, and its technical engineers: CATIA, NX, Dassault, Simula, and 3D Experience. The length of each course ranges from 4 to 140 hours, consisting of class/lab, webinars, and productive lab training delivery methods. Sessions are scheduled to commence upon approval on a weekly basis.

**Business Skills (10%):** Training will be offered to all occupations to improve business performance in accounting, and payroll systems. Training will also include marketing and software sales, customer service and support and proposal writing.

**Computer Skills (77%):** Training will be offered to all occupations in technology updates. Engineers' training will include software sales, customer support and service quality. The Owner will receive training to increase operation efficiencies. Ten Tech is an authorized distributor and a training provider for the 3DEXPERIENCE Platform, including the SIMULIA, CATIA and ENOVIA lines, trainees will develop expertise in those fields. Additionally, as Engineers customize parts or products to clients' specifications, they need to be experts in using the design software.

**Continuous Improvement (1%):** Training will be offered to the Owner and Engineers to become certified in ISO 9000. Many of Ten Tech's clients are government prime contractors and subcontractors. As such, ISO 9000 certification will be an appealing feature in winning projects.

### **Productive Laboratory - Computer Skills (12%)**

The Panel funds training delivered in a Productive Laboratory (PL) setting in which trainees may produce goods or provide services for profit. For PL courses identified in the Curriculum, the instructor must be dedicated to training delivery during all hours of training.

Up to 24 hours PL training in Computer Skills will be provided for Engineers and Owner. This will allow staff to gain practical experience in various CAD technologies, and sales skills at the client's site. Trainees will learn how to apply knowledge acquired in class/lab setting to live projects. Trainees will be paired with an in-house expert, receiving approximately 10-15 Class/Lab hours followed by an average of 5 PL hours each. Some Engineers will receive up to 24 hours of PL, depending on their experiences, roles and responsibilities.

### **Training Hours Modification**

Small business proposals are capped at 60 hours per trainee. Due to the advancement in engineering methods and tools such as better software and faster computers, Engineers need to keep up with technology advancements to meet customer demands. Additionally, to cater to clients in different industries, Engineers need to learn different tools and methods to be able to take on new projects. Undertaking different types of projects is part of the Company's new growth initiatives. As new departments are forming (Software Education, Software Sales and Support Departments), additional Sales and Project Engineer training is required.

As part of this project, Ten Tech will provide a large amount of software training for new and incumbent employees. One course in this field can take up to 40 hours, and each Engineer will need skills in various new programs, requiring them to take 5 to 10 different courses, receiving up to 300 hours across all training topics.

Ten Tech is confident it can successfully provide up to 200 hours of training per-trainee. In the past two years, the Company has documented close to 300 training hours per person. In February 2016, the Company documented 60 training hours per person. Ten Tech is requesting up to 200 training hours to be reimbursed during the course of the project, as part of the Company restructuring.



**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**

- Business Administration
- Customer Service and Support
- Marketing
- Procurement
- Product Knowledge
- Project Management
- Sales & Selling Skills

**COMPUTER SKILLS**

- Accounting Software and System (QuickBooks)
- Adobe
- Computational Fluid Dynamics (STAR-CCM+, scSTREAM, ANSYS CFX, XFlow)
- Computer-Aided Design (CAD) (CATIA, NX CAE)
- Electronics Cooling (scSTREAM, HEAT DESIGNER)
- Fatigue Analysis (fe-safe)
- Finite Element Modeling (FEMAP, NX CAE, ABAQUS CAE, HYPERMESH)
- Mechanisms & Kinematics (RECURDYN, ADAMS, SIM PAK, CATIA MECHANISMS)
- Microsoft Office (PowerPoint, Word, Excel, Outlook)
- Optimization (TOSCA, OPTISTRUCT)
- Shock & Vibration (NASTRAN, NX CAE, ABAQUS, MAYA SATK)
- Stress & Deflection (NASTRAN, ABAQUS, ELFINI)
- Vibro-Acoustics (VA One, ABAQUS)
- Website Creation Software

**CONTINUOUS IMPROVEMENT**

- ISO 9000

**Productive Lab Hours**

0-24

**COMPUTER SKILLS (limited ratio 1:1)**

- Accounting Software and System (QuickBooks)
- Adobe
- CFD (STAR-CCM+, scSTREAM, ANSYS CFX, XFlow)
- Computer-Aided Design (CATIA, NX CAE)
- Electronics Cooling (scSTREAM, HEAT DESIGNER)
- Fatigue Analysis (fe-safe)
- Finite Element Modeling (FEMAP, NX CAE, ABAQUS CAE, HYPERMESH)
- Mechanisms & Kinematics (RECURDYN, ADAMS, SIM PAK, CATIA MECHANISMS)
- Microsoft Office (PowerPoint, Word, Excel, Outlook)
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- Stress & Deflection (NASTRAN, ABAQUS, ELFINI)
- Vibro-Acoustics (VA One, ABAQUS)
- Website Creation Software

