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State of California

M e m o r a n d u m

To: Panel Members

Date October 28, 2016

From: Stewart Knox
Executive Director

File: Panel Memo Doc.

Subject: **Directions to Meeting Site**

The Employment Training Panel will meet on FRIDAY, **October 28, 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 **11th St.**
- Turn Left on **11th Street**
- Turn Left on **I Street**
- **1001 I Street**

From San Francisco

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

M e m o r a n d u m

To: Panel Members

Date October 28, 2016

From: Stewart Knox
Executive Director

File: Mtg. Site Memo

Subject: **Future Meeting Sites**

October 28, 2016	**California Environmental Protection Agency** **Time: 09:30 AM** **Sierra Hearing Room, 2nd Floor** **1001 I Street** **Sacramento, CA 95814**
November	**NO PANEL MEETING IN NOVEMBER**
December 16, 2016	**California Environmental Protection Agency** **Time: 09:30 AM** **Coastal Hearing Room, 2nd Floor** **1001 I Street** **Sacramento, CA 95814**

STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL
California Environmental Protection Agency
1001 I Street
Coastal Hearing Room, 2nd Floor
Sacramento, CA 95814
September 23, 2016

PANEL MEMBERS

Barry Broad
Chair

Janice Roberts
Vice-Chair

Gloria Bell
Member

Sonia Fernandez
Member

Will Koch
Ex-Officio Member

Gretchen Newsom
Member

Edward Rendon
Member

Sam Rodriguez
Member

Executive Staff

Stewart Knox
Executive Director

Maureen Reilly
General Counsel

STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL
California Environmental Protection Agency
1001 I Street
Coastal Hearing Room, 2nd Floor
Sacramento, CA 95814
September 23, 2016

I. PUBLIC PANEL MEETING CALL TO ORDER

Vice Chairman Roberts called the meeting to order at 9:44 a.m.

II. ROLL CALL

Present
Gloria Bell
Barry Broad
Will Koch
Gretchen Newsom
Janice Roberts
Sam Rodriguez

Absent
Sonia Fernandez
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. Newsom seconded the motion that the Panel approve the Agenda.

Motion carried, 6 - 0.

IV. MINUTES

Ms. Newsom was present for roll call at the August Panel meeting. However, the minutes did not correctly show that she was present. Correction noted.

ACTION: Ms. Roberts moved and Ms. Newsom seconded the motion that the Panel approve the Minutes from the August 26, 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 Panel meeting in August, we have a smaller Panel meeting today with approximately $7.2M in projects with another $887,000 in Delegation Orders for a total of just under $8.1M.

Today we have a mix of Single Employers and Multiple Employer Projects. Gregg Griffin, North Hollywood Regional Office Manager, and Willie Atkinson, Sacramento Regional Office Manager, are here today to present the Proposals.

Mr. Knox said, as some of you may know, Creighton Chan, Foster City Regional Office Manager, retired at the end of this month. Mr. Chan started with ETP in September 1987 as a Staff Service Analyst; he promoted to Associate Governmental Program Analyst within a year, and six years later became the Staff Service Manager.

Under Mr. Chan's management, 1,263 contracts were approved worth over $436M to train 402,000 trainees; 1,011 contracts completed, $241M earned, and 219,000 trainees placed. We would like to thank him for his 29 years of service to ETP, and 38 years of service to the State. We wish Mr. Chan a great retirement.

Mr. Knox introduced Anna Nastari. Ms. Nastari has worked in the Foster City Regional Office for the past 17 years as an Economic Development Analyst. Ms. Nastari's comprehensive knowledge of the ETP program and strong working relationships with customers will help her transition smoothly into her new role as she fills in behind Mr. Chan.

Regarding the Budget for Alternative Fuels and Vehicle Technology Program, we signed another $2M Interagency Agreement in partnership with the California Energy Commission going into the next Fiscal Year (FY) 2016/17. Since this is the opening of the FY 2016/17, we currently have $2M available within that allocation.

In regards to Core Funds for FY 2016/17, today the Panel will consider $7.2M in projects with an additional $887,000 approved by Delegation Order. Should the Panel approve all the projects today, ETP will have approximately $56M for the remainder of the FY 2016/17.

Under Delegation Order, all project proposals are capped at $100,000 to be approved by the Executive Director on a continuous flow basis, and as of today, 20 projects were approved totaling over $887,000.

For FY 2016/17 program funding to date, we have approximately 378 projects submitted, with a value of just over $54M. If all the projects are approved today, the Panel will have approved close to $36M in proposals. Financially we are in good shape moving into the new FY.

In regards to the FY 2016/17 Fund Status Report, we have a few items that will affect our budget this FY: the implementation of the ETMS and the relocation of our San Diego Regional Office. Our Sacramento Regional Office is also scheduled to relocate this year. However, we are still in the negotiating process for the move.

Regarding applications for contracts that are remaining in the Regional Offices: Single Employer Contract requests are at $35M; $23M in allocation. Multiple Employer Contract (MEC) requests are at $9.7M; $15M in allocations. Small Business has $4M in demand; $4.4M in allocations. Critical Proposals are at $1,047,000 in demand; $6.9M in allocations. Apprenticeships are at $3.6M in demand; $5.7M in allocations. Overall demand is approximately $54M.

Regarding the number of projects remaining in the Regional Offices: Single Employers 138, MECs 20, Small Business 128, Critical Proposals 1, and Apprenticeships 13 for a total of 300. AAU by category: Single Employers 28, MECs 12, Small Business 34, Critical Proposals 1, and Apprenticeships 3 for a total of 78. Most of the projects have been assigned out to the Regional Office at this point.

In regards to the legislative update, the following bills have been introduced in the 2015-16 legislative session that has a potential or direct impact on the Employment Training Panel (ETP) program:

<u>AB 1598 (Assemblyman Philip Ting) Budget Act of 2016 & SB 825 (Senator Mark Leno) Budget Act of 2016</u>.

Summary: These are the budget bill placeholders for this year's budget.

<u>AB1033 (Assemblyman Eduardo Garcia) Economic Impact Assessment: Small Business Definition</u>.

Summary: Bill would, with certain exceptions, authorize a state agency, when preparing the economic impact assessment, to use a consolidated definition of small business to determine the number of small businesses within the economy, a specific industry sector, or geographic region, and would define "small business" for that purpose as a business that is independently owned and operated, not dominant in its field of operation, and has fewer than 100 employees.

<u>AB 1066 (Assemblywoman Lorena Gonzalez) Agricultural Workers: Wages, Hours, and Working Conditions</u>.

Summary: Current law sets wage, hour, meal break requirements, and other working conditions for employees and requires an employer to pay overtime wages as specified to an employee who works in excess of a workday or workweek, as defined, and imposes criminal penalties for the violation of these requirements. Current law exempts agricultural employees from these requirements. This bill would remove the exemption for agricultural employees regarding hours, meal breaks, and would create a schedule that would phase in overtime requirements for agricultural workers, as defined, over the course of 4 years, from 2019 to 2022, inclusive.

<u>AB 1508 (Assemblyman Kevin Mullin) Workforce Investment Board: Funding</u>

Summary: Current law requires local workforce investment boards to spend a minimum percentage of specified funds for adults and dislocated workers on federally identified

workforce training programs and allows the boards to leverage specified funds to meet the funding requirements, as specified. Current law authorizes a credit of up to 10% of that funding minimum for leveraged funds, which include Pell Grants and employment training panel grants. This bill would expand the types of services to which leveraged funds may be applied to include supportive services and would expand the types of leveraged funds that may be applied to the 10% credit, described above, to include specified federal, local, state, and private funds.

AB 1697 (Assemblywoman Susan Bonilla) Alternative and Renewable Fuel and Vehicle Technology Program

Summary: Current law requires the State Energy Resources Conservation and Development Commission to provide preferences to projects that maximize the goals of the Alternative and Renewable Fuel and Vehicle Technology Program based on certain criteria, including the project's ability to provide economic benefits for California by promoting California-based technology firms, jobs, and businesses. This bill would add to a project's ability to transition workers to, or promote employment in, the alternative and renewable fuels and vehicle technology sector as additional criteria on which preference under the program shall be provided. The bill would revise the eligibility criteria for workforce training programs, as specified.

AB 2288 (Assemblywoman Autumn Burke) Apprenticeship Programs: Building and Construction Trades.

Summary: This bill would require the California Workforce Development Board and each local board to ensure that federal Workforce Innovation and Opportunity Act of 2014 funds respectively awarded by them for pre-apprenticeship training in the building and construction trades fund programs and services that follow the Multi-Craft Core Curriculum implemented by the State Department of Education and that develop a plan to help increase the representation of women in those trades, as specified. The bill would require the California Workforce Development Board to develop policies to implement these provisions. By imposing new requirements on the local workforce development boards, this bill would impose a state-mandated local program.

Mr. Broad said, on behalf of the Panel, I would like to thank Mr. Chan for his years of service. Thank you for the great service you provided this agency and to the State.

VI. MOTION TO ADOPT CONSENT CALENDAR PROJECTS

Mr. Knox asked for a motion to adopt Consent Calendar Items #1 through #5.

Building Skills Partnership	$49,275
Kimberly-Clark Worldwide, Inc.	$210,750
Lancaster Chamber of Commerce	$223,820
Pavement Recycling Systems, Inc.	$124,110
PGP International, Inc.	$133,056

ACTION: Ms. Roberts moved and Mr. Rodriguez seconded approval of Consent Calendar Items #1 through #5.

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. Newsom seconded the approval to delegate authority to the Executive Director in event of loss of quorum.

Motion carried, 6 – 0.

VIII. REPORT OF THE GENERAL COUNSEL

Maureen Reilly, General Counsel, said, staff has been asked to consider twice a year allocation of funding dedicated to the Apprenticeship Program. This request came from the California Federation of Labor (CalFED).

She said, the Panel allocates funds by contract type, as well as imposing caps, as a way of controlling the flow of funds each Fiscal Year (FY). This year, the Panel has allocated $12.5 million to the Apprenticeship Program under the Strategic Plan. Typically, funding for this program is through a Joint Apprenticeship Training Committee (JATC). JATCs are a type of Multiple Employer Contract (MEC).

This is a complex issue, she explained, because twice-yearly for apprenticeship could ultimately affect other funding allocations. For example, this type of allocation could make it more difficult to flex the money for a JATC and other MECs in the course of a FY.

Given this complexity, and the fact that funding allocations are based on Panel policy, staff is asking the Panel Chair to create an Apprenticeship Funding Committee. (This actually doesn't require a motion, despite what it says on the Agenda/Notice.)

According to the Panel Bylaws, members of the committee maybe appointed by the Chair, in consultation with members of the Panel present.

Also, according to the Panel Bylaws, a Committee must have at least 3 members. In practical terms, she said this means the size can range from 3 to 4 members. There can't be 5 members, because that would be a quorum.

Staff recommends that such a committee convene following a regularly scheduled meeting. Ms. Reilly said, the soonest would be the Panel meeting scheduled for October 28, in order to:

- Ensure there is a room available that is accessible to the public

- Reduce travel time and expense for Panel members and public participants
- Consolidate posting the notice that is required under the Open Meeting Act

The Committee could meet in stages, such that, the first meeting would be for purposes of fact-finding. There could then be a follow-up Committee meeting, to formulate a recommendation. Ms. Reilly said, this would follow a regularly scheduled Panel meeting for the same reasons of administrative convenience and public notice.

Ms. Reilly concluded, the final stage in this process would be for the Committee to bring a recommendation to the full Panel for a vote. Panel action would become effective in the next FY 2016-17 given that funding for a trial Apprenticeship is already underway using the allocations adopted for this current FY.

Mr. Broad said, could someone from the California Labor Federation come forward and explain why we would want to do this? Can you please tell me what we want to be done here?

John Brauer, California Labor Federation, Workforce and Economic Development Director, said, we came to you previously and provided a background paper for the Panel. We wanted you to focus on scheduling, and not so much on setting the allocation of the monies. The ability to schedule the application process twice a year would enable us and the State Building and Construction Trade a more predictable training program when work is not happening; it would make sense with the work schedule in an academic calendar year for the colleges. We feel that this would be a benefit to the ETP, because it would enable the staff to have a predictable process of knowing when applications and workload would come in and how it would work out. Our immediate need is not getting a designated funding, from our perspective; it's more of trying to align the timing, which makes sense for when folks are doing the training during the year.

Mr. Broad said, so you're asking for the Apprenticeship Program to be able to process their applications twice a year, since some of them would be doing it once a year. Mr. Brauer said, I think everybody would try to do it once a year. Our hope was to discuss the training program with the Panel members, and see how the process would work from their end, in terms of the cycle and training, and what to do in relationship to the market itself. This will give you a better idea beyond what we have already provided for you, and to see if that would work with you and your staff. Mr. Broad said, okay.

Steve Duscha said, I represent many Apprenticeship Committees and contractors. We have not been consulted about this issue, and we do not support this. I think it is unfortunate to represent this as something that all the Apprenticeship Programs do support, and we can go into those reasons. Some of my clients here may want to talk about it; I do not know. This is not a unanimous issue. Mr. Broad said, comment noted.

Mr. Broad asked, is the Committee staffed; will you be there? Mr. Knox said, absolutely; staff will be there. Mr. Broad said, it seems to me that there are a lot of logistical issues that has to do with you guys doing the work, and whether it's doable. Let's assume it's desirable, so we're going to need that input from the staff.

Mr. Broad said, I understand Mr. Duscha's point that this might not be a unanimous due. It seems to me, if there is not a general consensus, it would probably be hard to move forward; maybe everyone can work this out. I will appoint Ms. Newsom, Mr. Rendon, and Ms. Bell as members of the Committee, if you are all amenable. Mr. Rendon is not here, so he is amenable. You can appoint among yourselves a Chair who will be in charge of reporting your views of this. Obviously, there is no voting here, because there is no quorum. There is no official action, other than taking information and reporting it back to our Panel. With that, we will consider that action acted upon. Mr. Brauer said, thank you for the conversation.

IX. REVIEW AND ACTION ON PROPOSALS

Single Employer Proposals

Docummun Aerostructures, Inc.

Gregg Griffin, Manager of the North Hollywood Regional Office presented a Proposal for Ducommun Aerostructures, Inc. (Ducommun) in the amount of $444,736. Founded in 1849, Ducommun is a global provider of manufacturing and engineering solutions for customers in the aerospace, defense, and industrial markets, specializing in two core areas: Electronic Systems and Structural Systems. The Company produces complex products and components for commercial aircraft platforms, mission-critical military and space programs, and sophisticated industrial applications.

Mr. Griffin introduced Jeff Gerow, Human Resources Partner.

Ms. Roberts said, this is a great contract; it's what we look for in first time manufacturing. Have you been involved with ETP in the past? Mr. Gerow said, I have been involved with three ETP projects in the past. Ms. Roberts said, I just want to make sure that you're hands-on in the business. Mr. Gerow said, completion is part of my annual goal.

There were no further questions from the Panel.

ACTION: Ms. Roberts moved and Ms. Newsom seconded approval of the proposal for Ducommun Aerostructures, Inc. in the amount of $444,736.

Motion carried, 6 – 0.

SYSCO San Diego, Inc.

Mr. Griffin presented a Proposal for SYSCO San Diego, (SYSCO SD) Inc. in the amount of $239,580. Founded in 1996 and located in the City of Poway, SYSCO SD is a wholly-owned subsidiary of SYSCO Corporation, located in Houston, Texas, SYSCO SD warehouses and distributes more than 10,000 food products, beverages, supplies and equipment throughout San Diego County. This is the seventh ETP Agreement between ETP and SYSCO SD, the third in the last five years.

Mr. Griffin introduced Sarah Cheung, Human Resources Manager.

Mr. Broad said, we heard this proposal last month. Because SYSCO SD is operated independently, LLC, we suggested that they think about adding a substantial contribution, and they have agreed to that. They have done what we asked them to do.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Ms. Newsom seconded approval of the Proposal for SYSCO San Diego, Inc. in the amount of $239,580.

Motion carried, 6 – 0.

Boehringer Ingleheim Fremont, Inc.

Willie Atkinson, Manager of the Sacramento Regional Office presented a Proposal for Boehringer Ingleheim Fremont, Inc. (BIFI) in the amount of $374,640. BIFI is a subsidiary of the family owned parent corporation, Boehringer Ingleheim, a global pharmacology corporation founded in 1885 in Ingleheim, Germany. The Company researches and produces human and animal pharmaceuticals and employs over 42,000 people worldwide in 15 countries, including the US and Canada.

Mr. Atkinson introduced Susan Harrington, QA Manager, Alphonso Perez, QA Specialist, and Phil Herrera, Consultant.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Ms. Newsom seconded approval of the proposal for Boehringer Ingleheim Fremont, Inc. (BIFI) in the amount of $374,640.

Motion carried, 6 – 0.

Linear Technology Corporation

Mr. Atkinson presented a Proposal for Linear Technology Corporation (Linear) in the amount of $372,280. Founded in 1981 and located in Milpitas, Linear designs, manufactures and markets a broad range of high performance analog integrated circuits for companies worldwide.

Mr. Atkinson introduced Anthony Hoffner, Quality Manager.

Ms. Roberts asked, is Deloitte going to help you with the administrative portion of this contract? Mr. Hoffner said, no. We will be tracking the training to make sure that the plans are executed; we have a comprehensive plan. For the individual groups, like production and maintenance, they will do the training, and we will make sure that training is done.

Ms. Roberts said, this is your first time contract. We want you to be successful; that's why I make these comments. I want you to be accountable, because I want you to come back next time with a 100% performance.

Mr. Rodriguez asked, are these incumbent workers; no new hires? Mr. Hoffner said, we have a $14M extension going on right now. If everything stays on course, we plan to hire individuals for our production. That demand would be required for the expansion to be completed. I think it is reasonable to expect that we can hire some individuals that will be placed on the plan.

ACTION: Ms. Roberts moved and Ms. Newsom seconded approval of the proposal for Linear Technology Corporation in the amount of $372,280.

Motion carried, 6 – 0.

Pyramid Berkeley Management L.P. dba Doubletree by Hilton Hotel Berkeley Marina

Mr. Atkinson presented a Proposal for Pyramid Berkeley Management L.P. dba Doubletree by Hilton Hotel Berkeley Marina (Pyramid Berkeley Management) in the amount of $178,500. Pyramid Hotel Group was founded in 1999 and is headquartered in Boston, MA. It manages 71 hotels and 4 resorts throughout the continental United States, Hawaii, the Caribbean, Ireland and the United Kingdom. Pyramid Hotel Group is the employer of the two hotels participating in this proposal.

Mr. Atkinson introduced Bruce Carlton, General Manager and Bay Area Managing Director, Raquel Navas, Regional Director of Human Resources, Amy Bona, Director of Human Resources, Pleasanton Marriott, and Dianna Teves, General Manager, Pleasanton Marriott.

Mr. Broad said, this question is for staff. Is there a letter from Local 2850? Mr. Atkinson said, I will check on that. Mr. Carlton said, we did have a letter from the president of Local 2850. Mr. Broad said, we are supposed to see the letter; assuming we approve this. Ms. Roberts said, this proposal was pulled off from the Consent Calendar last month; the letter was in the August Panel packet. Mr. Broad said, ok; I remember seeing that.

Mr. Broad asked, are both hotels unionized? Mr. Carlton said just the Doubletree; the Pleasanton area in non-union.

Ms. Newsom asked, can you please elaborate about the structure of your wages that includes the mandatory service charges and banquet tips? You're saying that up to $6.02 per hour maybe used to meet the post-retention wage. Can you please elaborate a little bit further on that structure? What happens if those tips aren't achieved? Mr. Carlton said, at the Doubletree Berkeley Marina, it's all broken down per the CBA; dedicated portions of all gratuities go to our banquet associates, in addition to the minimum wage. We have a copy of the union contract that provides the specifics.

Ms. Newsom said, it's stated in the Panel packet that you are going to use up to $3.74 per hour for employer paid health benefits to reach the post-retention wage. What is the out-of-pocket expense for the employee to be a part of the plan and receive healthcare benefits? Mr. Carlton said, for the union associated, after a period of time, there is no contribution toward the healthcare premium. Ms. Newsom asked, what is that period of time? Ms. Carlton said one year. Ms. Newsom asked, they have to wait one year to get healthcare

benefits? Mr. Carlson said, the healthcare benefits are immediate, but there is a contribution up until one year per the CBA, then it becomes no-charge for the union associate.