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery. PL is capped at 24 hours per-trainee.
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## DELEGATION ORDER



### RETRAINEE - JOB CREATION

Training Proposal for:

**The Sygma Network, Inc.**

**Agreement Number: ET16-0394**

**Approval Date:** March 1, 2016

**ETP Regional Office:** Sacramento

**Analyst:** W.Sabah

### PROJECT PROFILE

Contract Attributes:	Retrainee HUA Job Creation Initiative Priority Rate SET	Industry Sector(s):	Warehousing Transportation/Logistics  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Joaquin	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: 140	U.S.: 140	Worldwide: 51,700
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$88,780		\$0	\$0		\$88,780

In-Kind Contribution:	100% of Total ETP Funding Required	\$105,000
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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	Priority Rate SET HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, PL-Comm Skills	110	8-200	0	\$738	\$11.70*
				Weighted Avg: 41			
2	Priority Rate SET HUA Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, PL-Comm Skills	5	8-200	0	\$1,520	\$10.05*
				Weighted Avg: 76			

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

**Minimum Wage by County:** Trainees must earn at least \$11.70 for Job Number 1 and \$10.00 for Job Number 2 in San Joaquin 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 \$0.98 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
<b>Job Number 1</b>		
Administrative Staff		5
Customer Service Staff		5
Lead		5
Technical Staff		7
Transportation Staff		40
Warehouse Staff		48
<b>Job Number 2</b>		
Administrative Staff		1
Customer Service Staff		1
Transportation Staff		1
Warehouse Staff		2

## **INTRODUCTION**

Founded in 1984 and located in Stockton, The Sygma Network, Inc. (Sygma Network) ([www.sygmanetwork.com](http://www.sygmanetwork.com)) warehouses, distributes, and delivers a broad range of food products, beverages, food-service equipment, and supplies to chain restaurants throughout Northern California. The Company distributes to chain restaurants representing 32 food concepts. Customers include restaurants such as Panda Express, Checkers, Jenny Craig and Rally's. Sygma Network is a wholly owned subsidiary of Sysco Corporation located in Houston, Texas; however, Sygma Network operates out of a single site in Stockton.

Sygma Network is eligible as a single employer under the Special Employment Training (SET) provisions. As a transportation and warehousing company, Sygma Network is also eligible for priority industry reimbursement.

## **PROJECT DETAILS**

Sygma Network's growth is attributed to the acquisition of new accounts. The Company continuously develops and improves strategies to obtain new clients with its exceptional customer service. Training will keep workers well trained in policies, procedures and new technological advances in order to maintain its high-level customer service.

Additionally, training is needed to improve operation efficiencies for a quick turn-around delivery system. Sygma Network recently implemented a XATA Fleet Management system that uses an online, computerized, real-time reposting and mapping system for truck shipments. Training is required in this wireless system to track orders, reduce delivery errors, increase productivity and reduce production costs. All occupations will be trained in new processes related to merchandise and distribution, both of which are significantly impacted by the new technological updates and gadgets. Employees will learn to work in teams, redesign processes and adapt to new technologies.

### **Training Plan**

Sygma Network will provide Class/Lab training and PL. Training will be delivered by in-house trainers.

**Business Skills** (20%): Training will be offered to all occupations to enhance customer service, increase sales, and improve delivery times. Training topics will include category management, handling difficult customers, improving customer contact, operating procedures, putting the customer first, and time management.

**Commercial Skills** (40%): Training will be offered to Warehouse Staff and Transportation Staff. Training will update staff's knowledge of systems used in today's distribution vehicles and proper order selection procedures to reduce inventory shrinkage. Training will include course topics such as best practices, diagnosing electrical system problems, order selection procedures and preferred work methods.

**Computer Skills** (20%): Training will be offered to all occupations. Trainees will learn how to use a contact management system, laptop techniques, and smartphone applications to support customers. With new technologies, staff can process customer orders, requests, sales and deliveries quickly and accurately to improve customer satisfaction. Training will include course topics such as SYGMA desktop applications, tablet applications, laptop techniques and contact management.

**Continuous Improvement (10%):** Training will be offered to all occupations. This training is critical to Sygma Network's success because it will train small teams to solve problems to reduce waste, improve quality, improve food safety, and reduce returns. Staff will also become more confident in resolving immediate issues and communicating effectively with customers. Training will include course topics such as XATA Fleet Management System, change management, critical thinking, problem solving and quality assurance.

### **Productive Laboratory – Commercial Skills (10%)**

Productive Laboratory (PL) trainees may produce goods for profit as part of the training in the courses identified under the Curriculum. Trainers must be dedicated to training delivery during all hours of training. Trainers have at least two years of operating experience and are considered subject matter experts.

Training will be provided to Transportation Staff and Warehouse Staff to supplement Class/Lab training. Trainees will be given real life projects. The trainer will observe the trainee and offer coaching and mentoring throughout the process. During the PL training, output and productivity is expected to decrease.

PL will strengthen trainees' understanding of equipment that includes: balers, forklifts, pallet jacks, scissor lifts, scrubbers, sweepers, tractors, and trailers. Trainees will be instructed on operation procedures as they observe the trainer. Trainees will then operate the equipment independently as the trainer observes. PL training will take place onsite and the trainer-to-trainee ratio will not exceed 1:3. The Company requires a higher ratio due to the limited number of equipment and trainers. As most equipment is in constant use, it is necessary to optimize the trainer and trainee's time when the equipment is available. After the successful completion of a PL training course, the trainer will sign off that the trainee is competent. PL will not exceed 60 hours per trainee.

### **Retrainee - Job Creation**

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

Sygma Network is rapidly growing and looking to increase sales by 10% in the next year. The Company will be acquiring a new national account and will require more warehouse storage and transportation resources. Since the new national account will expand the customer base significantly; the Company will need to expand their business capacity by adding newly-hired employees (Administrative Staff, Customer Service Staff, Transportation Staff, and Warehouse Staff).

Sygma Network has committed to hiring 5 new employees (Job Number 2). The date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

### **Special Employment Training/HUA**

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

➤ Wage Modification

However, trainees in Job Numbers 1 and 2 work in San Joaquin County, a High Unemployment Area (HUA) with unemployment exceeding the state average by 25%. The determination of HUA status is based on unemployment data from the Labor Market Information Division of the Employment Development Department.

These trainees qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage. Additionally, 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. Sygma Network is requesting a wage modification to \$11.70 for Job Number 1 and \$10.00 for Job Number 2 in order to serve workers in lower-wage occupations.

### **Commitment to Training**

Sygma Network represents that ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. The Company's annual training budget per facility is approximately \$20,000 for new hire orientations, OSHA mandated training, sexual harassment prevention, first aid, company policies, staff development, and on-the-job training.

ETP funds will allow the Company to expand its class/lab training efforts and offer additional skills enhancements training to current and newly-hired staff to support the Company's growth plans.

➤ Training Infrastructure

National Training Company, Inc. will assist with ETP project administration. Sygma Network has also assigned a staff member as an administrative coordinator to schedule, collect, and submit the training rosters to the administrative subcontractor for data entry into ETP systems.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

Sygma Network retained National Training Company, Inc. in Irvine to assist with development of this proposal for a flat fee of \$5,000.

### **ADMINISTRATIVE SERVICES**

Sygma Network also retained National Training Company, Inc. in 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:

**BUSINESS SKILLS**

- Category Management
- Handling Difficult Customers
- Improving Customer Contact
- Operating Procedures
- Putting the Customer First
- Time Management

**COMMERCIAL SKILLS**

- Best Practices
- Diagnosing Electrical System Problems
- Diagnosing Fuel Cells System Problems
- Order Selection Procedures
- Repair Computer Controlled Systems
- Preferred Work Methods
- Building Customer Orders
- Order Selection Procedures
- Preferred Work Methods
- Product Handling
- SYGMA Labeling Systems

**COMPUTER SKILLS**

- Computerized Inventory
- Contact Management
- Laptop Techniques
- Mobile Scanners
- Smartphone Applications
- SYGMA Desktop Applications
- Tablet Applications
- Wearable Computer Terminals

**CONTINUOUS IMPROVEMENT**

- XATA Fleet Management System
- Change Management
- Critical Thinking
- Coaching Skills
- Problem Solving
- Quality Assurance
- SYGMA Food Safety
- SYGMA Quality Standards
- Team Communication

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

**PL Hours**

0-60

**COMMERCIAL SKILLS (trainer-to-trainee ratio cannot exceed 1:3)**

- Operating Balers
- Operating Forklifts
- Operating Electric Pallet Jacks
- Operating Scissor Lifts
- Scrubbers
- Sweepers
- Tractors
- Trailers
- Wearable Computer Terminals

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