Ms. Newsom said, I'm all about respecting union contracts, but I'm also curious as to what that out-of-pocket-expense is for that year; for Doubletree, I'll be asking you the same question. Ms. Bona said, for Doubletree, we have a 90-day waiting period for medical benefits. Our medical benefits have a different range; the employee contribution is $30 per paycheck. Ms. Newsom asked, is that family or single? Ms. Bona said single. Ms. Newsome asked, what is it for family? Ms. Bona said $106. Mr. Broad said I believe under the union contract it's full family healthcare coverage.

Mr. Broad said, if you guys want to take a few minutes to take a 15-minute break, that would be fine; then you can give Ms. Newsom the answer she wants. Mr. Carlton said, thank you; we appreciate that. Mr. Broad said, I will bring this back up in a few minutes. I'm prepared to make a motion to approve this proposal. Mr. Carlton said, thank you very much.

(Return from break)
Ms. Newsom said, the applicant had stated that according to their CBA, it would take a worker approximately 12 months to no longer have to pay out-of-pocket for their healthcare cost, and I was wondering as to what those out-of-pocket expenses were on a monthly basis. Mr. Carlton said, thank you for the pause. For the first year, the hotel pays 80% of the premium; 90% for the second year, 95% for the third year; after 3 years, the hotel pays 100% of the healthcare premium.

Ms. Newsom said, you are requesting a modification regarding full-time employment from 35 down to 30 hours. It's also stated in your application that the employees would still be eligible to receive full-time healthcare benefits. Is there a difference in the level of health care coverage for those who are working 30 hours a week, as opposed to 35+ hours? Mr. Carlton said, the benefit is the same. Ms. Newsom said thank you.

ACTION: Mr. Broad moved and Ms. Newsom seconded the approval of the proposal for Pyramid Berkeley Management L.P. dba Double Tree by Hilton Hotel Berkeley Marina in the amount of $178,500.

Motion carried, 6 – 0.

Belkorp AG, LLC

Mr. Atkinson presented a Proposal for Belkorp AG, LLC (Belkorp) in the amount of $258,880. Founded in 2011 and headquartered in Modesto, Belkorp sells and services farming equipment including mowers, tractors, harvesters and balers. The Company provides maintenance services for different brands, but specializes in John Deer.

Mr. Atkinson introduced Trish Smith, Human Resources Director and Nathan Greene, Chief Operating Officer.

Ms. Roberts said, this is your first contract, and you don't have any administrative help on this; are you a manufacturing company? Mr. Green said no; we are a distributor. Ms.

Roberts asked, are you going to get people off the distribution and logistics floor, and have them go into a classroom for 80 hours per employee? This means that at least every employee has to have at least one hour of training per week according to the contract; is this correct? Mr. Green said that is correct. That's not abnormal in our line of business. 70 of our 200 employees are technicians. There'll be non-stop training in order to understand how the equipment is working; there are changes in the equipment that come up each and every year from John Deer.

Ms. Roberts said, training 80 hours per employee is difficult. Mr. Green said, Ms. Smith has been involved in this program before; she's experienced. Ms. Smith said, I'm the director of human resources. I have worked with all of our store managers to develop the training program for each employee. What we will mainly do is utilize downtime when our slow season comes. There's a good three months coming up this year; we'll be slower than our normal schedule. We have the commitment from our store managers and senior leadership to utilize this time to focus on training that is needed to elevate the skill level of our technicians.

Mr. Broad said, so basically, when a farmer walks into the store and asks about an equipment, does your staff explain to the customer how the equipment can assist with their farming operation? Mr. Green said, our sales team could potentially do that, or the parts team. We also have 73 technicians who can work on the equipment as well. Mr. Broad asked, is the training for fixing, maintaining, and understanding new technology? Mr. Green said yes. We also have a sales team of 30 or so; they explain to the farmer why this new technology is good for them.

Mr. Broad asked, would the technicians, parts specialists, and managers go to Walla Walla, Washington for training, bring back knowledge, and pass it on to other employees? How is that going to work? Mr. Green said, John Deer only has two training facilities in the country for technicians; Walla Walla and Texas. Our technicians will go to Walla Walla to get hands-on training with the computer technology, but they would not be passing the knowledge down to others. All our technicians are expected to do the training as part of their qualification.

Mr. Broad asked, would they receive a certificate upon completion of the training. Mr. Green said yes. There are 4 to 5 training levels; trainees work their way up to be a master technician, which is a recognition from John Deer. Mr. Broad asked, are those people receiving valuable and translatable skills? Mr. Green said, they receive the core training, advance training, and master technician; and that is a recognized skill set. Mr. Broad said very well.

Ms. Bell asked, are the tractors equipped with GPS technology or rural crop formation? Who teaches the new technology to the farmers? Mr. Green said, it's a combination of our sales team and precision AG specialist within our company that help train the farmers and workers on how to use the GPS technology. Ms. Bell said thank you.

Mr. Rodriguez said, I am slightly familiar with the John Deer facility in Walla Walla. Is your biggest challenge retaining the trainee after they complete the level 4 certification? Mr. Green said, finding a good technician, and keeping them is always a challenge. What we try to do is convince them that our company is a great place to work for.

Mr. Rodriguez asked, once the trainees return to your facility in California, will they train the trainees; are they embedded into your cluster group? Mr. Green said, some of them are; we have service supervisors within our stores who work with the younger team, and help them bring their level up. At the end of the day, most technicians, for them to advance in their career, they want to be certified as a master technician, which means they would have to go to Walla Walla for training and recognition.

Mr. Rodriguez asked, are they simulating the training that takes place in Walla Walla down at your site? Ms. Smith said, the employee will have those skills, and that comes along with a higher pay range and a higher bonus structure. What we plan to do is help those employees who have troubleshooting skills. So, when a technician is having an issue, or takes a longer time to perform a repair, we then utilize some of the skills of the master and advance technician to spread that knowledge to other employees.

Mr. Rodriguez asked, when you sell your machinery, does it come with a multi-year service contract package? Mr. Green said, there is a warranty period, and you have the option to purchase extended parts warranty for five years with any tractors. Tractors have more challenges on service than a car. We expect to see our tractors to come into the shop every year through their lifetime to be worked on, and that is a key piece of our business. Mr. Rodriguez said thank you.

ACTION: Mr. Rodriguez moved and Ms. Bell seconded approval of the proposal for Belkorp, AG, LLC in the amount of $258,880.

Motion carried, 6 – 0.

Cottage Bakery, Inc.

Mr. Atkinson presented a Proposal for Cottage Bakery Inc. (Cottage Bakery) in the amount of $255,420. Founded in 1986 and headquartered in Lodi, Cottage Bakery, is a subsidiary of TreeHouse Private Brands (TPB). Cottage Bakery was formally a wholly owned subsidiary of ConAgra Foods in 2016. TreeHouse Foods, Inc. acquired the company. Cottage Bakery manufactures cakes, donuts, artisan breads, bagels and danishes. Their customers include Safeway, Costco, Wal-Mart, and WinCo. Training will take place at the Company's location in Lodi.

Mr. Atkinson introduced Rob Tiberino, Plant Manager, Jonathan McCloud, QA Manager, Anna Schoop, Senior Human Resources Generalist, Gabrielle Raygoza, Human Resources Manager.

Ms. Bell asked, are all of your 430 associates full-time, year-round employees? Mr. Tiberino said yes. Ms. Bell asked, what is your recruiting strategy? Ms. Raygoza said, we typically try to promote within. We also use a temporary agency to recruit for the entry-level positions, and we work with the local job board and unemployment office for the positions that require more skill. Ms. Bell asked, how long is the wait period before a temporary employee converts to a full-time position? Ms. Raygoza said, our contract with the employment agency is 320 hours. Ms. Bell asked, once an employee becomes permanent, how long does it take to

qualify for medical benefits? Ms. Raygoza said, for the hourly position, it's 60 days. Ms. Bell said, thank you.

Ms. Roberts said, this is mostly for staff. It states here in the Panel packet that there are four agreements in the last five years, but I only see two. Mr. Atkinson said, that is a typo.

Ms. Roberts said, this contract is about five times greater than your last contract, and your performance was at 100%; it sounds like you're ready to go. I don't really see any problem here, but I just want to make sure that you understand that this contract is five times greater than your previous contract. I don't want your performance level to drop; you need to stay at 100%. Mr. Tiberino said, that's our goal.

Ms. Bell asked, do you operate 24 hours a day, 7 days a week? Mr. Tiberino said yes. Ms. Bell asked, how do you plan to do your training if you're operating 24/7? Mr. Tiberino said, we allow time for the associates to come to the classroom and take our alchemy; most of our training is conducted on the floor. Ms. Bell said, your training list doesn't include a GMP. Mr. Tiberino said, we do have some GMP training. Ms. Bell asked, is there a third shift for sanitation? Mr. Tiberino said, the sanitation works on several shifts; there could also be three shifts. Ms. Bell said, thank you.

Mr. Broad asked, can you please explain why the training needs to take place while production line is running? In other words, why can't you train people in a simulated time when production isn't running? Mr. McCloud said, we have a model to help us be successful in this contract. We call it the "continuous skills development program", and it has three components. The first component is a formal classroom training presented through a theoretical lab. The second component is hands-on with your mentor; trainees are coupled with an experienced trainer. The final component is the verification of skills that is required to do the job successfully; and that is where the working lab component comes in.

Mr. Broad said, with respect to setting up, line dismantling, and equipment cleaning and repair, I assume that production wouldn't be running while you're doing those tasks, because that really is not part of productive lab. Mr. McCloud said, you have to stop the equipment to perform the task. Mr. Broad asked, are you stopping in the middle of a production cycle, or are you doing it all at the same moment? Ms. Raygoza said, our employees are taught how to mold the bread, so they are actually producing the product. Mr. Broad said, I understand that; but in the Panel packet, it says, "*The instructor must be dedicated to training delivery during all hours of training. Productive lab training will allow supervisor and leads to demonstrate how to set-up and adjust the baking line. Trainees will learn how to disassemble and rebuild parts of equipment, which cannot be done in a simulated environment*." I don't understand how you could take apart an equipment and put it together in anything but a simulated environment, otherwise, you'd be waiting for things to break. Ms. Raygoza said, the wording in the narrative does not explain the entire process correctly.

Mr. Broad said, I'm trying to understand what's considered productive lab and what isn't. Classroom training should be in a classroom; what you're describing to me doesn't sound like a productive lab. Mr. Atkinson said, you are correct; productive lab is more of a process. Mr. Broad said, so this is more like 5% rather than 10%. Mr. Atkinson said, it's actually 10%, but the narrative doesn't explain it clearly. If you'd like, we can come back with further

explanation. Mr. Broad said, that won't be necessary. For us, productive lab has always been a sensitive area. Our monies are going to pay for training during a period of time when they are producing goods, therefore, it looks like they are subsidizing production, as opposed to just training their employees. I'm not suggesting that there's a problem here, I'm just suggesting that it's a little bit confusing in the description. Mr. Atkinson said, the analyst had a conversation with the contractor regarding productive lab; it wasn't clearly explained in the narrative.

Mr. Broad asked, is this training for the incumbent workers? Mr. McCloud said, yes.

Mr. Broad asked, it says here that the trainee will need an 80% score in order to pass the productive lab training. What happens if they score 75%; will they fail? Ms. Raygoza said, if they don't pass, the person who validates the training goes back to the supervisor, and the trainee is given another chance. They would then go back to the classroom training and work with a mentor; they go through the validation process to complete the training.

Mr. Broad said, we don't want to have a negative view of the notion that we fund a training where incumbent workers get fired if they don't pass the training. Ms. Raygoza said, our CSD process is not a disciplinary process; it's a process to develop the employee skill, since everybody learns differently.

Mr. Tiberino said, we want to identify the gaps and close those gaps in our training. Mr. Broad said, if these are new trainees, I would absolutely say no. In other words, you can't use our funding to vet new workers; that won't work for us. It would make sense if it's for the incumbent workers, and it's not a punitive or disciplinary process.

Ms. Bell asked, is your training conducted in English or Spanish? Mr. Tiberino said, both. Ms. Raygoza said, it's 55% in Spanish and 45% in English.

There were no further questions from the Panel.

ACTION: Ms. Roberts moved and Mr. Rodriguez seconded approval of the proposal for Cottage Bakery, Inc. in the amount of $255,420.

Motion carried 6 – 0.

Gallo Cattle Co., LP dba Joseph Gallo Farms

Mr. Atkinson presented a Proposal for Gallo Cattle Company, LP dba Joseph Gallo Farms (Gallo Farms) in the amount of $749,520. Gallo Farms is a natural cheese manufacturer. They are one of the first cheese plants built in California, have their own milking herd, and grow their own feed, giving them control over their product.

Mr. Atkinson introduced Jennifer Cargill, Human Resources Director and Beth Ingle, President.

Ms. Roberts said, I have a problem with the amount of training hours for your employees. I have worked in the manufacturing industry most of my life, and training 82% of your

workforce for 120 hours would be difficult. This means that you would be training in a classroom for at least two hours for 21 months. I came out of PepsiCo, and 24 hours of training is difficult to attain from a 24/7 operation. I just want to know that you'll have your hands on this. I don't see the training taking place, unless you shut down your operation for two months. Ms. Cargill said, the hours stated in the proposal are understated based on our actual projections. Last year, we averaged 80 training hours per employee. We are committed to training our workforce, and we definitely need the training to get to where we want to be with all the initiatives that are coming in the next 24 months. I don't see this as being unrealistic. This is not my first time with ETP. I've worked for Hilmar Cheese Company for seven years, and they have had successful contracts with ETP. I also worked for In-N-Out Burger, and I bring value to Joseph Gallo Farms. We have a skill-based wage scale that we're developing, and that is installed with our employee; it's an employee driven compensation strategy.

Ms. Cargill said, we want to increase the wages of our employees; therefore, we are committed to training and developing them internally. We have a robust curriculum, and we have subject matter experts throughout the company that are extremely excited about being able to provide additional training to our employees. Ms. Roberts said, that sounds good; you can tell me all about the robust training around your manufacturing skills, because that's where you're going to get the most bang for your buck, but I still don't see how you can get an average 120 training hours for 82% of your population. I'm trying to do the math; it's going to be difficult in a 24/7 operation. That's two hours for every employee, every day of the week, for 21 months. Ms. Cargill said, I understand your concern. I can tell you from experience with my company, it doesn't seem unachievable for us; we are committed to going down this road

Mr. Rodriguez said, Ms. Cargill, Ms. Roberts has made some good points, and you're going to have to deliver from your end. I sensed urgency in your voice when you mentioned training for 24 months. Ms. Cargill said, we have a new equipment line that is being installed in our packaging department. This is going to cause a significant increase in automation and technical training for employees; skills will need to be developed to operate the new equipment. In addition to that, we have some Lean Manufacturing initiatives that we have to deal with. Also, we participated in an efficiency study, and an efficiency consultant came in and worked with us last year. We are going through a lot of changes and improvements to be able to increase our skill-set, and be an employer of choice in our area.

Mr. Rodriguez said, it sounds like you brought in industry leaders to help you be competitive. Ms. Cargill said, that is correct; we've worked with consulting companies in the past, and we have an initiative to continue working with them when it comes to efficiency.

Mr. Rodriguez asked, of the 400 employees that are in your facility, what is the breakdown between full-time and part-time employees? Ms. Cargill said, they are all full-time employees. Mr. Rodriguez said, according to the documentations that we have here, your approximate budget for in-house training is $100,000, and your funding request is $800,000; and you've been warned by one of our prestigious Panel member.

Ms. Bell asked, are you in the outskirts of Atwater? Ms. Cargill said, we're in the middle of Highway 40; we are in Gustine. Ms. Bell asked, how do you recruit your employees, and how

do you compete with the other agricultural industries? Ms. Cargill said, we employ direct, recruit from the unemployment office and locally, and we have recruiting events as well. We have many long-term employees who have been with us for 30 to 40 years, and we have done a lot of hiring in the last year as well. Ms. Bell asked, how long have you been with the company? Ms. Cargill said, I've been with the company for three years. Ms. Bell said, this proposal is not right-sized. I wish you well, and hope that you are successful.

Mr. Broad asked, do you plan on hiring new employees? Ms. Cargill said, we are a privately held company. At this point, expanding has not been identified, or that we're publicly communicating. We don't have any ongoing projects that would involve expansion to our current work environment. Mr. Broad said, so there won't be an influx during this training period, and you won't be getting a bunch of new employees with no experience. Ms. Cargill said, that is correct. Mr. Broad said, that's probably good in this situation. Obviously, Ms. Roberts has painted a daunting scenario. I can't recall seeing a project with this high percentage of workforce that's going to be subject to training.

Mr. Broad said, you're obviously not going to roll out a plan where all your employees will be training for two hours each week; how is this going to work? Is the training plan spaced out; what's your plan? Ms. Cargill said, the training curriculum that we have are offered during different times of the year; it's based on skill-set. Each department can schedule the training to meet the required quota of training hours. There are times when the facility will incur downtime, or production day is not running, and we conduct extensive training during that time. Most of the trainings are in a 24/6 or 24/7 environment, and are scheduled during regular work hours, or incurred overtime.

Mr. Broad asked, are you training your administrative staff together with you maintenance staff? Do they have a separate training curriculum? Ms. Cargill said, it depends on the topic. If we have a CBT, learning ERP, or quality certification; there are several trainings that include the entire organization, and there are other training requirements that are specific to a skill level certification.

Mr. Broad asked about the training hours and classes that will be conducted. Ms. Cargill said, it's a weighted average. The classes within our plan and employee population will be under 120 hours; there are other training plans that will reach beyond 200 hours.

Mr. Broad said, I'm not arguing with you that your intentions are good, and that you intend to earn this money, but I'm skeptical. I have a great deal of respect for the Vice-Chair's knowledge in the manufacturing industry, because she has done it most of her life. I rarely see her respond, as vociferously as she has, with this particular proposal, and I'm troubled by that. I would like for us to come up with a way to move forward; I would like input from the other Panel members, and perhaps our staff, if they wish to comment. What we have done in the past is break up the funding amount into two or three segments. Then you can come back before the Panel and schedule to earn 100% of this money. If we were to do that, would that be agreeable with you? Ms. Cargill said, I'll take what I can get. Mr. Broad said, that's a good answer. You can walk away from this at any time, but we have to protect the taxpayers' dollars. I would suggest, since this is a large proposal, and you're not a huge company and you're training almost everyone, that we cut this in phases. You can request

for the first third of the funding, and then you can return for an amendment when you have demonstrated 100% performance, or near 100% of that funding.

Mr. Rodriguez said, maybe we could phase this into two, instead of three. If their performance is at 95%, or close of $350,000, we can have an amendment to approve the second part of it.

Mr. Rodriguez asked, are you currently training your staff? Ms. Cargill said yes. Mr. Rodriguez asked, how many hours of training per week are you doing on an average? Ms. Roberts said, you mentioned that your budget is $100,000 per year; you're asking for seven times the amount. Like you said, a lot of it will be on overtime; production line will be down, and you're going to bring everybody in a classroom for training. I've been down that road before, and not everyone would want to work overtime, since it's not mandated. Ms. Cargill said, not necessarily; we are in a lower income area. Ms. Roberts said, Modesto is also a low-income area; you're paying $12 an hour, and we were paying $18 an hour. Ms. Cargill said, they are making $12 an hour, so they want as many possible hours as they can get. When the production line goes down, they'll take the training verses going home.

Mr. Broad said, if your turnover rate is 10%, 40 of the 400 employees would leave during the course of training; that math is just too daunting.

Ms. Bell said, you mentioned earlier that you would be adding new automated equipment. When I hear that kind of efficiency, I hear layoffs; that's also a concern for me. I like the suggestion of downsizing this proposal, and have them come back in six months.

Mr. Broad said, I vote for half of the funding, but I'm still skeptical. We will divide this into two parts, and they can return for an amendment for the other half once they've shown performance.

Mr. Rodriguez asked, in terms of efficiency and downsizing, can you address that? Ms. Cargill said, at this point, we don't have any plans on layoffs or downsizing. What we're doing is building a multipurpose crew that can service all of the department; some staff will be placed in additional areas or aspects of our business. We also planted 2300 acres of almonds that are in production at this point. We are selling them to a hauler, and we do have plans to process almonds at a later point in time. Mr. Rodriguez said, thank you.

ACTION: Ms. Roberts moved and Ms. Bell seconded the approval of the proposal for Gallo Cattle Co., LP dba Joseph Gallo Farms in the amount of $374,760. (Original amount request was $749,520.)

Motion carried, 6 – 0.

Keysight Technologies, Inc.

Mr. Atkinson presented a Proposal for Keysight Technologies, Inc. (KT) in the amount of $432,000. Founded in 2014 and headquartered in Santa Rosa, KT is a manufacturer and distributer of electronic measurement instruments. These instruments are used in the design, development and production of electronic equipment.

Mr. Atkinson introduced Beck Kageyama, Global Business Human Resource Manager and Phil Herrera, Management Consultant.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Ms. Newsom seconded approval of the proposal for Keysight Technologies, Inc. in the amount of $432,000.

Motion carried, 6 – 0.

Multiple Employer Proposals

Los Angeles & Orange Counties Air Conditioning and Refrigeration Joint Journeyman and Apprenticeship Training Committee

Mr. Griffin presented a Proposal for Los Angeles & Orange Counties Air Conditioning and Refrigeration Joint Journeyman and Apprenticeship Training Committee (JJATC) in the amount of $601,060. The Los Angeles & Orange Counties Air Conditioning and Refrigeration JJATC was founded in 1949 by a consortium of labor and management organizations to provide training for air conditioning and refrigeration technicians in Southern California. The JJATC administers a training trust fund created through collective bargaining and funded by signatory employers.

Mr. Griffin introduced Lewis Reyes, Training Coordinator and Oscar Meyer, Los Angeles Unified School District.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Ms. Bell seconded approval of the proposal for Los Angeles & Orange Counties Air Conditioning and Refrigeration Joint Journeyman and Apprenticeship Training Committee in the amount of $601,060.

Motion carried 6 – 0.

Inland Training Fund dba Inland Empire Electrical Training Center

Mr. Griffin presented a Proposal for Inland Training Fund dba Inland Empire Electrical Training Center (ITF) in the amount of $801,440. The ITF was founded in 1985 to jointly manage the training trust funds for IBEW Local 440 (Riverside) and Local 447 (San Bernardino). Each Local sponsors a separate apprenticeship program, as registered with the Division of Apprenticeship Standards. The ITF manages Apprentice and Journeyman training for both programs. These programs were established through collective bargaining between Locals 440 and 447, and the Southern Sierras Chapter National Electrical Contractors Association (NECA).

Mr. Griffin introduced Richard Purper, Training Coordinator.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Ms. Newsom seconded approval of the proposal for Inland Training Fund dba Inland Empire Electrical Training Center in the amount of $801,440.

Motion carried, 6 – 0.

Southern California Resilient Floor & Decorative Covering Crafts JATC

Mr. Griffin presented a Proposal for Southern California Resilient Floor & Decorative Covering Crafts JATC (Flooring JATC) in the amount of $229,840. This will be the fourth Agreement between ETP and Flooring JATC. The JATC was founded in 1953 pursuant to the collective bargaining agreement between Carpet, Linoleum, and Soft Tile Local Union 1247 and the Floor Covering Contractors Association of Orange County, Harbor Floor Covering Institute, and San Gabriel Valley Floor Covering. Local Union No. 1247 currently represents over 560 Floor Covering Installers in Southern California (approximately 184 Apprentices, 32 Material Handlers, and 344 Journeymen).

Mr. Griffin introduced David Romero, Director of Training.

Mr. Broad said, you had a prior project with poor performance that was attributable to the contractor not performing very well, and then your subsequent proposal was at 100% performance, which is good because you fixed the problem. Are you using the same contractor for the second proposal; did you change contractors? Mr. Romero said, we are doing it in-house now.

There were no further questions from the Panel.

ACTION: Ms. Roberts moved and Ms. Newsom seconded approval of the proposal for Southern California Resilient Floor & Decorative Covering Crafts JATC in the amount of $229,840.

Motion carried, 6 – 0.

Northern California Construction Inspectors Joint Apprenticeship Committee

Mr. Atkinson presented a Proposal for Northern California Construction Inspectors Joint Apprenticeship Committee (NCCIJAC) in the amount of $281,820. The NCCIJAC is a joint labor-management committee comprised of representatives from the inspection and testing industry through its trade association, the Council of Engineer and Laboratory Employers (CELE); and labor, which is represented on the JAC by the Operating Engineers (IUOE) Local 3. The JAC was established in 2005, and the current apprenticeship standards were enacted in 2012.

Mr. Atkinson introduced Joanie Thompson, Administrator and Lisa Clark.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Ms. Bell seconded approval of the proposal for Northern California Construction Inspectors Joint Apprenticeship Committee in the amount of $281,820.

Motion carried, 6 – 0.

Santa Clara County Electrical Joint Apprenticeship and Training Trust

Mr. Atkinson presented a Proposal for Santa Clara County Electrical Joint Apprenticeship and Training Trust (Santa Clara JATT) in the amount of $501,200. The Santa Clara JATTorg was founded in 1958. The trust is funded through collective bargaining between signatory employers that are members of the National Electrical Contractors Association (NECA) and the International Brotherhood of Electrical Workers (IBEW) Local 332.

Mr. Atkinson introduced Jon-Paul Wolfe, Apprentice Coordinator.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Ms. Bell seconded approval of the proposal for Santa Clara County Electrical Joint Apprenticeship and Training Trust in the amount of $501,200.

Motion carried, 6 – 0.

Fresno Area Plumbers, Pipe and Refrigeration Fitters Joint Apprenticeship Training Committee

Mr. Atkinson presented a Proposal for Fresno Area Plumbers, Pipe and Refrigeration Fitters Joint Apprenticeship Training Committee (Fresno Area Plumbers JATC) in the amount of $237,800. Founded in 1942, Fresno Area Plumbers JATC trains Apprentices and Journeymen for the piping industry. The JATC serves 600 union members across 4 counties (Fresno, Madera, Kings and Tulare), and consists of three management representatives from the Mechanical Contractors Association and three members from UA Local 246 representing labor. There are 18 signatory employers, 90% of which are small business.

Mr. Atkinson introduced Robert Topete, Training Coordinator.

Mr. Broad said, we seem to be able to routinely expect 100% performance out of the apprenticeship program, but your last project was at 75%. Can you please explain what happened? Mr. Topete said, there were jobs that were expected to start or continue, but they were delayed. There was a hospital in Tulare that had concrete issues; there were members that hindered us from meeting the retention. Mr. Broad said, so the retention was tied to the failure of a building project, and you were unable to move forward in a timely manner. Mr. Topete said yes. Mr. Broad said, had that not happened, your performance would have been 100%. Mr. Topete said, yes; we would have.

Ms. Roberts said, now you’re asking for $100,000 more, and your previous contract was at 75%; instead of asking for $130,000, you’re asking for $237,000. You’re asking for more

money. What's going to generate that? Mr. Topete said, there are more projects that have started. In the previous contract, our unemployment was at 25%. We are now at 10%, and we have bigger jobs that are taking off; we shouldn't have any more issues. We also have the California Title 24 for every building that goes up or remodel. There are new trainings that are ongoing, and more facilities are able to train our members. We have a lot of pipeline work that is also ongoing.

There were no further questions from the Panel.

Action: Ms. Newsom moved and Mr. Rodriguez seconded approval of the Fresno Area Plumbers, Pipe and Refrigeration Fitters Joint Apprenticeship Training Committee in the amount of $237,800.

Motion carried, 6 – 0.

Northern California Heat & Frost Insulators and Allied Workers Joint Apprenticeship and Training Committee

Mr. Atkinson presented a Proposal for Northern California Heat & Frost Insulators and Allied Workers Joint Apprenticeship and Training Committee (Insulators JATC) in the amount of $250,200. Founded in 1961 and headquartered in Benicia, Insulators JATC administers the apprenticeship program created in collective bargaining between representatives from Local 16 and the Western Insulation Contractors Association. The JATC operates a state-of-the-art training center serving 47 counties in Northern California.

Mr. Atkinson introduced Billy Hodges, JATC Coordinator.

Mr. Rodriguez asked, do you recruit any students from Cal State Maritime University? Mr. Hodges said no. I attend job fairs; we take applications 4 times a year. I get a lot from RichmondBUILD, CityBuild; veterans are key. I just hired three veterans. Mr. Rodriguez said, thank you.

ACTION: Mr. Rodriguez moved and Ms. Roberts seconded approval of the proposal for Northern California Heat & Frost Insulators and Allied Workers Joint Apprenticeship and Training Committee in the amount of $250,200.

Motion carried, 6 – 0.

<u>Amendment</u>

Employers Group

Mr. Griffin presented an amendment for Employers Group in the amount of $243,898. Founded in 1896, Employers Group is a non-profit trade association dedicated to Human Resources (HR) management. It offers several programs and services for its members including: telephone support and public workshops for HR professionals; consulting services on affirmative action planning and employee relations; surveys on compensation and benefits

trends; and training in compliance, leadership, quality, productivity enhancement, and Lean Manufacturing.

Mr. Griffin introduced Jeffrey Hull, Senior Director.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Ms. Bell seconded the approval of the amendment for Employers Group in the amount of $243,898.

Motion carried, 6 – 0.

Professionals in Human Resources

Mr. Griffin presented an amendment for the Professionals in Human Resources (PIHRA) in the amount of $273,938. Established in 1944, and headquartered in Gardena, PIHRA 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 and is the largest affiliate of the Society for Human Resources Management Organization.

Mr. Griffin introduced Brian Allain, Deputy Executive Director.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Ms. Bell seconded the approval of the proposal for Professionals in Human Resources (PIHRA) in the amount of $273,938.

Motion carried, 6 – 0.

XI. PUBLIC COMMENTS

There we no comments from the public.

XII. MEETING ADJOURNMENT

Mr. Broad adjourned the meeting at 11:49 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.

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

AHMC Monterey Park Hospital LP

Agreement Number: ET17-0261

Panel Meeting of: October 28, 2016

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

PROJECT PROFILE

Contract Attributes:	SET Retrainee Medical Skills Training Priority Rate	Industry Sector(s):	Healthcare Services Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No SEIU United Healthcare Workers-West		

Number of Employees in:	CA: 369	U.S.: 369	Worldwide: 369
Turnover Rate:	15%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$266,760		$80,080 30%	$0		$186,680

In-Kind Contribution:	100% of Total ETP Funding Required	$470,470

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET Medical Skills Training Priority Rate	MS Preceptor, MS Didactic, Computer Skills, Continuous Imp.	260	8-200	0	*$718	$21.28
				Weighted Avg: 57			

*Reflects Substantial Contribution

Minimum Wage by County: $21.28 per hour Statewide Average Hourly Wage (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 $3.93 per hour for may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Registered Nurse		141
Licensed Vocational Nurse		33
Technician		23
Respiratory Therapist		9
Certified Nurse Assistant		15
Laboratory Assistant		8
Clinical Laboratory Scientist		6
Admitting Representative		7
Administrative Support Staff		18

INTRODUCTION

Founded in 1972, AHMC Monterey Park Hospital LP (MPH) is a full service acute care facility. The Hospital (www.montereyparkhosp.com) is a for-profit hospital accredited by The Joint Commission and is eligible for ETP funding under Special Employment Training (SET) provisions for frontline workers.

The Hospital's core services include an emergency room, a surgery department, intensive care unit, cardiology, diagnostic services, rehabilitation programs, medical/surgical services, and a maternity program.

MPH is a wholly-owned subsidiary of AHMC Healthcare, Inc. It operates as a Limited Partnership autonomous from other AHMC hospitals in the state. For FY2016/17, the Panel has approved other AHMC wholly-owned and operated subsidiaries. AHMC San Gabriel and AHMC Whittier were approved at the August 26 Panel meeting. Another AHMC subsidiary (AHMC Garfield) will be seeking approval at the next Panel meeting.

PROJECT DETAILS

This will be MPH's third ETP Agreement and third within the past five years (See Prior Projects Table). The proposed Agreement will allow the Hospital to further its training initiatives in key areas such as Emergency Room procedures, electronic medical records, and revamped patient safety goals. Several Curriculum topics are repeated from prior agreements; however, the subject matter has been updated, and there will be no duplication of training in those courses.

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

- MPH has initiated a new Emergency Room Throughput Project designed to improve patient flow, enhance patient care, and reduce emergency department crowding. Training in this area will focus on new workflow processes, emergency room best practices, staffing levels, and documentation procedures.

- The Hospital has launched a Lean Program which aims to improve workplace efficiency by reducing waste. This program will be phased in over time and requires training for all staff on Lean healthcare principles and process improvements.

- Electronic Medical Record (EMR) Conversion/Meaningful Use – MPH is continuing its effort to convert from paper to computer charting. The Hospital is currently immersed in Stage 2 conversion measures of the Meaningful Use initiative and has already begun preparing for Stage 3. The Hospital is also progressing through the medical record conversion stages. It must continue to provide training to staff on proper and effective utilization of the EMR system.

- 2016 National Patient Safety Goals – The Hospital has updated its continuous improvement initiatives and adopted new Joint Commission recommendations that focus on healthcare safety. Areas of emphasis include accurate patient identification, staff communication, medical safety, alarm safety, surgical error prevention, and infection prevention.

Training Plan

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

Medical Skills Training (80%) - Approximately 141 RNs and 33 LVNs will participate in Clinical Preceptor and Didactic training classes. This training will address deficiencies in specific skills to ensure that trainees are competent in advanced medical procedures. Technicians, Therapists, and other allied-health staff may receive limited medical skills training based on their respective job duties. This training excludes Administrative Support and Admitting Representatives.

Computer Skills (10%) - Training will be offered to all occupations. Training will cover various healthcare software solutions including electronic medical records, medication management and patient billing tools.

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

SET/Wage Modification

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

Substantial Contribution

MPH is a repeat contractor with payment earned in excess of $250,000 in the last five years, and formerly assessed a Substantial Contribution at the 15% level at the Sun Valley facility. Accordingly, reimbursement for trainees at this facility will be reduced by 30%, reflecting the Company's $80,080 Substantial Contribution to the cost of training.

Commitment to Training

MPH spends approximately $48,000 annually on employee training. The Hospital's ongoing training includes new employee orientation, competency fairs, and certification classes. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

Union Letter

The Hospital has provided a letter from SEIU United Healthcare Workers-West in support of the proposed training for its members.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $	%
ET15-0155	Monterey Park	07/01/14 – 06/30/16	$235,160	$235,160	(100%)
ET12-0340	Monterey Park	03/26/12 – 03/25/14	$177,480	$177,480	(100%)

DEVELOPMENT SERVICES

Training Funding Source in Seal Beach assisted with development for a flat fee of $7,500.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours
8 – 200

Trainees may receive any of the following:

MEDICAL SKILLS TRAINING – CLINICAL PRECEPTOR (excludes Administrative Support and Admitting Staff)

- **Behavioral Health/Psychiatric Acute Care Services Unit**
  - Patient Assessment & Care
  - Behavioral Health Nursing Skills
- **Burn Center Unit Training**
  - Emergency Care of the Burn Patient
  - Patient Assessment & Care
  - Care of the Burn Patient
- **Emergency Department Training**
  - Emergency Room Nursing Skills
  - Emergency Care of the Burn Patient
  - OB Trauma
  - Trauma Nursing Skills
  - Triage Nursing Skills
  - Care of Pediatric Patients
  - EMTALA (Emergency Medical Treatment and Active Labor Act)
- **Intensive Care Unit/Critical Care Unit Training**
  - Critical Care Nursing Skills
  - Patient Assessment & Care
  - Intracranial Pressure Monitoring & Ventriculostomy
  - Hemodynamic Monitoring
  - Pre and Post-Operative Care
  - Care of Trauma Patient
  - Ventilator & Tracheotomy Care
- **Medical/Surgical Unit Training**
  - Patient Assessment & Care
  - Medical/Surgical Nursing Skills
  - Pre- and Post-Operative Care
  - Orthopedic Nursing Skills
  - Oncology Nursing Skills
  - CAPD: Continuous Ambulatory Peritoneal Dialysis
- **Obstetrics Unit Training**
  - Patient Assessment & Care
  - Antepartum, Labor, Delivery and Postpartum Skills
  - Neonatal Nursing Skills
  - S.T.A.B.L.E (Six Assessment and Care Modules in: Sugar & Safe Care, Temperature, Airway, Blood Pressure, Lab Work, Emotional Support)
  - Basic & Advanced Fetal Monitoring
  - Neonatal Resuscitation Provider (NRP)
  - OB Emergency
  - Exclusive Breast Feeding

- **Operating Room and Post-Anesthesia Care Unit (PACU) Training**
  - Patient Assessment & Care
  - Trauma Nursing Skills
  - Peri-Operative Nursing Skills
  - Pre- and Post-Operative Care
  - Malignant Hyperthermia
- **Pediatric Services Unit**
  - Care of Pediatric Patients
  - Patient Assessment & Care
  - Pre- and Post-Operative Care
  - Children Asthma
- **Rehabilitation Services Unit Training**
  - Patient Assessment & Care
  - Medical/Surgical Nursing Skills
  - Pre- and Post-Operative Care
  - Post-Orthopedic Surgery Nursing Skills
  - Post-Trauma Injury Nursing Skills
  - Post-Neurological Injury Nursing Skills
- **Special Care Unit Training**
  - Patient Assessment and Care
  - Critical Care Nursing Skills
  - Ventilator & Tracheotomy Care
  - Hemodynamic Monitoring
  - Total Parenteral Nutrition
- **Surgical Services Unit Training**
  - Patient Assessment & Care
  - Trauma Nursing Skills
  - Surgical Nursing Skills
  - Pre and Post-Operative Care
  - Hemodialysis
- **Telemetry Unit Training**
  - Care of the Cardiac Patient
  - EKG & Cardiac Monitoring
  - Dysrhythmia Interpretation
  - Telemetry Nursing Skills
  - Pre- and Post-Operative Care
  - Care of the Neurosurgical Patient
  - Intravenous (IV) Therapy
  - Oncology Nursing Skills

MEDICAL SKILLS TRAINING – DIDACTIC (excludes Administrative Support and Admitting Staff)

- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Behavioral Health Nursing Skills
- Basic Life Support (BLS)
- Body Mechanics
- Care of the Cardiac Patient

- Care of the Neurosurgical Patient
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginning & Advanced)
- Emergency Care of the Burn Patient
- Emergency Room Nursing Skills
- Equipment Skills (IV Pumps, Cardiac Telemetry, Vital Signs, Pulse-Oximeter, Ventilators, Specialty Beds and Mattresses, etc.)
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Infection Control
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous (IV) Insertion & Therapy
- Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Labor Result Interpretation
- Management of the Renal Transplant Surgical Patient
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Resuscitation Provider (NRP)
- New Graduate Nursing Skills
- Nurse Orientation Training (for New Grads only)
- Nursing Diagnosis Skills
- Nursing Process Skills
- OB Trauma
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support (PALS)
- Peri-Operative Nursing Skills
- PICC Line Insertion
- Pre- and Post-Operative Care
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Surgical Nursing Skills

- S.T.A.B.L.E. (Six Assessment and Care Modules in: Sugar & Safe Care, Temperature, Airway, Blood Pressure, Lab Work, Emotional Support)
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Triage Nursing Skills
- Trauma Nursing Skills
- Ventilator and Tracheotomy Care
- Versant New Graduate Program Skills
- Wound & Skin Care

CONTINUOUS IMPROVEMENT

- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Communications Skills
- Conflict Resolution Skills
- CORE Measures
- Crisis Prevention Intervention (CPI)
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Service Skills
- Documentation Skills
- Hospital Consumer Assessment of Healthcare Providers & System (HCAHPS) Improve Patient Satisfaction
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Preceptor Skills (Train-the-Trainer)
- Performance and Quality Improvement and Procedures Skills
- Team Building Skills
- Utilization Review
- Annual Competency Skills Fair

COMPUTER SKILLS

- Microsoft Office/Excel Skills (Intermediate and Advanced)
- Patient Billing and Accounts Receivable (PBAR) Tracking Skills
- MediTech Order Entry Skills
- Electronic Medical Records Application Skills
- Computer Programs & Systems, Inc. (CPSI)/Evident

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

SEIU-UHW
United Healthcare Workers West

UNITED HEALTHCARE WORKERS WEST
SERVICE EMPLOYEES INTERNATIONAL UNION, CLC

June 27, 2016

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

RE: <u>SEIU-UHW'S SUPPORT FOR ETP FUNDING</u>
Facility: Monterey Park Hospital

Stewart Knox,

This letter is to confirm support by SEIU United Healthcare Workers-West for Monterey Park Hospital's proposed training to be submitted to Employment Training Panel.

Sincerely,

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

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

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www.SEIU-UHW.org

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Bergelectric Corp.

Agreement Number: ET17-0265

Panel Meeting of: October 28, 2016

ETP Regional Office: San Diego **Analyst:** J. Davey

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee SET	Industry Sector(s):	Construction Services Green Technology Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles, Orange, Sacramento, San Diego, Ventura	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 1,118	U.S.: 2,013	Worldwide: 2,013
Turnover Rate:	4%		
Managers/Supervisors: (% of total trainees)	8%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$199,800		$0	$0		$199,800

In-Kind Contribution:	100% of Total ETP Funding Required	$448,220

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Mgmt Skills	455	8-200	0	$360	$19.00
				Weighted Avg: 20			
2	Retrainee Priority Rate SET	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Mgmt Skills	100	8-200	0	$360	$30.00
				Weighted Avg: 20			

Minimum Wage by County: Job Number 1: $17.02 per hour in Los Angeles; $16.51 per hour in Orange; $16.10 per hour in Sacramento; $16.46 per hour in San Diego; and $15.60 per hour in Ventura; Job Number 2 (SET/Priority Industry): $21.28 per hour.

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

Used to meet the Post-Retention Wage?: ☐ Yes ☒ No ☐ Maybe
Although health benefits are provided, they are not being used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Support Staff		45
Estimation/Pre-Construction/Project Support Staff		35
Field Staff		330
Managers/Supervisors		45
Job Number 2 – SET		
Estimation/Pre-Construction/Project Support Staff		20
Field Staff		80

INTRODUCTION

Established in 1946, Bergelectric Corp. (Bergelectric) provides large scale industrial electrical contracting nationwide. Headquartered in Los Angeles, the Company has four additional sites in California (Agoura Hills, Escondido, Irvine, and Sacramento) and seven out-of-state locations across the US to support its clients nationwide. The Company provides new electric design/build services, construction and remodel; data and telecom backbone infrastructure installations; fiber-optic communications; photovoltaic and wind generation systems, and other electrical construction services.

Bergelectric's corporate support functions in Los Angeles and Escondido (San Diego) provide internal support to locations within California and nationwide. These locations face out-of-state competition and are eligible for standard retraining. (Title 22, California Code of Regulations, Section 4416(e).) (Job Number 1)

The Company's other location in Sacramento County does not face out-of-state competition. These trainees are eligible for ETP funding under the Special Employment Training (SET) (Job Number 2).

PROJECT DETAILS

This is the third ETP proposal for Bergelectric Corp in the last five years. The first two Agreements focused on training employees on a new Oracle ERP system. The Company acquired the Oracle ERP software in June 2013 and immediately began the multi-staged implementation. During the first project, training was delayed for a year to allow for the ERP implementation. Some training was done, but no trainees were enrolled or documented and the contract was terminated. Additional details are discussed under the Prior Projects table.

In the second project (ET15-0163), Bergelectric continued plans to implement Oracle ERP, which was the linchpin of the training plan taking precedence over the rest of the training. An early 2015 go-live date for the system was eventually shelved, further delaying training. However, the Company managed to conduct ancillary training in Business Skills, Commercial Skills, and Continuous Improvement. Again, additional details are discussed further under the Prior Projects table.

This proposal will again focus on Oracle ERP training. The new system was tested in July and is finally ready to be rolled out to the entire Company before the end of the Calendar Year. Oracle ERP will help staff plan, forecast, and communicate more productively.

Bergelectric has continuing opportunities nationally for new construction projects that were delayed or put on hold. While no longer in "workforce growth" mode, the Company still seeks to diversify and expand its services. The Company continues to face strong competition from other electrical contracting firms. As such, it must stay current on the latest construction technology, innovations and green sustainability methods, processes and requirements. To meet these challenges, Bergelectric believes its employees must be cross-trained, more productive, and highly efficient in all areas.

Training Plan

Training will be provided primarily by in-house subject-matter experts at each of the four California locations; although outside vendors may also be utilized. While much of the training identified below is the same as in the prior project, it will be delivered to trainees who did not already receive this training. E-Learning will be used to provide Computer Skills training on software skills at all four California facilities.

Business Skills (15%) - Training will be provided to all occupations to streamline business operations. Training will enable employees to be more productive in common communication platforms and techniques. Additional skills include BlueBeam (e-blueprints) reading, detail drawings, and starting a construction project. Training will improve customer satisfaction through efficient and rapid information response processes and effective communication techniques.

Commercial Skills (5%) - Training will be provided to Field Staff and Managers/Supervisors in skills upgrades, new requirements, environmentally sound techniques, current best practices, and overall project management skills. Training will help trainees effectively perform their

respective jobs. Select personnel will receive construction project management training to make them deployable across multiple projects. No electrical trade skills will be provided under this Agreement.

Computer Skills (40%) - Training will be offered to all occupations in Oracle ERP software that had been delayed over the last several years. Trainees will receive training in the use of this software to better manage the business as a whole. In addition, training in Microsoft Office, and other technologies will improve the capture, coordination and dissemination of information throughout the organization.

Continuous Improvement (30%) - Training for all occupations is designed to provide the skills to identify, improve and incorporate new practices, procedures and methods across all facilities. Training will enable employees to participate in identifying/upgrading outmoded methods of operation. Teambuilding and teamwork skills, and cause analysis/problem-solving/decision-making will allow employees to work individually and in teams to manage and participate in the preparation and implementation of process improvement efforts.

Management Skills (5%) - Training will be provided to Job 1 Managers/Supervisors and Field Staff (Foremen) and will include Leadership and Team Building. Many Field Staff and Managers/Supervisors have promoted from within and have had minimal formal leadership or management training. These skills will enable all levels of managers to better lead and manage teams.

SET Wage Modification

Under SET, the Company is not required to demonstrate out-of-state competition, and trainees are not required to meet eligibility standards for retraining. To qualify, trainees must be earning at least the state average hourly wage at the end of the retention period. SET funding will be used to train frontline staff in Job Number 2.

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.

Bergelectric does not currently have an identified, line-item training budget. The Company trains as necessary in all areas at all locations. Estimates of training expenses in 2013 were approximately $1M (materials, instructors, facilities, etc.). The Company has historically spent $1-2M per year and plans to spend approximately $2-3M on training in 2016/2017.

- Training Infrastructure

  The Company has two dedicated in-house trainers and will hire a training coordinator prior to the start of training.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET15-0163	Statewide	07/07/2014–07/06/2016	$423,792	$181,898 (43%)
ET12-0376	Statewide	05/07/2012–05/06/2014	$424,310	$0 (0%)

ET15-0163: The Company was unable to perform training as planned due to continued delay in its Oracle ERP implementation. Over the past 3 years, Bergelectric has been programming custom changes to Oracle software that will track the financial performance of its construction projects and other indicators. As a precautionary step, the Company performed parallel payroll tests in 2014 and 2015. Both years, the parallel test failed, and initial roll-out of Oracle ERP was cancelled. Cancelation of Oracle training derailed some 50% of the ETP project.

To ensure the successful use of the ETP funds for this project, Bergelectric has taken the following steps: 1) Training will be centralized from the Escondido office to ensure operational control and coordination, with more corporate oversight rather than decentralized from each separate location; 2) Hired internal trainers and developed the curriculum irrespective of any further software implementation; 3) Developed internal software for tracking and monitoring the scheduling, attendance and effectiveness of the training to be administered. 4) Identified and requisitioned a Training Coordinator whose primary responsibility is to ensure the delivery of training and compliance with the ETP Agreement.

Staff recommends funding this proposal at slightly above the amount earned in the prior project because the Company has fixed the “bugs” in its Oracle ERP software and is now ready to launch the system.

ET12-0376: The anticipated procurement of Oracle ERP software was scheduled for June 2012, the beginning of the ETP Agreement. Unfortunately, the implementation was postponed for a year, such that ETP-funded training could not begin until 2013. There were further delays in launching the new system. Ultimately, so little training was conducted that the Company did not enroll or report training, and the contract was terminated.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab & E-Learning Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Company Processes/Administration
- Project Management
- Strategic Planning
- Communication Skills
- Time/Priority/Workspace Management
- Customer Service Skills
- Train-the-Trainer Skills
- Starting a Construction Project
- BlueBeam Reading
- Detail Drawings and As-Builts

COMMERCIAL SKILLS

- Professional Project Management Training
- Professional Estimators Training
- Construction Management
- Prefab and Preferred Materials
- Material Procurement and Management
- Fire Alarm Systems

COMPUTER SKILLS

- CADD/BIM Certification
- Oracle Management Suite
- Cisco Certifications
- BlueBeam Revu

CONTINUOUS IMPROVEMENT

- Cause Analysis/Problem Solving/Decision Making
- Process Improvement/Process Control
- Teambuilding & Teamwork
- Performance Coaching and Motivation

MANAGEMENT SKILLS (management trainees only)

- Time/Priority/Workspace/ Meeting Management for Leaders
- Manager/Supervisor Skills
- Leadership and Team Building for Managers

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

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

RETRAINEE - JOB CREATION

Training Proposal for:

Blue Diamond Growers

Agreement Number: ET17-0278

Panel Meeting of: October 28, 2016

ETP Regional Office: Sacramento **Analyst:** J. Lazarewicz

PROJECT PROFILE

Contract Attributes:	HUA Job Creation Initiative Priority Rate Retrainee Veterans	Industry Sector(s):	Manufacturing Priority Industry: ☒ Yes ☐ No
Counties Served:	Sacramento, Stanislaus	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 1,465	U.S.: 1,465	Worldwide: 1,465
Turnover Rate:	8%		
Managers/Supervisors: (% of total trainees)	10%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$174,560		$0	$0		$174,560

In-Kind Contribution:	100% of Total ETP Funding Required	$212,817

TRAINING PLAN TABLE.

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, Mgmnt. Skills, PL-Mfg. Skills	100	8-200	0	$1,440	$15.60*
				Weighted Avg: 80			
2	Job Creation Priority Rate Retrainee	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, Mgmnt. Skills, PL-Mfg. Skills	10	8-200	0	$2,000	$12.77*
				Weighted Avg: 100			
3	Veterans Retrainee	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, Mgmnt. Skills, PL-Mfg. Skills	6	8-200	0	$1,760	$15.60*
				Weighted Avg: 80			

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

Minimum Wage by County: Job Numbers 1 & 3 (Veterans): $16.10 for Sacramento County and $15.60 for Stanislaus County. Job Number 2(Job Creation):$13.42 for Sacramento County and $12.77 for Stanislaus 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 $3.40 per hour may be used to meet the Post-Retention Wage in Job Number 1 & 3; up to $1.42 per hour in Job Number 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Staff		4
Lift Truck Driver		10
Quality Inspector		5
Machine Operator		38
Maintenance Staff		5
Manager		10
Team Lead		5

Plant Engineer		3
Production Staff		20
Job Number 2 (Job Creation)		
Administrative Staff		1
Lift Truck Driver		1
Machine Operator		2
Maintenance Staff		2
Manager		1
Production Staff		3
Job Number 3 (Veterans)		
Administrative Staff		1
Lift Truck Driver		1
Machine Operator		1
Maintenance Staff		1
Manager		1
Production Staff		1

INTRODUCTION

Founded in 1910 and headquartered in Sacramento, Blue Diamond Growers (Blue Diamond), (www.bluediamond.com) is the world's largest almond processing and marketing company. The Company is a cooperative owned by half of the state's almond growers who produce more than 80% of the world's almond supply. The Company produces snack almonds nut-based crackers, almond milk, and packaged almonds for cooking and baking. The Company's customers include Nestle, Kelloggs, Mars, See's Candies, and retail consumers. The Company has facilities located in Sacramento, Salida and Turlock. All facilities will receive training under this proposal.

In 2013, Blue Diamond opened a 200,000 state-of-the art manufacturing facility in Turlock to create more global products. The Turlock opening was the first of a three-phase project, which will eventually expand the facility to 500,000 square feet over the next 12 years. The Company also launched a plant improvement program to upgrade the Sacramento and Salida facilities with state-of-the art technologies for worldwide distribution. The Company has invested over $2.5 million on a new pasteurization system and flour grind mill for the Salida facility. The pasteurization system is unique to Blue Diamond's Salida facility (only one other company, located in France, has this new technology). The flour grind mill is the same technology used at the Turlock facility. The new machinery was installed in September 2016.

This will be Blue Diamond's second ETP Agreement within the last five years. Only the Turlock facility participated in the previous Agreement for Job Creation trainees only. Under this proposal, training will focus primarily on the Salida facility staff. Trainees need to learn to operate newly installed machines. To reduce waste and provide a consistent product companywide, trainees at all locations will receive continuous improvement training in 5S, GEMBA Philosophy and High Performance Teams. Training courses conducted at the Turlock facility will not be duplicated for trainees who received training under the previous Agreement.

Retrainee - Job Creation

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

To meet the needs of customers and support new operations, the Company is expanding their business capacity with the installation of new pasteurization and flour line equipment. As a result of the expansion, the Company is committed to hiring 10 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract.

Veterans Program

The Panel has established a higher reimbursement rate and other incentives for training California veterans. Blue Diamond is committed to hiring six Veterans (Job Number 3) and creating promotional opportunities for all Veteran staff.

Training Plan

Business Skills (5%): Training will be offered to all occupations. Workers will learn to implement changes, conduct meetings, advise, delegate, motivate and advocate for fellow employees. Blue Diamond seeks to develop its personnel to promote internally and foster a productive, positive workplace.

Computer Skills (5%): Training will be offered to all occupations related to job functions. Training will focus on principles and navigation of Production Process Software Systems to increase proficiency in inventory controls, production scheduling, purchasing and measurement functions. Administrative Staff will receive advanced training to develop concise data information dissemination skills and increase front office productivity.

Continuous Improvement (25%): Training will be offered to all occupations, except Administrative Staff. Lean manufacturing will be offered as an initial tool to identify and reduce waste by analyzing processes and measuring current performance against Lean performance. Lean manufacturing subject matter will be provided to all frontline employees.

Management Skills (5%): Training will be delivered to Managers and focus on effective leadership, improving efficiencies, and motivate staff. Training topics include Coaching, Employee Engagement, Performance Objectives and Developing High Performance Teams.

Manufacturing Skills (40%): Training will be offered to all occupations, except Administrative Staff, to enable a clear understanding of food production quality and standards with regard to sanitation processes, temperature controls, sampling during production and handling materials. Training will cover machine operation systems (WonderWare, Allen Bradley HMI, and Factory Talk systems). As a result, employees will be able to effectively operate, troubleshoot and repair equipment.

Productive Laboratory (20%)

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

Blue Diamond will train 90 Production Staff, Lift Truck Drivers, Quality Inspectors, Machine Operators, Maintenance Staff, Team Leaders and Managers on pasteurization machinery and flour grinding mills. Topics are conducted in the classroom first to introduce trainees to machinery and concepts. Since factory equipment cannot be reproduced in a classroom setting, PL training is necessary to ensure safety and production standards are being met. This training will be at a much slower pace than regular production with significantly higher defects as trainees gain proficiency. A subject matter expert will conduct training. The trainer will first demonstrate how to use the equipment, then supervise trainees using the equipment. The trainer will attest to the trainee's competency once training is completed.

Training will be under constant supervision with a 1:3 trainer-to-trainee ratio. Blue Diamond has requested a 1:3 training ratio because trainees work in groups of 2-3 when assigned to a machine. PL training will be capped at 40 hours per trainee.

High Unemployment Area

Some trainees in work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in Stanislaus County qualify for HUA status under these standards. For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. However, the Company is not requesting a wage modification.

LMS

Blue Diamond will use a Learning Management System which has been reviewed and approved by ETP.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. The Company allocates $350,000 per facility annually for training and provides mandatory and job-specific training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  Blue Diamond is ready to begin training upon Agreement approval. The Company has qualified trainers in place. The Company's Learning and Development Manager will oversee the ETP Agreement and coordinate with each facility's HR Manager. The HR manager will be responsible for scheduling training. Additional staff will be dedicated data entry. Training will be conducted by in-house trainers. Outside vendors will be identified as needed.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET13-0237	Turlock	1/1/13 – 12/31/14	$235,720	$217,815 (92%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours
8- 200

Trainees may receive any of the following:

BUSINESS SKILLS
- Inside Out Coaching
- Leadership Skills
- Team Roles

COMPUTER SKILLS
- Kronos Timekeeping
- Taleo Orientation
- Adage Orientation
- I Maint

CONTINUOUS IMPROVEMENT
- Problem Solving
- Expert Trainer Certification
- Level 1 Training Certification
- 5S
- Quick Changeovers
- GEMBA Philosophy
- Key Performance Indicators
- High Performance Teams

MANAGEMENT SKILLS
- Employee Engagement
- Coaching Skills
- Establishing Performance Objectives
- Developmental Planning
- Dynamic Leadership Skills
- Developing High Performance Teams

MANUFACTURING SKILLS
- Good Manufacturing Practices
- Line Testing
- Machine Sanitation
- Machine Operation
- Wonderware
- Allen Bradley HMI
- Factory Talk
- Machine Maintenance
- Food Safety

Productive Lab Hours
0 - 40

MANUFACTURING SKILLS (Ratio 1:3)

- Good Manufacturing Practices
- Line Testing
- Machine Sanitation
- Machine Operation
- Wonderware
- Allen Bradley HMI
- Factory Talk
- Machine Maintenance
- Food Safety

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

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. PL is capped at 40 hours per-trainee.

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

FormFactor, Inc

Agreement Number: ET17-0249

Panel Meeting of: October 28, 2016

ETP Regional Office: San Francisco Bay Area **Analyst:** L. Lai

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Manufacturing Priority Industry: ☒ Yes ☐ No
Counties Served:	Alameda, San Diego, Santa Clara	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 685	U.S.: 1,120	Worldwide: 1,500
Turnover Rate:	6%		
Managers/Supervisors: (% of total trainees)	11%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$148,050		$0	$0		$148,050

In-Kind Contribution:	100% of Total ETP Funding Required	$188,550

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Impr, Mfg. Skills, PL-Mfg. Skills	235	8 - 200	0-24	$630	*$16.46
				Weighted Avg: 35			

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

Minimum Wage by County: $16.46 for San Diego County; $17.02 for Alameda and Santa Clara 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 $1.65 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupational Titles	Wage Range	Estimated # of Trainees
Admin / Sales / Finance / Marketing Staff		15
Production Staff / Operators		40
Technician / Lead / Project / Product Manager*		120
IT Professional / Engineer		30
Technical Director**		5
Supervisor		15
Manager		10

*Project/Product Managers are individual contributors and spend over 51% of their time producing products or services; thus, they are not included in the manager occupational category or the 20% cap.
**Technical Directors are individuals who spend over 51% of their time producing products or services. They are higher-salaried engineers with a Director title but do not make corporate policy or manage other employees directly.

INTRODUCTION

Founded in 1993, FormFactor, Inc. (FFI) (www.formfactor.com) designs, develops, manufactures, sells and supports precision, high performance advanced semiconductor wafer probe card products and solutions. FFI products are based on proprietary technologies, including MicroSpring interconnect technology for applications that require reliability, speed, precision and signal integrity. FFI is headquartered in Livermore with locations in San Jose and Carlsbad. All three locations will participate in training.

PROJECT DETAILS

This is FFI's third ETP project. The first Agreement focused on manufacturing training as FFI brought manufacturing back to California. The second Agreement focused on new products and training Microprobe, Inc. employees in San Jose and Carlsbad as a result of a merger that was completed in early 2015. Some course names may be similar to those provided in the prior ETP Agreement; however, there is no duplication of courses.

Training will be delivered in new product lines and equipment, new technologies, and improvement processes. This past July, FFI completed the acquisition of Cascade Microtech in Oregon, expanding the Company's product lines and increasing market share in the foundry and logic probe card business. Employees will need to be trained on these products and equipment. Additionally, the Company will need to increase speed while reducing power consumption. This requires the Company to consistently improve processes, develop new technologies, test and troubleshoot new products, implement quality systems, and cross-train employees for a more flexible workforce.

Training Plan

Training will be conducted via Class/Lab, Computer-Based Training, and Productive Lab methodologies. In-house subject matter experts will deliver training. Vendors may be used.

Business Skills (5%): Training will be offered to Admin Staff, Sales Staff, Marketing Staff, Finance Staff, Product Managers, and Supervisors. Training is needed for employees to become familiar with products, improve accounting expertise, and provide superior customer service. Training will provide employees skills to coach others, give professional presentations, position the Company's products, and manage projects within their work areas.

Computer Skills (10%): Training will be offered to all occupations. Engineers, Managers, Supervisors, IT, and Admin Staff will learn new and upgraded systems such as MS Office, ADP, CAD programming and Agile. Production Staff will learn how to use manufacturing computer systems such as Agile, Lync and Document Change Orders system. Training is intended to increase output and accuracy of daily tasks.

Continuous Improvement (10%): Training will be offered to all occupations. Training will focus on Problem Solving, Product/Process Improvement, Root Cause Analysis, and Quality Improvement. Training is intended to develop teamwork and improve quality and workflow processes.

Manufacturing Skills (20%): Training will be offered to Production Staff, Operators, Technicians, Leads, Engineers, Supervisors, and Managers. Cross-training will improve workers' technical knowledge and skillsets. Training will improve manufacturing processes and decrease costs. Engineers will be trained on new design processes to develop new product designs and manufacturing processes. Supervisors and Managers will learn about the products and processes to ensure quality.

Productive Lab (55%):

FFI is requesting Productive Lab in Manufacturing Skills for 50 Production Staff, Technicians, Operators, and Leads. The majority of PL will be used to cross-train workers on the many production lines/procedures. The trainer-to-trainee ratio will not exceed 1:1, and training will not exceed 60 hour per trainee.

PL training will be taught by subject matter experts. Because the equipment is expensive, FFI requires employees to be company certified in processes prior to working on the manufacturing line independently. Each tool/process could take anywhere from two weeks to six months of

training to become certified. Also, in many job functions, the only way to stay proficient with changes is through PL.

Temp-to-Perm Employees

FFI intends to train 20 workers under the Panel Temporary-to-Permanent guidelines. The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. According to FFI, the average time for "converting" temporary workers into full-time permanent employment is six months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status. Workers will receive health benefits immediately upon hire into full-time permanent employment.

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

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. FFI's 2016 training budget was approximately $115,000 for all three facilities, and was primarily allocated to new-hire orientation, temporary worker training, compliance training, health & safety, basic computer skills, and department specific training requests.

- Training Infrastructure

  Training at each site will be coordinated and scheduled by a management team consisting of a Director, Managers, and Supervisors. An administrative subcontractor will assist with tracking, drops, invoices, reports, modifications, roster compliance and completeness.

Substantial Contribution

No substantial contribution will be applied because FFI did not earn over $250,000 at a single facility (see Active and Prior Projects).

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET15-0131	Livermore, San Jose, Carlsbad	07/01/2014–06/30/2016	$148,500	$144,502 (97%)
ET13-0348	Livermore	04/29/2013–04/28/2015	$99,360	$99,360 (100%)

DEVELOPMENT SERVICES

FFI retained CTA in Rocklin to assist with development of this proposal for a flat fee of $2,500.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours
8 - 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Customer Satisfaction
- Effective Communications
- FormFactor Product Knowledge
- Managing Projects, Products, Customers
- Organizing Workflow and Schedules
- Presentation Skills (Technical/Non-Technical)
- Sales / Negotiation Techniques
- Strategic Planning
- Technical Training Delivery Skills (Train-the-Trainer)

COMPUTER SKILLS

- Automatic Data Processing Software ADP
- Document Change Order System
- Engineering and Development Tools
- Enterprise Resource Management system
- Lync Communication Tools
- Manufacturing Information System (Agile, ATRE)
- Microsoft Access, Project Tools, Dynamics
- Microsoft Tools Excel & Word (Intermediate/Advanced)
- Windows 10 Operating Systems

CONTINUOUS IMPROVEMENT

- Handling Difficult Situations--Conflict Management
- HPWT – High Performance Work Teams
- ISO 14001/ISO 9001
- Leadership / Coaching Skills
- Performance Management
- Problem Solving
- Product / Process Improvement
- Quality Improvement (Product / Operations)
- Root Cause Analysis
- SPC / 5S: Sort, Set , Shine, Standardize, Sustain
- Team Meetings for Quality Improvement

MANUFACTURING SKILLS

- Assembly / Test / Reliability
- CASCADE Technology
- Core Trainer
- Engineering Process Concepts
- Equipment Maintenance

- Fabrication (FAB / FAB2)
- Hazardous Communications / Safety
- Lean Manufacturing
- Manufacturing Processes
- Material Handling / Equipment Safety
- New Product Design/Development
- Operating Production Equipment
- Product Repair / Inspection
- Sequoia Equipment
- Shift Priorities / Work Instruction
- Shipping / Receiving Procedures
- SoC Technology
- Soldering, Etching, Engraving, Lapping, Kitting
- Vector Training / Promis
- Warehouse Inventory Procedures

PL Hours
0 - 60

MANUFACTURING SKILLS (1:1 trainer-to-trainee ratio)
- Equipment Maintenance
- Material Handling
- New Equipment Knowledge/Certification
- Operating Production Equipment
- Production & Assembly Processes
- Troubleshooting /Testing / Reliability / Repair / Inspection

CBT Hours
0 - 24

BUSINESS SKILLS
- Effective Communications (8 hrs)
- Finance for non-Financial (8 hrs)
- Internal Quality Audit (2 hrs)
- Supervisor Annual Refresher (1 hr)

COMPUTER SKILLS
- CAD programming (8 hrs)
- Camtasia Studio 8 (6.25 hrs)
- ERP Systems (BaaN, Agile) (8 hrs)
- Excel 2010: Advanced Formatting (3 hrs)
- Excel 2010: Charts (3.50 hrs)
- Excel 2010: Data Validation (1 hr)
- Excel 2010: Financial (2.25 hrs)
- Excel 2010: Macros (2.75 hrs)
- Excel 2010: Managing Multiple Worksheets/Workbooks (1.50 hrs)
- Excel 2010: Pivot Tables (3.75 hrs)
- PowerPoint 2010 Shortcuts (2.50 hrs)
- PowerPoint Business Presentation (3 hrs)

MANUFACTURING SKILLS

- Confined Space (2 hrs)
- HazCom-Global Harmonization System (2 hrs)
- Laser Safety (8 hrs)
- Radiation (1 hrs)
- Supervisory Safety (1 hrs)
- Wastewater Operations (2 hrs)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per trainee. PL is capped at 60 hours per-trainee.

RETRAINEE - JOB CREATION

Training Proposal for:

Hawker Pacific Aerospace

Agreement Number: ET17-0262

Panel Meeting of: October 28, 2016

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

PROJECT PROFILE

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

Number of Employees in:	CA: 348	U.S.: 360	Worldwide: 360
Turnover Rate:	15%		
Managers/Supervisors: (% of total trainees)	8%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$319,000		$143,100	$0		$175,900

In-Kind Contribution:	100% of Total ETP Funding Required	$475,125

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Imp., Mgmt. Skills, Mfg. Skills, PL - Mfg. Skills	265	8-200	0	**$540	$16.48
				Weighted Avg: 60			
2	Retrainee Job Creation Initiative Priority Rate	Business Skills, Computer Skills, Continuous Imp., Mfg. Skills, PL - Mfg. Skills	15	8-200	0	$1,600	*$13.73
				Weighted Avg: 80			
3	Retrainee Job Creation Initiative Veterans Priority Rate	Business Skills, Computer Skills, Continuous Imp., Mfg. Skills, PL - Mfg. Skills	5	8-200	0	$1,760	*$13.73
				Weighted Avg: 80			

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

**Subject to Substantial Contribution

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

Job Numbers 2 and 3 (Job Creation): $13.73 per hour for Los Angeles County.

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

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

Up to $3.80 per hour (Job Number 1) and up to $3.17 per hour (Job Number 2) may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Production/Maintenance Staff		138
Sales/Marketing Staff		4
Administrative/Accounting Staff		35
Shipping/Receiving Staff		13
Manager/Supervisor		23
Production Support Staff		52

Job Numbers 2 and 3 (Job Creation)		
Production/Maintenance Staff		20

INTRODUCTION

Founded in 1980, Hawker Pacific Aerospace (HPA) (www.hawker.com) specializes in the maintenance, repair and overhaul of aircraft landing gear and associated hydraulic components. HPA is located in Sun Valley and is a wholly owned subsidiary of Lufthansa Technik AG. The Sun Valley facility provides Federal Aviation Administration (FAA)-and European Aviation Safety Agency (EASA)-certified services for all major commercial and regional aircraft types. The Company's customers include commercial airlines, air freight carriers, and government agencies.

HPA is eligible for standard retraining as a company primarily engaged in providing services directly to customers located both inside and outside of California.

This is HPA's 8th ETP Agreement, the 3rd in the last five years. (See Prior Projects Table). The previous ETP project focused on new skills training to support the Company's addition of Thrust Reverser repair and overhaul capabilities to its growing list of services. The proposed training is a continuation in the advancement of HTA's production processes and technology. The training outlined in this project includes new software system skills, as well as several newly added production skills in the areas of assembly, engineering, inspection, CNC machining and tooling. This proposal includes employees who may have participated in a previous contract; however, the subject matter has been updated and/or changed, so there will be no duplication of training for incumbent staff.

PROJECT DETAILS

HPA has experienced steady growth over the past few years, and as a result, the Company is seeking to improve its internal efficiencies and remain competitive. Constant changes and strict requirements associated with the aviation industry require HPA to maintain a knowledgeable workforce adaptive and responsive to the demands of a highly technical environment.

Recently, the Company completed the installation of a new SAP software platform that will be instrumental in integrating operations to support industry standards and customer requirements. At a cost of approximately $1.7 million, the integrated features of this new system will impact all areas of the organization. By retraining its workers in the latest technology, HPA will be able to establish tighter business controls and achieve higher quality standards through improved efficiency.

In addition to the extensive Computer Skills training to facilitate the SAP system implementation, the Company has developed a comprehensive training plan that includes Business Skills, Continuous Improvement, Management Skills, and Manufacturing Skills to ensure that all processes and procedures enhance productivity.

Retrainee - Job Creation

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

The Company's recent investments in new technology will help to put HPA in position to successfully expand its existing business capacity. Therefore, HPA has committed to hiring 20

new production/maintenance employees (Job Numbers 2 and 3). The Company anticipates hiring will primarily take place during late 2016 and early 2017 to accommodate additional workload scheduled for 2017-2019.

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

Veterans Program

HPA plans to hire five Veterans (Job Number 3) 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.

Training Plan

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

Business Skills (10%) – Training will be offered to all trainees. Training will focus on customer service, industry knowledge, business analytics, finance and accounting, purchasing, and sales. Trainees will learn to enhance business productivity and manage resources with greater efficiency.

Computer Skills (25%) – Training will be offered to all trainees to facilitate the successful implementation of the new SAP system that fully integrates all aspects of the Company’s processes and infrastructure. Training will help workers become more proficient with business software solutions in the areas of resource planning, inventory control, work order tracking, and logistics.

Continuous Improvement (15%) – Training will be offered to all trainees. This training will focus on process improvements and problem solving methodologies that enhance productivity through lean enterprise principles, quality control, and inspection.

Management Skills (10%) - Training will be offered to Managers/Supervisors. Training will equip the Company’s leadership team with motivation, problem solving, mentoring, and conflict management skills to effectively lead personnel through changes in technology and business processes.

Manufacturing Skills (25%) – Training will be offered to Production/Maintenance Staff. These training modules will cover various aspects of equipment operation and maintenance. This training will improve product quality, reduce errors/waste, and enhance the Company’s overall production process.

Productive Laboratory (15%)

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.

Certain production skills are best learned by putting theoretical concepts into practice through hands-on experience. PL training allows for practical, hands-on instruction in productive environment that cannot be adequately duplicated in a classroom setting. Therefore, the Company plans to provide PL training to approximately 200 trainees in the occupations of

Production/Maintenance, Shipping/Receiving, and Production Support. PL training will allow these workers to achieve the competencies needed to perform their jobs at optimal levels of safety and productivity. The training will focus on equipment operation and maintenance.

Equipment to be used during the proposed PL training will include blasters, presses, grinders, lathes, mills, dip tanks, tools/dies, paint booths, ovens, hoists/cranes, and forklifts. Training will be taught by subject matter experts with demonstrated knowledge and expertise in HTA-specific processes/procedures. The PL trainer-to-trainee ratio will not exceed 1:1. Training will be capped at 40 hours per trainee.

Substantial Contribution

HPA is a repeat contractor with payment earned in excess of $250,000, and a former Substantial Contribution at the 30% level at the Sun Valley facility within the past five years. Accordingly, reimbursement for trainees at this facility (Job Number 1) will be reduced by 50% to reflect the Company's $143,100 Substantial Contribution to the cost of training. The Substantial Contribution requirement does not apply to Retrainee – Job Creation trainees (Job Numbers 2 and 3).

Commitment to Training

HPA spends an estimated $450,000 annually on training in California. Ongoing training consists of new-hire onboarding, regulatory topics, sexual harassment prevention, and human resource related training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  Internal project and training coordinators will oversee class scheduling and training documentation. In addition, the Company has retained an outside administrative consultant to ensure that all training documentation adheres to ETP requirements.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

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

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET15-0311	$390,055	12/01/14 – 11/30/16	335	388	TBD

Based on ETP Systems, 19,446 reimbursable hours have been tracked for potential earnings of $286,254 (73% of approved amount). With final retention numbers still outstanding, the Contractor projects final earnings of approximately 80%, pending closeout of this Agreement.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET13-0168	Sun Valley	10/01/12 – 09/30/14	$521,488	$422,612 (81%)

DEVELOPMENT SERVICES

Ethos Training Solutions LLC (Ethos) in Sierra Madre assisted with development for a flat fee of $5,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8 - 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Administration Core Basics
- Analytical Skills
- Contracts/Proposals
- Cost Accounting Functions
- Credit Memos
- Customer Service
- Finance Functions
- Human Resource Functions
- Industry Knowledge
- Invoicing Functions
- Logistics Functions
- Material Sales
- Purchasing

COMPUTER SKILLS

- CAD/CAM
- IRO (Internal Rework Order) Procedure
- Opening Work Orders
- Solid Works
- IT Applications
- HPA (Hawker Pacific Aerospace) Systems
- SAP/PA4

CONTINUOUS IMPROVEMENT

- Audits
- Environmental Sustainability
- Federal Regulations & Orders
- HPA Customers
- Lean
- Production Control
- Quality
- WIP (Work in Progress)

MANAGEMENT SKILLS (Managers/Supervisors only)

- Manager/Supervisor Roles
- Leadership Core Basics

MANUFACTURING SKILLS

- AMT (Aviation Maintenance Technician) Standard Practices
- Anode
- Assembly
- Blast
- Bushing Operations
- Calibration
- Cleaning Parts
- CNC Machining

- Conventional Broaching
- Conventional Grind
- Conventional Lathe/Turning
- Conventional Mill/Bore
- Conventional Swage
- Corrosion Removal
- Disassembly
- Electro Functions
- Engineering
- Equipment/Tools
- Hand Finishing
- Harness
- Inspection
- Support Shop Processes
- Lab Procedures
- Machining Operations
- Maintenance
- Materials, Inspection & Repair Process
- NDI (Non Destructive Inspection)
- NDT (Non Destructive Testing)
- Oven Operations
- Paint Process Procedures
- Passivation
- Plating
- Primer/Paint Applications
- Raw Materials
- Shipping/Receiving
- Shop Core Basics
- Shop Routers
- Stockroom
- Technical Library
- Test Verification
- Tooling Process/Procedures
- Transducers Test
- Transformers Test

Productive Lab Hours

0 - 40

PRODUCTIVE LAB (PL) – MANUFACTURING SKILLS (1:1 ratio)

- AMT Standard Practices
- Anode
- Assembly
- Blast
- Bushing Operations
- Calibration
- Cleaning Parts
- CNC Machining
- Conventional Broaching
- Conventional Grind
- Conventional Lathe/Turning
- Conventional Mill/Bore
- Conventional Swage

- Corrosion Removal
- Disassembly
- Electro Functions
- Engineering
- Equipment/Tools
- Hand Finishing
- Harness
- Inspection
- Support Shop Processes
- Lab Procedures
- Machining Operations
- Maintenance
- Materials, Inspection & Repair Process
- NDI
- NDT
- Oven Operations
- Paint Process Procedures
- Passivation
- Plating
- Primer/Paint Applications
- Raw Materials
- Shipping/Receiving
- Shop Core Basics
- Shop Routers
- Stockroom
- Technical Library
- Test Verification
- Tooling Process/Procedures
- Transducers Test
- Transformers Test

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. PL is capped at 40 hours per-trainee.

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Kellwood Company, LLC

Agreement Number: ET17-0272

Panel Meeting of: October 28, 2016

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

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles, San Francisco	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		
Number of Employees in:	CA: 633	U.S.: 791	Worldwide: 791
Turnover Rate:	10%		
Managers/Supervisors: (% of total trainees)	13%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$245,592		$0	$0		$245,592

In-Kind Contribution:	100% of Total ETP Funding Required	$502,802

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	379	8-200	0-14	$648	$16.81
				Weighted Avg: 36			

Minimum Wage by County: $16.48 in Los Angeles County and $17.02 in San Francisco County.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Staff I (Admin, Reception, Accounting/Finance, Human Resources)		8
Administrative Staff II (Admin, Reception, Accounting/Finance, Human Resources)		3
Building Services		7
Customer Service		17
Design Staff I		133
Design Staff IIPO Management,		25
Imports & Logistics I		36
Imports & Logistics II		5
IT Staff I (EBA, MS Dynamics, e-Commerce, Infrastructure		8
IT Staff II (EBA, MS Dynamics, e-Commerce, Infrastructure		1
Manufacturing Staff I (Pattern Maker, Cutter, Marking and Grading, First Samples, Quality Control)		86
Manufacturing Staff II (Pattern Maker, Cutter, Marking and Grading, First Samples, Quality Control)		7
P.O. Management		11
Sales Staff I		13
Sales Staff II		5
Warehouse (Plant Administration, Distribution)		14

INTRODUCTION

Founded in 1961, and headquartered in New York, Kellwood Company, LLC (Kellwood) (www.kellwood.com) designs, manufactures, and markets fashion apparel brands across a broad range of consumer lifestyle brands, including Parker, Rebecca Taylor, Briggs NY, Democracy, Jolt, My Michelle, and XOXO. Kellwood also markets private label products, to all channels of distribution. Kellwood markets products under many brands, some of which it owns, and others that are under licensing agreements. Apparel customers for Kellwood's private label brands include Target, Macy's, Nordstrom, JCPenney, and Dillard's.

The Company has three primary locations: New York, St. Louis, (Shared Services) and City of Industry, (Product Development and Distribution). Of Kellwood's 791 total employees within the United States, 633 reside in California, and of which, 627 are located at the City of Industry facility. Business activities at the City of Industry facility include product design, development, logistics, storage and shipping, along with customer service and wholesale sales solicitation. Training under this Agreement will take place at the City of Industry facility in California as well as the two California Kellwood Showrooms located in Los Angeles and San Francisco.

PROJECT DETAILS

Training will support Kellwood's fast-fashion apparel supply chain capability from product development and design through distribution. Current retail market trends which include a decline of brick-and-mortar retail sales, price and margin pressure from heightened competition, uneven consumer demand and technological improvements, have caused Kellwood to rethink how it approaches sales channels, production, manufacturing, distribution, and customer service to remain competitive in the challenging market environment.

Employees require comprehensive training on new tools, processes, and techniques required in each of their respective disciplines resulting from process and business practice changes occurring over the past several years. ETP-funded training will help improve employee capabilities and confidence, support the implementation of new business operating strategies and initiatives, improve sales and profit results, and maintain employment levels and employee satisfaction and retention. This will be Kellwood's first ETP agreement.

Training Plan

All training will be conducted via Class/Lab and CBT at the Company's City of Industry facility or showrooms located in Los Angeles and San Francisco.

Business Skills (30%) - Training will be delivered to all occupations. Training will focus on action planning, retail math concepts, relationship building, sales, and employee engagement. Trainees will learn techniques to build a more efficient sales force, to stay engaged on their jobs, and how to build relationships with clients and coworkers.

Continuous Improvement (40%) - Training will be provided to all occupations. Training will provide knowledge on increasing communication skills, setting more efficient and realistic goals, customer service, and planning. This training will teach employees to be more effective as Kellwood professionals while strengthening planning abilities, customer service issue resolution, and on-the-job skillsets. This training is geared toward advancing the individual trainee in their career path.

Computer Skills (30%) - Training will be provided to all occupations. Training in this category will provide skills in advanced business software, including Adobe Photoshop and Illustrator, to help increase productivity and results.

Impact/Outcome

ETP-funded training will help the Company expand and grow its business. ETP training will also provide employees with new and/or improved skills to improve productivity throughout the Company.

Commitment to Training

Kellwood's 2015 training budget for the City of Industry facility was $85,000. The funding was primarily allocated to Onboarding, Leadership Development, Technical & Functional Skills, General Education and Compliance.

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

  Kellwood's California-based Human Resources (HR) team, including the Director, the HR manager, and 2 HR associates, will collectively administer the ETP program. Oversight of the program will be jointly managed by Kellwood's HR and Tax Departments, with administrative support provided by ADP. Training is currently slated to be delivered by in-house Kellwood Staff.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Kellwood has retained ADP, LLC in San Dimas to assist with development of this proposal for a flat fee of $15,000.

ADMINISTRATIVE SERVICES

ADP, LLC will also perform administrative services in connection with this proposal for a fee not to exceed 11% of payment earned.

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Business Writing and Grammar
- Retail Math Concepts
- Sales and Relationship Building
- Action Planning and Employee Engagement

COMPUTER SKILLS

- Intermediate Excel
- Advanced Excel
- Intermediate Illustrator
- Advanced Illustrator
- Intermediate Photoshop
- Advanced Photoshop
- InDesign
- Intermediate Microsoft Office
- Advanced Microsoft Office
- Intermediate Dynamics AX
- Advanced Dynamics AX

CONTINUOUS IMPROVEMENT

- Communication Skills
- Leadership Skills
- Change Management
- Conflict Management
- Operations and Service Skills
- Customer/Client Service
- Goal Setting
- Innovation
- Maximizing Your Strengths
- Strategic Planning
- Budgeting and Forecasting
- Mindfulness for the Workplace

CBT Hours

0 - 14 Trainees may receive any of the following:

COMPUTER SKILLS

- Intermediate Excel – 1 hr
- Advanced Excel – 1 hr
- Intermediate Illustrator – 1 hr
- Advanced Illustrator – 1 hr
- Intermediate Photoshop – 1 hr
- Advanced Photoshop – 1 hr
- InDesign – 1 hr

- Intermediate Microsoft Office – 1 hr
- Advanced Microsoft Office – 1 hr
- Intermediate Dynamics AX – 1 hr
- Advanced Dynamics AX – 1 hr

CONTINUOUS IMPROVEMENT

- Communication Skills – 1 hr
- Customer/Client Service – 1 hr
- Goal Setting – 1 hr

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.

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Motion Industries, Inc.

Agreement Number: ET17-0259

Panel Meeting of: October 28, 2016

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

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Wholesale Trade Retail Services Manufacturing Priority Industry: ☒ Yes ☐ No
Counties Served:	Alameda, Kern, Contra Costa, Fresno, Los Angeles, Mendocino, Monterey, Orange, Sacramento, San Bernardino, San Diego, San Francisco, San Joaquin, Santa Clara, Solano, Stanislaus, Tulare, Ventura	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		
Number of Employees in:	CA: 1,745	U.S.: 27,754	Worldwide: 38,400
Turnover Rate:	10%		
Managers/Supervisors: (% of total trainees)	20%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$237,600		$0	$0		$237,600

In-Kind Contribution:	100% of Total ETP Funding Required	$263,200

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Hazardous Materials, Mgmt. Skills	232	8-200	0-100	$720	$15.60
				Weighted Avg: 40			
2	Retrainee Priority Rate HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Hazardous Materials, Mgmt. Skills	98	8-200	0-100	$720	*$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 regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: Job Number 1: $17.02 per hour for Alameda, Contra Costa, San Francisco, and Santa Clara County; $16.48 per hour for Los Angeles County; $16.51 per hour for Orange County; $16.46 per hour for trainees in San Diego County; $16.10 per hour for Sacramento County; and $15.60 per hour for trainees in Kern, Fresno, Mendocino, Monterey, San Bernardino, San Joaquin, Solano, Stanislaus, Tulare, and Ventura County.

Job Number 2 (HUA): $12.77 per hour for Alameda, Contra Costa, San Francisco, and Santa Clara County; $12.36 per hour for Los Angeles County; $12.38 per hour for Orange County; $12.34 per hour for trainees in San Diego County; $12.08 per hour for Sacramento County; and $11.70 per hour for trainees in Kern, Fresno, Mendocino, Monterey, San Bernardino, San Joaquin, Solano, Stanislaus, Tulare, and Ventura County.

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

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

Up to $2.43 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Numbers 1-2		
Warehouse Shop Supervisor/Manager		13
Service Shop Manager		2
Warehouse Associate		13

Service Technician		15
Warehouse Driver Associate		22
Lead/DC Material Handler		24
Corporate Accounts Staff		2
Customer Service Representative		60
Senior Customer Service Representative		38
Operations/Branch/Sales Manager I		34
Operations/Branch/Sales Manager II		20
DC Manager		1
Fabricator		8
Machinist		1
Office Assistant/ Support Staff		6
Sales Staff		2
Welder		1
Branch Support Staff		2
Account Representative		54
Account Rep Specialist I		4
Account Rep Specialist II		1
Account Rep (Fluid Power)		5
Account Rep (Electrical)		2

INTRODUCTION

Founded in 1946, Motion Industries, Inc. (Motion Industries) (www.motionindustries.com) is an industrial distributor of automation parts for government and industrial businesses. The Company is a wholly owned subsidiary of Genuine Parts Company that has over 550 locations across North America. Products distributed include bearings, electric motors and controls, hose and fittings, cutting tools, hydraulics, and abrasives. Motion Industries also manufactures and assembles parts at select locations.

Services provided by Motion Industries include automation and eBusiness solutions, assessment, technical product support and engineering, inventory management, and repair services. In addition, Motion Industries supplies replacement parts for maintenance repair and operations and original equipment manufacturer markets. This will be the first ETP Agreement for Motion Industries.

PROJECT DETAILS

To meet customer needs and remain competitive, Motion Industries must stay current with technology. With various competitors offering lower prices, the company must develop new and improved operating methods to meet turn around times, while still providing quality products at low costs. Organizational leadership has developed new operating systems to increase efficiency and improve processes. Training delivery methods utilized by Motion Industries includes Class/Lab, E-Learning, Productive Lab, and Computer-Based Training. These training courses are delivered through the Company's Learning Management System and are available

to all 33 branches located in California. This training will be included as part of ETP funded training. A total of 30 California Motion Industries locations will participate in training under this Agreement. Training will be delivered by In-House Instructors.

The Company recently implemented operating and inventory systems that will increase efficiency at all branches nationwide. However, the initiative is spearheading in California, and training will be for California employees only under this proposal. Staff will receive a minimum of 50 hours of training in order to learn new processes that were created to ensure the Company remains current with new advances in technology. Trainees must also learn a new automated inventory system that will allow mobile counting from a phone or tablet, as opposed to the traditional method of physically counting inventory by hand.

Training Plan

Motion Industries Institute catalog includes 770 topics on Commercial Skills, Business Skills, Continuous Improvement, Safety, and Computer Skills Training. However, staff has narrowed their catalogue to include specific courses and training that will increase employee product knowledge and provide instruction on new operating systems to be implemented over the next two years. Curriculum topics will increase employee skills and ensure Motion Industries remains competitive in the marketplace.

Warehouse Associates, Technicians, Material Handlers, Fabricators, and Supervisors will receive training on Fluid Power Technology, Pneumatic Systems, Mechanical Power Transmission, and Bearings. Trainings are conducted with an instructor and last between one to four days.

Business Skills (28%): Training will be offered to all occupations to increase employee product knowledge and customer service skills. Topics include Advanced Operations Management, 5S Methodology, and Match Exceptions. A portion of training may be provided via E-learning/virtual (live instruction).

Hazardous Materials (2%): Training will be offered to Warehouse Drivers/Associates, Fabricators, Material Handlers, Service Technicians, and Managers/Supervisors. Training will teach staff to handle hazardous chemicals they may come in contact with in the workplace.

Commercial Skills (43%): Training will be offered to Warehouse Associates/Driver Associates, Warehouse Shop Supervisors/Managers/Service Shop, Fabricators, Engineering Technicians, Machinist, Service Technicians, and Material Handlers. Courses provided include Scaffolding, Arc Welding, and Energy Services.

Management Skills (2%): Training will be offered to all Managers and Supervisors to improve leadership and communication skills.

Computer Skills (10%): Training will be offered to all occupations to ensure staff can use all software programs properly. Staff will learn to use computer programs such as Excel to expedite job tasks.

Continuous Improvement (15%): Training will be offered to all occupations to increase efficiency and improve procedural processes. Topics provided will increase staff knowledge on specific motor parts to improve assembly conducted at shop locations.

Computer-Based Training

Computer-Based Training (CBT) will be provided to staff via the Company's Learning Management System. Staff can log into the Company's online institute to complete training courses assigned to them by Management. Job specific training topics that meet ETP requirements have been identified and are included in the Menu Curriculum. CBT will not exceed 50% of the trainee's total number of training hours.

Learning Management System (LMS)

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

Commitment to Training

Motion Industries spends approximately $12,000 annually in training at each California facility. Training includes Technical Product training, general maintenance, personal development, sales, and mandatory compliance training.

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

- Training Infrastructure

  Motion Industries has a team of six full-time employees who will administer this project. Utilizing its own Learning Management System (LMS). The Company will schedule training, track training hours, and manage all courses to be delivered under this Agreement. Managers located at each location will assign training to employees based on individual needs. Live instructor-led training sessions will be uploaded to the LMS. CBT is completed by the employee logging into the LMS and completing courses as assigned by their Manager/Supervisor. Management at the Los Angeles facility has been assigned to work with ETP staff and handle all administrative duties required throughout the duration of the contract.

High Unemployment Area

The 98 trainees in Job Number 2 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in Fresno, Kern, Los Angeles, Monterey, San Joaquin, Stanislaus, and Tulare counties qualify for HUA status under these standards. For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Motion Industries is requesting this modification, from $15.60 to $11.70 in Fresno, Kern, Monterey, San Joaquin, Stanislaus, and Tulare Counties; and from $16.48 to $12.36 in Los Angeles County (Palmdale location).

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab/E-Learning Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- 3 Way Match Exceptions
- 5S Methodology
- Advanced Operations Management
- ARZ Cooling Bench
- Bearing and Power Transmission
- Bearing Technology
- Bulk Material Handling
- Electrical Equipment
- ePlan
- Equipment Maintenance & Reliability
- Fluid Power Transmission
- Industrial Hydraulics
- Leadership Advantage
- Mechanical Power Transmission
- Pneumatic Systems Technology
- Sales Growth

COMPUTER SKILLS

- Microsoft Office (PowerPoint, Excel, Outlook)

COMMERCIAL SKILLS

- Arc Welding
- Process Pump
- Scaffolding
- Abrasives in Industrial Applications
- AC Motor Operation & Types/Inverters
- Advanced Lubrication
- Aerial Work Platform Safety
- Air Motors
- Ball Bearings
- Bearing & Power Transmission/Pneumatic Systems
- Bar Codes
- Belt Drive (Adjustment/Basics)
- Brakes
- Circuits and Power
- Clutch Basics
- Conveyor
    - Belt Replacement
    - Maintenance/Belt Replacement-Belts & Chains
    - Safety
    - Types & Components
- Confined Space Awareness*
- Crane & Hoist Rigging Safety
- DC Motors

    - Control
    - Operation
    - Part A
    - Part B
    - Types
- Electro hydraulics
- Energy Services Team
    - Lighting
    - Pneumatics
    - Power Quality
    - Steam Trap Assessments
- Equipment Care Assessment
- Gaskets
    - Flashcutter
    - Installation
    - Spiral Wound Gaskets
- Gear Drive Basics
- Gearing and Gearboxes
- Industrial Distribution

HAZARDOUS MATERIALS

- Chemical Hazards

MANAGEMENT SKILLS

- Art of Management
- Coaching
- Communication
- Delegating
- Operating & Managing a Branch

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

CBT Hours
0-100

COMMERCIAL SKILLS

- Motion Industries Industrial Knowledge
    - Bearings/Lubrication (5)
    - Computer Basics (PLCs) (5)
    - Electrical (20)
    - Hydraulic Hose (1)
    - Hydraulics (10)
    - Industrial Supplies (5)
    - Maintenance Basics (7)
    - Material Handling (2)
    - Math & Science Concepts (2)
    - Measurement Methods & Sensors (2)
    - Mechanical PT (10)
    - Pneumatics (7)
    - Principles of Manufacturing (5)
    - Process Pumps & Systems (6)
    - Safety & Compliance (10)

- COS (2)
- Ecos (Company Operating System training (5)
- Energy Services Training (1)

COMPUTER SKILLS

- Access ’07 Basics Learning Path (2)
- Excel ’07 Basics Learning Path (2)
- Excel ’07 Advanced Learning Path (2)
- Excel ’13 Basics Learning Path (2)
- Outlook ’13 Basics Learning Path – (2)
- PowerPoint ’07 Basics Learning Path (2)
- PowerPoint ’07 Advanced Learning Path (2)
- PowerPoint ’13 Basics Learning Path (2)
- Windows 7 Basics Learning Path (2)
- Windows 7 Advanced Learning Path (2)
- Windows 8 Basics Learning Path (2)
- Word ’07 Basics Learning Path (2)
- Word ’07 Advanced Learning Path (2)
- Word ’13 Basics Learning Path (2)

CONTINUOUS IMPROVEMENT

- Baldor Training (1)
- CRC – (1)
- Eaton (4)
- Hamlet – (30 minutes)
- Henkel University – (4)
- Honeywell Training (1)
- Koyo Training (1)
- Loctite Training (1)
- MCR – (3)
- Rexnord (16)
- Rustoleum – (1)
- SKF – (1)
- SMC Training (1)
- US Motors – (1)

HAZARDOUS MATERIALS

- Carriage of Hazardous Materials (30 minutes)
- Hazardous Communication – Your Key to Chemical Safety (15 minutes)
- Hazardous Waste Identification & Management (30 minutes)
- WHMIS – Workplace Hazardous Material Information System (40 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 excluding OSHA 10/30, HAZWOPER or HAZMAT.

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Systems Services of America, Inc.

Agreement Number: ET17-0260

Panel Meeting of: October 28, 2016

ETP Regional Office: North Hollywood **Analyst:** L. Vuong

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Goods Movement Services Warehousing Wholesale Trade Priority Industry: ☒ Yes ☐ No
Counties Served:	San Bernardino, Santa Clara	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		
Number of Employees in:	CA: 238	U.S.: 3,282	Worldwide: 3,282
Turnover Rate:	15%		
Managers/Supervisors: (% of total trainees)	0%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$188,568		$0	$0		$188,568

In-Kind Contribution:	100% of Total ETP Funding Required	$192,943

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Commercial Skills, Computer Skills, Continuous Impr., HazMat	194	8-200	0	$972	*$15.60
				Weighted Avg: 54			

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

Minimum Wage by County: $15.60 per hour for San Bernardino County and $17.02 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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Driver		72
Warehouse Staff		112
Customer Service Staff		10

INTRODUCTION

Established in 2007, Systems Services of America, Inc. (SSA) (www.ssafoods.com), is a food distribution company that serves quick service and casual dining restaurant chains. SSA is a subsidiary of the Services Group of America family of companies that specialize in bringing quality products and services to the entire foodservice industry throughout the Western US and internationally. Customers include Applebees, Arbys, Boston Market, Cinnabon, Church's, Chilis, Carvel, Framer Boys, Five Guys, Fuddruckers, IHOP, Jamba Juice, Maggianos, Mountain Mikes, PF Changs, Pei Wei, Qdoba, Red Robin, Raising Canes and Sonic. Headquartered in Scottsdale, Arizona, the Company has two distribution facilities in California, one in Fontana and one in Milpitas. This proposal will train workers from both facilities.

Over the past two years, SSA has experienced a 5% increase in business volume and an increase in its workforce, from 200 employees to 238 employees. The Company needs to support this growth with employee training. In addition, SSA plans to hire 31 new employees over the next two years. These new hires will be included in the retrainee population.

This will be the second Agreement between ETP and SSA. Training under the prior ETP Agreement focused on equipment and technology, distribution processes and efficiencies. Training under this contract will concentrate on individual development to increase employee

retention. At the same time, the Company needs to train incumbent workers to meet customers' demands and business growth.

Relocation/Expansion

During the prior Agreement, SSA moved its Los Alamitos facility to Fontana. Now that the Fontana facility is established, SSA is in the process of reviewing, evaluating and planning another move, its Milpitas facility. The Milpitas facility relocation, anticipated for January 2018, will be to a new and larger facility. The relocation is part of the Company's expansion initiative and supports the hiring of the new employees detailed in this proposal.

PROJECT DETAILS

SSA strives to meet customers' expectations and demands, improve current business functions, provide a safe working environment, decrease accidents, expand services and keep up with technological advances. In addition, SSA's goal is to upgrade the skills of its employees, who are expected to operate commercial vehicle and equipment, safely maintain the system and properly keep equipment operating, and exceed customer expectations. Skilled Drivers and Warehouse Staff are hard to fill positions due to long periods of standing hours in a freezer environment and long hours on the road. As such, the Company has implemented a new training initiative program focused on individual development plan across the organization to build better career path and support retention. Training will enable workers to perform their jobs effectively. ETP-funded training will allow the workforce to develop skills necessary to address these challenges, making the Company more competitive.

Training Plan

SSA has developed a company-wide training program to modernize business practices and procedures. Workers will gain skills sets and experience needed to optimize job performance, promote growth, better serve customers and improve efficiencies throughout the facilities. None of the training curriculum from the prior ETP Agreement will be repeated in this proposal, except for newly hired trainees. Training will be provided by in-house subject matter experts and vendors if needed.

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

Commercial Skills (69%): Training will be offered to all occupations. As the Company continues to grow, SSA implemented structure safety programs, proper food assembly, warehouse procedures, inventory control and vehicle inspection.

Computer Skills (11%): Training will be offered to all occupations in various software applications and enhancements that run the warehouse and corporate operations.

Continuous Improvement (14%): Training will be offered to all occupations to facilitate customer service and meet the Company's growth objectives. Trainees will learn skills to improve individual performance, foster process improvement and enhance quality of all levels.

Hazardous Materials (6%): Training will be offered to all occupations. Trainees will gain knowledge, skills and proper techniques on food handling, chemicals, sanitation and hazardous materials.

Temporary to Permanent Hiring

SSA will train 31 workers under Panel guidelines for the Temporary-to-Permanent program. The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after ETP-funded training. The average time for converting temporary workers into full-time permanent employment is three months. It is expected that these workers will begin receiving employer-paid share-of-cost for healthcare premiums while on temporary status through hire into full-time, permanent employment.

These trainees must be eligible to participate in ETP-funded training pursuant to Unemployment Insurance Code Section 10201(c). Moreover, they cannot be enrolled as trainees until after they have been hired by SSA into full-time, permanent employment. Until they are so hired, retention and post-retention wage requirements cannot be satisfied, and the Company will not receive progress payments.

Commitment to Training

SSA has an annual training budget of approximately $195,000 for its California facilities. Training includes safety, on-the-job-training, mandated regulatory training and specific job skills training. All training is mandatory, and most training is delived via class/lab, video conference and on-the-job training.

ETP funds will support SSA ongoing financial commitment to training. After the completion of the ETP program, SSA will continue to focus on developing and upgrading employee abilities and ensuring that employees have the skills sets needed to be successful and career oriented.

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

- Training Infrastructure

  SSA has designated two Coordinators at each training facility to oversee ETP training and administrative responsibilities including enrollment, scheduling, delivery and documentation of training, recording, tracking, securing rosters, invoicing and ensure compliance with all ETP requirements.

Impact/Outcome

In addition to the employee skills gained in training, SSA anticipates that approximately 50 Drivers and Warehouse Staff will be trained and certified in driver safety. This will help support organizational safety and enhance employee safety, lower collision and maintenance costs and improve fuel efficiency.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET13-0215	Fontana & Milpitas	12/01/12 – 11/30/14	$285,440	$188,938 (66%)

Although SSA only achieved 66% of its expected earning, 115 trainees completed training and retention; 38 trainees were Job Creation.

According to the Contractor, the low performance was attributed to trainees that did not meet the 24 hours minimum requirement, the 90-day retention period and trainers that were unable to designate time for training. However, ETP has reduced minimum requirement to 8 hours, which is a significant benefit to increase performance. Moving its Milpitas facility is in an early stage of planning and training will commence upon Panel approval. The Company has an aggressive training plan with designated trainers and anticipates completing majority of training prior to its scheduled 2018 move, which will enhance the performance of this proposal. To ensure the success of this proposal, SSA has requested a smaller funding amount with a more modest training plan.

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:

COMMERCIAL SKILLS

- Vehicle Pre-Trip Inspection
- Inventory Control
- Food Assembly Procedures
- Redistribution of Product
- Warehouse Procedures
- Smith Driver Training Certification
- Food Security

COMPUTER SKILLS

- Volcollect (voice/data software)
- Scanners (data)
- Enterprise Resource Planning
- Billing and Order Entry Program
- Customer Relationship Management System
- Microsoft Access
- Company Portal
- Knowledge Central

CONTINUOUS IMPROVEMENT

- Quality Control
- Process Improvement

HAZARDOUS MATERIALS (Ratio 1:40)

- Hazmat Sanitation
- Blood-Borne Pathogens
- Material (Chemical) Safety

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

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for

Turner Construction Company

Agreement Number: ET17-0268

Panel Meeting of: October 28, 2016

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

PROJECT PROFILE

Contract Attributes:	Retrainee SET Priority Rate Veterans	Industry Sector(s):	Construction Services Priority Industry: ☒ Yes ☐ No
Counties Served:	Orange	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		
Number of Employees in:	CA: 660	U.S.: 6,371	Worldwide: 8,157
Turnover Rate:	12%		
Managers/Supervisors: (% of total trainees)	0%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$181,140		$0	$0		$181,140

In-Kind Contribution:	100% of Total ETP Funding Required	$438,750

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, Computer Skills, Continuous Improvement, OSHA 10/30	311	8-200	0	$540	$25.05
				Weighted Avg: 30			
2	Retrainee SET Priority Rate Veterans	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, OSHA 10/30	20	8-200	0	$660	$25.05
				Weighted Avg: 30			

Minimum Wage by County: ETP SET (Priority Industry) Statewide hourly wage is $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
Job Number 1		
Construction Staff Levels I - III (Superintendent, Engineering, Estimators, Procurement/Purchasing, Coordinator)		110
Construction Staff Level IV (Superintendent, Engineering, Estimators, Procurement/Purchasing, Coordinator)		73
Construction Staff Level V (Engineering, Estimators, Procurement/Purchasing, Coordinator)		60
Project/Support Manager		20
Project/Support Manager Mid-Level		20
Finance		16
Safety		12

Job Number 2		
Construction Staff Levels I - III (Superintendent, Engineering, Estimators, Procurement/Purchasing, Coordinator)		20

INTRODUCTION

Founded in 1902, Turner Construction Company (Turner) (www.turnerconstruction.com) is a North America-based, international construction services company that builds in diverse market segments. The Company has earned national recognition for undertaking large, complex projects, fostering innovation, embracing emerging technologies, and making a difference for their clients, employees and community. Turner provides construction and project management services to a cross-section of industries including sports, pharmaceuticals, healthcare, retail, telecommunications, and entertainment. Turner is currently working on projects which include the Wilshire Grand Hotel, the Midfield Satellite Concourse at LAX and multiple Kaiser Permanente facilities.

Turner has seven California locations (Anaheim, Los Angeles, Oakland, Sacramento, Oakland, San Diego, San Francisco and San Jose). Training outlined in this proposal is only for the Anaheim location. Turner's first Southern California office opened in Anaheim in 1964, and has grown to become recognized as one of Southern California's most trusted builders. Turner's presence in the Southern California market is growing as the Company aims to set industry standards in safety, innovation and quality.

Turner is eligible for ETP funding under Special Employment Training (SET) provisions for frontline workers.

PROJECT DETAILS

Training Plan

The training plan outlined in this proposal includes training needs based on recent business growth, new and changing technology and an aging construction expert workforce. In an effort to address these challenges Turner needs to provide training to upgrade skills, address new technologies being adopted into the industry, improve efficiencies, reduce waste, remain competitive and keep up with customer/industry demands.

Business Skills (35%) – Training will be offered to all occupations. This training will provide skills to design, implement and adopt new administrative, systems and financial processes related to increased productivity and new business initiatives.

Commercial Skills (25%) – Training will be offered to all Construction Staff, Project/Support Managers and Safety. Employees will receive skill building training focused on construction technology and industry developments.

Computer Skills (20%) – Training will be offered to all occupations. Training will focus on new and upgraded software solutions designed to bring more cloud-based mobility and improved process management for all employees.

Continuous Improvement (15%) - Training will be provided to all occupations. Training will provide skills to improve efficiency and productivity in operations to enhance business outcomes. Employees will work on teaming, leadership, change management and conflict management skills in order to respond to client requirements.

Certified Safety Training

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

To ensure that each trainee receives certification, ETP will only consider payment earned upon completion of the full 10-hour or 30-hour course. OSHA 10/30 is not included in the 10% limitation on safety training.

Special Employment Training/Wage Modification

Under Special Employment Training (SET), the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees in non-priority industries must be earning at least the statewide average hourly wage ($28.37 per hour) at the end of the retention period. Trainees employed in a Priority Industry qualify for a SET wage modification up to 25% below the statewide average hourly wage ($21.28 per hour). Turner is a Priority Industry, and qualifies for this wage modification.

Frontline Worker

The Project/Support Managers and Engineer Superintendents outlined in this training proposal meet the Panel's definition of "frontline workers" because they spend more than 50% of their time performing frontline duties. As such, they qualify for SET funding.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. The Company's annual training budget is approximately $1,000,000 which includes mandatory State training, Federal regulated training, safety training, legal compliance, basic computer skills, employee orientation and personal development. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

Turner will begin training upon Panel approval. The Company has a team of 10 employees who oversee training plans and scheduling and two internal employees to oversee the ETP administration processes for this 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 Hours
8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Writing Skills
- Communication Skills
- Contractor Controlled Insurance Skills
- Estimating Skills
- Finance/Accounting Skills
- Negotiation Skills
- Presentation Skills
- Purchasing and Subcontractor Relations
- Reading and Understanding Contracts
- Train the Trainer Skills

COMMERCIAL SKILLS

- Business Information Modeling
- Construction Skills
- Wall Construction
- Preconstruction Skills
- Roofing Skills
- Construction Moisture Control Skills
- Window and Glass Skills
- Low Voltage Systems
- Plan Reading Skills

COMPUTER SKILLS

- Design Builder/Design Planner
- Intermediate/Advanced Microsoft Office Skills
- Last Planner System
- Primavera 6 Scheduling Software
- Textura
- Turner Talk Project Management System
- SAP System Skills
- SIE

CONTINUOUS IMPROVEMENT

- Change Management Skills
- Conflict Management Skills
- Meeting Management Skills
- Increased Productivity Skills
- Leadership Skills
- Process Improvement Skills

- Project Management Skills
- Problem Solving/Decision Making Skills
- Quality Management Skills
- Team Building Skills

OSHA 10/30 (Certified OSHA Instructor)

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

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

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

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Southern California Permanente Medical Group

Agreement Number: ET17-0255

Panel Meeting of: October 28, 2016

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

PROJECT PROFILE

Contract Attributes:	Medical Skills Training Priority Rate Retrainee SET	Industry Sector(s):	Healthcare Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles, Orange, Riverside, San Bernardino, San Diego, Kern	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No United Healthcare Workers West; UFCW Local 324		

Number of Employees in:	CA: 143,700	U.S.: 193,000	Worldwide: 193,000
Turnover Rate:	5%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$749,520		$225,897 30%	$0		$523,623

In-Kind Contribution:	100% of Total ETP Funding Required	$1,600,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SET	Commercial Skills, Computer Skills, Continuous Impr, MST-Didactic	1,041	8-200	0	*$612	$21.28
				Weighted Avg: 40			

*Reflects Substantial Contribution

Minimum Wage by County: Statewide (Priority Industry):$21.28 per hour.
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe
Up to $3.62 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Support Staff		100
Clerical Staff		60
Data Processing Staff/Operations Staff		50
Health Care Analyst		40
Licensed Vocational Nurses		120
Patient Care Aides/Assistants		160
Patient Care Support Staff		155
Registered Nurse		150
Technician/Technologists		206

INTRODUCTION

Established in 1945, Southern California Permanente Medical Group (Kaiser or Group) (www.kp.org) is a for-profit partnership and professional corporation of physicians responsible for providing and arranging medical care. The Group currently serves more than 4.2 million members and employs approximately 6,700 physicians and 23,000 nurses. Kaiser has a total of 221 medical offices and 14 medical centers. The Group was previously registered as a Corporation; however, it has now been restructured into a General Partnership.

PROJECT DETAILS

This will be Kaiser's tenth ETP Agreement, fifth in the last five years. The previous Agreement focused training on the effects of the Affordable Care Act (ACA), a coverage plan which affords Californians the opportunity to receive quality health care at reasonable prices.

Due to the ACA, in the last year, membership has grown from 4,104,000 to 4,225,000 individuals. To manage this increase in membership, Kaiser hired approximately 2,000 new nurses and 600 new physicians. This proposal will continue ACA training from the previous Agreement. Training will not be duplicated, since the majority of trainees participating are recent hires (within a year). Training will improve nursing skills, increase awareness of processes, and increase capabilities of these newer employees.

Additionally, methodologies and technology in acute medical care continue to advance. Kaiser will need to continue to incorporate these improvements to the health care services it provides. With these improvements in mind, the Group has developed three objectives:

1) Strengthen the skills and competencies of clinical employees so they follow evidence-based protocols, eliminate errors, and improve care.
2) Improve the skills and abilities of administrative employees to plan and support patient care.
3) Increase the effectiveness of unit-based teams and the Company's Labor-Management Partnership program.

Training Plan

The training plan is designed to improve staff ability to manage increasing membership and maintain patient satisfaction.

Commercial Skills (10%): Training will be offered to all occupations in order to learn Kaiser systems and processes. Training will include patient safety procedures, business literacy, and documentation standards and procedures. Training will increase staff knowledge on new methodologies and techniques being utilized in the healthcare field. With approximately 2,600 newly hired staff members, training will familiarize staff, specifically nursing staff, with proper protocols within their departments (Emergency Room, Cardiology, Neurology, Diagnostic Imaging, General Surgery, etc.). A select group of experienced Nurses will participate in a RN Leadership Program to learn skills in mentoring, training, and coaching.

Computer Skills (20%): Training will be offered to all occupations to ensure staff is up-to date on the latest computer software programs. Topic such as Microsoft Access/Excel and Health Connect will help staff access programs for data entry and accurately update patient information.

Continuous Improvement (25%): Training will be offered to all occupations to improve staff communication, organization, case management, and problem-solving skills. Courses provided will increase employee knowledge and efficiency in Kaiser medical centers.

Medical Skills Training (45%): The Panel has established a "blended" reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model. Training will be offered to Licensed Vocational Nurses, Patient Care Aides/Assistants, Patient Care Support Staff, Registered Nurses, Technicians, and Technologists. Training provided will enhance trainee medical skills and improve medical services provided to Kaiser patients.

Commitment to Training

SPCMG spends approximately $10 million dollars annually in training in the Southern California region. The organization will continue to provide management, new hire, and on-the job training for staff.

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

  Employees have been assigned to assist with administration of this contract and will be responsible for enrolling trainees, entering data, and scheduling training. Staff is familiar with ETP documentation requirements, due to its experience with the prior Agreements.

Special Employment Training/Priority Wage Modification

Under SET, the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period. The Panel may modify the minimum wage requirement for companies in priority industries, such as healthcare up to 25% below the state average hourly wage ($21.28). Kaiser is requesting this modification.

Substantial Contribution

Kaiser is a repeat contractor that was assessed a Substantial Contribution (SC) at the 15% level for active Agreement ET16-0164, based on statewide earnings some three years ago under prior Agreement ET11-0132. (See Active and Prior Project tables. Note that two interim Agreements were exempt from SC by reason of Job Creation.) Accordingly, reimbursement for the incumbent workers in Job Number 1 should be reduced to reflect a 30% SC in the amount of $225,897.

Governing regulation T22 CCR Section 4410 requires employers to pay a second-in-time SC of 30% toward the cost of training when an initial SC of 15% has been imposed within the past five years. There is no prior earnings trigger for the second-in-time SC. Section 4410 also provides that the Panel may reduce the second-in-time SC to no less than 15% for “good cause shown” by the employer.

Kaiser has requested such a reduction, based on its position that the first-in-time SC (ET16-0164) was “voluntary” because prior earnings (ET11-0132) were only $249,480 statewide. This is less than the $250K trigger for a first-in-time SC. However, voluntary intent on the part of either Kaiser or the Panel is not reflected in the proposal for ET16-0132; nor in the Panel Meeting minutes for August 2015. This is the basis for staff’s recommendation of a 30% SC.

Also, although the earnings trigger for any SC is tied to facility location, that distinction was not made for ET11-0132 which was presented to the Panel as a statewide project. Statewide, Kaiser will have received ETP funding of approximately $1.8M over the last five years, including the projection for ET16-0164. Of this total, some $900K was earned in Job Creation and therefore exempt from SC by Panel policy.

Electronic Recordkeeping

Staff has reviewed and approved Kaiser’s use of an Electronic Recordkeeping System to document training.

Union Support

Union support letters have been provided by the United Healthcare Workers West and UFCW Local 324.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

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

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET16-0164	$637,092	10/01/2015-09/30/2017	3,093	2,813	TBD

Based on ETP Systems, 48,379 reimbursable hours have been tracked for potential earnings of $637,092 (100% of approved amount). The Contractor projects final earnings of 100% based on rosters that will be submitted for final billing. The 90-day retention period will end November 2016. At this time, no invoices have been submitted for final payments.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET14-0117*	Statewide	08/01/2013-07/31/2015	$600,000	$600,000 (100%)
ET11-0321*	Statewide	06/30/2011-06/29/2013	$299,880	$299,880 (100%)
ET11-0132**	Statewide	02/01/2011-02/06/2013	$249,480	$249,480 (100%)

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

**ET11-0132: This proposal was subject to a 15% Substantial Contribution due to prior earnings in 2008.

DEVELOPMENT SERVICES

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

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

COMMERCIAL SKILLS

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

COMPUTER SKILLS

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

CONTINUOUS IMPROVEMENT

- Consensus Decision-Making
- Critical Event Team Training
- Labor Management Partnership
- LMP Performance Academy
- Proactive Office Encounter
- Quality Improvement Programs
- Speaking Up: Fostering An Open And Psychologically Safe Environment
- Unit Based Team – Member
- Budgeting, Staffing And Scheduling
- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Coaching Fundamentals
- Communications Skills
- Conflict Resolution Skills
- Front Office Operations Improvement
- Gathering And Using Data

- Handling Difficult Situations
- Human Resources Management
- Identifying and Resolving Problems
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Performance and Quality Improvement And Procedures Skills
- Planning and Designing Work Processes
- Raid Improvement Model
- Reviewing And Evaluating Team Performance
- Root Learning Maps
- Service Excellence
- Team Building Skills

MEDICAL SKILLS TRAINING – DIDACTIC

- ACLS
- Fetal Heart Monitoring
- Advanced Stroke Education
- AED Defibrillator Training
- Aerosol Transmissible Diseases Training
- Alaris Pump Review
- Ambulatory Nursing Orientation
- Ambulatory Care Wound Care Management
- Ambulatory Competencies
- Anesthesia Dept. Orientation Checklist
- Annual Competency Validation
- Audiometric Hearing Screening Training
- Basic Life Support Skill Testing
- Blood & Blood Components
- Blood Pressure Competency
- Blood Borne Pathogen
- Breast Biopsy Procedure
- Call Center Orientation
- Cardiac Catheterization Lab Nursing Orientation
- Cardiac Monitoring - 2014
- Care and Concern
- Care Experience Training
- Care of the Patient After Renal Biopsy
- Care of the Patient With Oncology Diagnosis/History
- Caring For and Protecting Our Elderly Patients and You
- Center Of Excellence for Minimally Invasive Gynecology
- Central Venous Access Device
- Chemotherapy Administration
- Chest Radiology Tumor Board
- Chest Tube Drainage and Monitoring Care
- Cleft Palate & Craniofacial Clinic
- Clinical Review
- CNA Nursing Orientation
- Co-Lead Transition Workshop
- Code Blue Simulation
- Comprehensive Workplace Safety System (Cwpss)

- Covidien Urology Tray Enhancements
- Delirium
- Dermatopathology Clinical Cases
- Diabetes Management
- Diagnostic Imaging RN Orientation Competency and Skill Validation
- Dietary Aide Orientation Competency
- Dietary Aide Orientation Competency Skills Validation
- Documentation Review
- Ear Lavage Policy
- Echo cardiology QA
- Education Day Modules
- EKG
- Emergency Area Orientation
- Emergency Medicine Morbidity And Mortality
- Equipment
- ER Tech Orientation Competency
- Essential Of Successful Communication
- Falls Prevention
- Family Centered Care Course - Post Partum
- Fecal Occult Blood
- Fetal Diagnosis and Management Conference
- Flu Competency
- Food and Nutrition Room Service Review
- General Surgery Morbidity And Mortality Conference
- General Tumor Board
- Globally Harmonized System
- Glucometer Training - Staff Validation
- Head and Neck Surgery Tumor Board Meeting
- Health Care Worker Orientation Day 1
- Identifying Acute Change In Patient Status and Activating Critical Response
- Implanted Ports
- Infection Prevention
- Insulin Initiation & Titration
- Intravenous Medication Administration
- Labor & Delivery Scrub Training
- Laboratory Employee Skills/Competency Assessment Orientation
- Laser Safety Training
- Life Safety and General Orientation for MRI and CT
- Lifting and Body Mechanics
- Lipid Management
- LVN Orientation
- MA/LVN HCWO Training Program
- Medical Panel Workflow
- Medical Terminology Book Completion
- Medication Inhalation- Initial
- Neonatal Resuscitation Program
- Neuroradiology
- New Grad Program

- Nova Glucometer Training Validators Class
- NRP
- Nuclear Med/MRI Tech Competency
- Nurse Advice
- Nursing Assistant Ward Clerk Update
- Nursing Update
- On Call RN Telephone Triage
- Chemotherapy & Biotherapy Provider
- Ophthalmology
- Pain Management
- Patient Safety University
- Pediatric Advanced Life Support Provider Program
- Pediatric Assessment, Care & Management Training
- Perioperative Nursing Symposium
- Phlebotomy Training
- Podiatry Surgery Radiology Rounds
- Point-of-Care Test
- Policy and Procedure Review
- Preceptor Program
- Pressure Ulcer
- Principles of Sterile Technique for Dermatology & Di Pt 2 (Skills)
- Professional Nursing: Caring Training and Bariatric Surgical Care
- Professional Nursing: General Surgery & Gastrointestinal
- Radiation Safety
- Regional Charge Nurse Training Program
- Regional Electrocardiogram Workshop
- Regional Pediatric Critical Care Course
- Regional Preceptor Training
- RN Leadership Development Program
- RN Leadership Program
- RN Preceptor Training
- Safe Lifting
- Safe Patient Handling
- Sepsis Prevention/Management
- Simulation Training
- Specimen Collection-Midstream-Urine 2013
- Splint Application
- Splinting
- Stroke Education
- Tuberculin Skin Test
- Wound Care 2014

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

SEIU-UHW
United Healthcare Workers West

UNITED HEALTHCARE
WORKERS WEST
SERVICE EMPLOYEES
INTERNATIONAL
UNION, CLC

Dave Regan - President
Stan Lyles - Vice President

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www.SEIU-UHW.org

August 26, 2016

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

To Whom It May Concern:

We support the application of Kaiser Permanente to the Employment Training Panel to support training for our members.

Sincerely,

Chokri BenSaid
SEIU-UHW
Kaiser Division Director

UFCW 324
A VOICE FOR WORKING CALIFORNIA

Greg M. Conger
President
International Vice-President
UFCW International Union

Andrea Zinder
Secretary - Treasurer

August 18, 2016

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

Gentle Persons:

UFCW Union Local 324 supports the application of Kaiser Permanente to the Employment Training Panel to help support training for our members.

If you have any questions, or if I may be of assistance to you, please do not hesitate to contact me.

Sincerely,

UFCW UNION LOCAL 324

Debbie Watts
Union Representative, for
Greg M. Conger, President

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RETRAINEE - JOB CREATION

Training Proposal for:

Mavenlink, Inc.

Agreement Number: ET17-0271

Panel Meeting of: October 28, 2016

ETP Regional Office: San Diego **Analyst:** H. Bernard

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Technology/IT Services Priority Industry: ☒ Yes ☐ No
Counties Served:	Orange, San Francisco	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 149	U.S.: 167	Worldwide: 167
Turnover Rate:	3%		
Managers/Supervisors: (% of total trainees)	10%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$252,240		$0	$0		$252,240

In-Kind Contribution:	100% of Total ETP Funding Required	$474,250

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commerical Skills, Computer Skills, Continuous Impr, Mgmt Skills	152	8 - 200	0	$720	$17.00
				Weighted Avg: 40			
2	Retrainee Job Creation Initiative Priority Rate	Business Skills, Commerical Skills, Computer Skills, Continuous Impr, Mgmt Skills	119	8 - 200	0	$1,200	$17.00
				Weighted Avg: 60			

Minimum Wage by County: **Job Number 1:** $16.51 in Orange County and $17.02 in San Francisco County; **Job Number 2:** $13.76 per hour in Orange County and $14.19 per hour in San Francisco County.

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Business Development		30
Small/Medium Business (SMB) Sales		45
Enterprise Sales		9
Marketing		16
Professional Services		25
Client Success		23
Finance/Accounting		8
HR/Administration		10
Management I		19
Management II		7
Client Support		7
Solutions Engineers		8
Senior Engineers		33
Junior Engineers		18
Design Staff		9
Product Staff		4

INTRODUCTION

Formed in 2008 and headquartered in Irvine with an additional facility in San Francisco, Mavenlink, Inc. (Mavenlink) is a high technology firm that provides Software as a Service (SaaS). This is a model whereby software is licensed and delivered on a subscription basis and is centrally hosted in the Cloud. With SaaS, the Company's customers can efficiently manage a project from start to finish with enterprise-grade, growth-management software and consulting. Mavenlink provides businesses with a complete view of operations by uniting project management, time tracking, resource planning and project financials in one place. The SaaS solution supports multiple platforms including smart phone, tablets, web-based applications and Mac and PC's. The Company primarily serves the service industry and includes large enterprises, mid-size businesses, non-profits, public administrations and small businesses.

Mavenlink meets out-of-state competition standards as an industrially-classified computer programming service.

PROJECT DETAILS

This will be Mavenlink's second project, and the second in the last 5 years. At the onset of the prior Agreement, the Company had only 52 full-time employees. ETP-funded training allowed the Company to focus on hiring and training new staff, most of which are now incumbent trainees in this proposal. The first ETP project focused on training new staff, particularly Engineering Staff, and enabled the Company to cross-train many of its customer service staff. Training allowed staff to promote or move to different positions that better suited their individual skills and interests. As a result, much of the current workforce must be trained in their new positions. Training for curricula incumbent staff will not be duplicated.

Mavenlink operates in an industry subject to rapid technological developments, evolving compliance standards, and changing customer demands. New software features are added weekly, and the Company's ability to compete in the marketplace is dependent upon introducing new software solutions in a timely manner while improving customer experience.

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.

Mavenlink has identified an $8B market opportunity to become the pre-eminent provider of software solutions to professional services organizations across the globe. As a result, the Company is expecting to double its capital investments and workforce in the next two years. The Company has committed to hiring 119 new employees (Job Number 2) to new and existing functions. Trainees will receive extensive vocational skills as they will transition into their new positions within two weeks after their start date. New employees will be provided with at least 40 hours of training during the first two weeks, and these trainees will continue to receive additional training throughout the 21 month training period.

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

Training Plan

Training will be provided by in-house trainers and vendors.

Business Skills (10%): Training will be offered to all occupations and will include client management skills and conflict resolution. Much of the training will focus on Sales Staff and Client Support for communication, presentation, and marketing skills.

Commercial Skills (40%): Training will be offered to all occupations. These skills will be vital for all employees and will include product knowledge. New employees will receive extensive training to orient them with the Company's tools and product lines. Topics will include product integrations, configuration/development of forms and Time, and expense tracking.

Computer Skills (35%): Training will be offered to all occupations. Mavenlink's product is software based. As such all occupations will receive training in Computer skills to ensure that staff can navigate products and services offered. The Company's Software and Product Development teams (Senior Engineers, Junior Engineers, Design Staff, Product Staff, Management, and Marketing) will receive the most training. Topics will include agile software development, web development, Javascript, coding and Technical Product Support.

Continuous Improvement (10%): Training will be offered to all occupations. Training will ensure that the Company is able to implement process and business improvement plans as it is rapidly expands.

Management Skills (5%): Training will be offered to Supervisors and Managers. Training will focus on leadership skills for the Company's management staff. Training will also include organizational strategy and design and process improvement skills to ensure that Mavenlink's leadership have the tools required to manage the growth of the Company.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Mavenlink currently has a training budget of $100,000 annually for its San Francisco and Orange County locations. This includes new-hire orientation, product integration and off-site training for all teams.

ETP funds will allow Mavenlink to retain and attract high skilled employees and remain competitive in the technology sector. The Company views training as vital to its success and advancement, specifically in the San Francisco area. Because of the changing nature of Mavenlink's product offerings, it must provide continual training to ensure that it is at the forefront of the industry.

- Training Infrastructure

  The Company's training department will administer the Agreement, spearheaded by the Senior Director of Training and Client Engagement. Training and administration will be managed out of Mavenlink's headquarters in Irvine by the staff that administered the prior ETP project. The Company expects to start training immediately after Panel approval.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET15-0256	Irvine, San Francisco	08/04/2014–08/03/2016	$168,480	$124,482 (74%)

*ET15-0256: Mavenlink has tracked a total of 5,121 eligible hours for 106 trainees. To date, Mavenlink has earned $124,482 for 104 trainees. It is in the process of submitting the final closeout invoices for the remaining 2 trainees who completed training and the 90-day retention period. If all trainees meet the ETP retention requirements, the Company expects to earn approximately $131,189, (78% of the Agreement amount).

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8 - 200 Trainees may receive any of the following:

BUSINESS SKILLS

- Business Analysis
- Marketing/Sales Skills
- Retention Skills
- Client Engagement & Management
- Communication Skills
- Conflict Resolution
- Presentation Skills
- Service Industry Best Practices

COMMERCIAL SKILLS

- Product Knowledge
- Project Management
- Business Intelligence Skills
- Good Data Product Reporting Tools
- Salesforce
- Mobile/Cloud Technologies
- Data Migration
- Software Integrations/Configuration/Development
- Custom Forms Configuration/Development
- Software Implementation
- Product Design/Implementation
- Technical Product Support
- Project Collaboration
- Out of Box Integrations (Google Apps, Pandexio, QuickBooks)
- Invoicing
- Master Planning, Resource Scheduling and Management
- Cost Margins
- Generating Reports and Analytics
- Customization of Mavenlink Within a Business
- Budgeting
- User Setup/Assigning Permissions
- Administrative Configuration
- Templates and Task Creation
- Chrome Applications
- Uploading/Sharing/Managing files within Mavenlink
- Account Reports
- Project Based Margin Reporting Support

COMPUTER SKILLS

- Advanced Software Design and Architecture
- Crystal Reports
- Ruby/Ruby on Rails
- HTML/CSS

- JavaScript and Many New Frameworks (e.g. JQuery, Backbone.js)
- Web Development
- Resource Optimization & Utilization Tracking
- Mobile Development
- Multiple XML/JSON API Integrations
- Live Deployments and Continuous Integration
- Staging/Production UNIX Environment Systems and Maintenance
- Agile Software Development
- Test-Driven Development
- Pair Programming
- Code Versioning and Pull Requests Best Practices
- Lean User Experience (UX)
- Systems Architecture
- Intermediate/Advanced Microsoft Office Skills
- MySQL
- Client Relationship Management (Salesforce.com)
- Mobile/Cloud Technology Skills
- Rapportive Application
- Yesware
- Tinderbox
- Google Mail
- New/Upgraded Software/Hardware
- Technical Product Support
- Software Integration Developments
- Logical Data Management
    - Netsuite
    - Intacct
    - Salesforce
    - Jira
    - Oracle
    - QuickBooks Enhancements
    - Custom Forms

CONTINUOUS IMPROVEMENT

- Strategic Planning
- Troubleshooting Skills
- Process/Performance Improvement Skills
- Team Building Skills
- Business Intelligence Skills
- Integrations/Configuration/Development

MANAGEMENT SKILLS (management trainees only)

- Leadership Development/Decision Making Skills
- Process/Performance Improvement Skills
- Organizational Strategy and Design

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

RETRAINEE - JOB CREATION

Critical Proposal for:

One World Beef Packers, LLC

Agreement Number: ET17-0257

Panel Meeting of: October 28, 2016

ETP Regional Office: San Diego **Analyst:** J. Davey

PROJECT PROFILE

Contract Attributes:	Critical Proposal HUA Job Creation Initiative Priority Rate Retrainee	Industry Sector(s):	Manufacturing Priority Industry: ☒ Yes ☐ No
Counties Served:	Imperial	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 56	U.S.: 130	Worldwide: 130
Turnover Rate:	0%		
Managers/Supervisors: (% of total trainees)	5%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$470,000		$0	$0		$470,000

In-Kind Contribution:	100% of Total ETP Funding Required	$495,000

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 Critical Proposal HUA Job Creaton Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, Mgmnt. Skills, Mfg. Skills, PL-Mfg. Skills	235	8-200	0	$2,000	*$11.50
				Weighted Avg: 100			

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

Minimum Wage by County: Job Number 1 (Job Creation/HUA): $10.00 per hour for Imperial 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
Administrative Staff		12
BioWaste Filtration		5
Clean-Up		8
Fabrication		75
Hides		8
Laundry		2
Maintenance/HVAC/Engineering		19
Managers/Supervisors		5
Pericardium Harvesting		5
Quality Control		8
Rendering		4
Security		9
Slaughter		75

INTRODUCTION

Owned by Eric Brandt, One World Beef Packers, LLC (One World Beef) (www.oneworldbeef.com.) was recently formed to lease and operate a meat packing facility in Brawley. Under the same ownership, based in Buena Park, other businesses include a worldwide distribution network to restaurants, chefs and wholesalers; sales and marketing agent for beef products such as Brandt Beef®, exclusive U.S. importer of Kagoshima Beef® from Japan and Peter's Farm® veal from Holland; as well as recent ownership of the Brawley facility now leasing to One World Beef. One World Beef will hold the ETP Agreement, and only its employees will participate in the ETP Agreement.

When the previous owners of the Brawley facility closed in April 2014, Imperial County lost 1,300 jobs in an area of the state with the highest unemployment rate. One World Beef will introduce a new beef processing and fabrication method designed to serve an international and "farm to fork" market. One World Beef plans to hire former employees of the facility as part of its recruitment efforts in Brawley.

This proposal is for training 235 newly-hired incumbent workers under Job Creation, to staff the facility in Brawley. It has been designated as a Critical Proposal by the Governor's Office of Business and Economic Development (GO-Biz).

PROJECT DETAILS

One World Beef will introduce its Custom Toll Processing method, by which customers can trace products back to the cattle ranch origin. As such, a rancher can order cuts that will meet the unique requirements of international or specialty buyers. This method also allows small ranchers (50-100 head) to process custom or "farm to fork" cuts in a USDA-inspected plant. The Company will process beef from a number of different ranchers in the Imperial Valley, and Custom Toll Processing will track the means of freight travel. Each finished product will be certified for USDA quality guidelines.

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.

One World Beef will hire approximately 600 employees in the next four years. This proposal is for 235 new employees in the first wave of employment. The Brawley facility has been fully refurbished, and began initial operations in September 2016.

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

Training Plan

Hiring is expected to begin shortly. Most of the training will be provided to the beef processing workers (Fabrication and Rendering). Their coursework will include processing techniques via classroom and Productive Lab. These and other occupations will also receive training in Hazardous Material handling, continuous improvement, inventory control, customer service and other topics as outlined below.

Business Skills (10%): Training will be offered to all occupations in Accounting, Asset Management, Material Management, Knowledge of Meat Cuts and Yields and other job-specific skills. Training will provide Administrative and other support functions the skills needed to give them a general understanding of how a beef processing plant operates.

Computer Skills (10%): Training will be offered to all occupations in Attendance Tracker and MS Office, as well as job-specific training in ERP System, Preventative Maintenance Program and other software applications.

Continuous Improvement (10%): Training will be offered to all occupations in Production Scheduling, Production Operations/Workflow, Quality Control, ISO Certification and other related skills. Training will provide a basic understanding of how the Custom Toll beef process works and how to maximize production efficiency.

Hazardous Materials (10%): Training will be offered to all occupations except Administrative Staff in Hazardous Risk Materials, Waster Water Handling/Treatment, and Handling Hazardous Materials. Training does not lead to a Hazmat Certification.

Management Skills (10%): Training will be offered to Managers/Supervisors in Leadership, Decision Making, Motivation/Engagement, Coaching, Teambuilding and Strategic Planning. Managers will learn to effectively lead and direct employees and develop their skills as they learn their new jobs.

Manufacturing Skills (30%): Training will be offered to Fabrication, Quality, Rendering, Slaughter and select Managers in topics related to beef processing. Topics include Equipment Operation, Cut Specifications, Knife Handling/Sharpening and Cross-Functional Skills. Safe operations and handling of all equipment and tools will be included as an integral part of the training process.

Productive Laboratory - Manufacturing Skills (20%):

Productive Lab (PL) trainees may produce goods for profit as part of the training in the courses identified under the Curriculum. The instructor's time must be dedicated 100% of the time to training delivery during all hours of PL training.

PL training will be provided to 200 trainees in maintenance/HVAC/engineering, fabrication, slaughter, wastewater treatment, pericardium preparation, shipping, packaging, hide preparation and rendering for up to 60 hours per trainee. (See Curriculum at Manufacturing Skills.) Safe operations and handling of all equipment and tools will be included as an integral part of the training process. PL training in excess of 60 hours will be delivered at the Company's expense.

Qualified newly-hired in-house trainers will provide training at a trainer-to-trainee ratio not to exceed 1:3. Most PL instruction will be conducted one-on-one; however, there will be instances where a small group of three trainees will receive the same instruction at the same time. These small group sessions will occur most often at the beginning of training when trainees are first learning their jobs. The trainer will review, observe, coach, demonstrate, as well as document PL training.

High Unemployment Area

All trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Brawley facility qualifies for HUA status under these standards. One World Beef requests a wage modification from $12.60 to $11.50 for these newly hired employees.

Other Resources

One World Beef was awarded California Competes State of California (CA Competes) tax credits from Go-Biz. CA Competes is an income tax credit available to businesses to relocate or remain in California. ETP funding will not displace funding received by other resources.

Commitment to Training

The Company does not have a current training program as a start-up enterprise. However, One World Beef states that safety training and cross-functional skills training will be ongoing.

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

- Training Infrastructure

  One World Beef will provide training to all newly hired staff as part of re-opening the Brawley facility. These in-house instructors will have the requisite knowledge and experience to deliver training. One World Beef internal staff will manage project administration.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8 – 200 Trainees may receive any of the following:

BUSINESS SKILLS
- Accounting Skills
- Asset Management
- Material Management
- Inventory Control/Warehousing
- Sales Skills
- Knowledge of Meat Cuts and Yields

COMPUTER SKILLS
- MS Office Suite
- ERP System
- Preventative Maintenance Program
- Attendance Tracker
- Paychex Payroll Software
- Flex Time (Time and Attendance Software)

CONTINUOUS IMPROVEMENT
- Production Scheduling
- Production Operations/Workflow
- Quality Control Concepts
- ISO Certifications
- Animal Welfare Management

HAZARDOUS MATERIALS (Ratio 1:40)
- Hazardous Risk Materials Handling
- Waste Water Handling/Treatment
- HazMat Handling

MANAGEMENT SKILLS (Managers/Supervisors Only)
- Leadership
- Decision Making
- Motivation/Engagement
- Administration
- Coaching Procedures
- Teambuilding
- Strategic Planning

MANUFACTURING SKILLS

- Equipment Operation, Maintenance & Troubleshooting
- QA/QC Training
- Cut Specifications for Individual Products
- Yield Management and Controls
- Knife Handling and Sharpening
- Production Safety Training
- Repetitive Motion Training to Avoid Injury
- Shipping
- Cross-Functional Production Equipment/Skills

Productive Lab Hours

0-60

MANUFACTURING SKILLS (Ratio 1:3)

- Harvesting Operations
- Pericardium Sacs (Heart Sacs)
- Hides
- Rendering
- Fabrication
- Material Handling/Shipping
- Maintenance Preventive Repair Measurement
- Quality Control
- Cross-Functional Production Equipment/Skills

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

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

AB118

Training Proposal for:

Applied Materials, Inc.

Agreement Number: ET17-0801

Panel Meeting of: October 28, 2016

ETP Regional Office: San Francisco Bay Area **Analyst:** L. Lai

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate AB118 (Alt Funds)	Industry Sector(s):	Green Technology Manufacturing Priority Industry: ☒ Yes ☐ No
Counties Served:	Santa Clara	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 3,908	U.S.: 8,394	Worldwide: 14,500
Turnover Rate:	8%		
Managers/Supervisors: (% of total trainees)	6%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$749,952		$0	$0		$749,952

In-Kind Contribution:	100% of Total ETP Funding Required	$1,604,064

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 Computer Skills Con't Improve	434	8-200	0-23	$1,728	$26.25
				Weighted Avg: 96			

Minimum Wage by County: $17.02 for Santa Clara County.
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☐ Yes ☒ No ☐ Maybe
Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Technician		64
Engineer		300
IT Staff		45
Manager		25

INTRODUCTION

Founded in 1967 and based in Santa Clara, Applied Materials, Inc. (Applied Materials) builds Nano manufacturing equipment, machines, and tools for global semiconductor, flat panel display and clean energy manufacturing industries. Customers include manufacturers of semiconductor wafers and chips (Intel), flat panel displays (Samsung), solar photovoltaic cells and modules (Yingli), and manufacturers of lithium-ion cell batteries (Panasonic).

AB118

This proposal will be funded under the AB 118 Training Program that was created in FY 2009-10. The AB 118 Program is administered by ETP in partnership with the California Energy Commission (CEC).

The overall goal of the AB 118 Program is to support a transition from petroleum-based transportation to alternative and renewable fuels and clean, low carbon vehicle technologies. There is no expenditure of Employment Training Tax funds for the AB 118 Program. Public entity employers are eligible to participate, such as city and county regional transit authorities.

Training is focused on job skills for a skilled workforce to produce and distribute new alternative fuels and design, construct, install, operate, service and maintain new fueling infrastructure and vehicles.

Alternative Fuel is defined as any fuel other than the traditional selections, gasoline and diesel from petroleum sources, used to produce energy or power. Examples of alternative fuels are: bio-diesel, ethanol, methanol, electricity, propane, compressed or liquid natural gas, and hydrogen.

PROJECT DETAILS

Lithium-ion (Li-ion) batteries - the same kind of batteries used in cell phones and laptop computers - power most of today's electric vehicles (EVs). Li-ion battery technology is projected to be the leapfrog technology for the electrification of the drivetrain and to provide stationary storage solutions to enable the effective use of renewable energy sources. The technology is already in use for low power applications such as consumer electronics and power tools.

Affordable Li-ion car batteries have a driving range limited to 150 miles on a single charge and account for nearly 65% of the total cost of EVs. To compete in the market with gasoline-based vehicles, EVs must cost less and drive farther. An EV that is cost-competitive with gasoline would require a battery with twice the energy storage of today's state-of-the-art Li-ion battery at 30% of the cost.

Traditionally, the positive and negative terminals of Li-ion batteries are mixed with glue-like materials called binders, pressed onto electrodes, and then physically kept apart by winding a polymer mesh material between them called a separator. With the Applied Materials system, many of these labor-intensive processes will be replaced by automated next-generation coating. This will improve product reliability and performance of the cells at a fraction of the current cost. This will also increase the energy density of the battery and reduce the size of several of the battery's components to free up more space within the cell for storage.

Other innovations in battery manufacturing allow Applied Materials avoid reel-to-reel drying, which reduces the size of the factory required. This allows for a modular approach with reduced manufacturing costs.

This proposal aligns with and supports the legislative goals within the AB118 investment plan. The next-generation battery technology could potentially enable EVs to travel from San Jose to Los Angeles on a single charge.

Training Plan

Training will be delivered by In-house subject matter experts via Class/Lab and Computer-Based Training (CBT).

Advanced Technology (50%): Training will be offered to all occupations. Courses include complex system modeling, materials sciences, Li-ion battery manufacturing architecture, systems engineering, software design and support systems, and product quality/reliability. Training will focus on leading-edge technology trends in Li-ion battery design, fabrication/manufacturing, modeling and integration. The Advanced Technology training in this proposal is new and is intended to foster a high level of innovation. Courses will be delivered by highly skilled internal Engineers at an estimated cost of over $16,600 per day of training. The maximum ratio of 10 students per instructor would create the best learning environment for this training.

Computer Skills (25%): Training will be offered to all occupations. Courses include desktop applications, such as advanced levels of advanced desktop applications, personal productivity software applications, network development, and project management tools. Training will improve efficiency and data accuracy.

Continuous Improvement (25%): Training will be offered to all occupations. Courses include decision-making, corrective and preventative actions, management controls, process validations and complaint management systems. Quality training will teach employees how to better understand, measure, and reduce process variation using methodical problem solving techniques and statistics. Trainees will also learn to improve productivity and quality by identifying and eliminating waste from the value stream. Select Engineers will also learn how to manage projects, marketing communications, finance, and preparing effective oral and written presentations to customers. Domestic and International business regulations relating to clean energy, including the complexity of the Company's products and business transactions, dictate that effective customer communications and order accuracy must be achieved.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. The Company spent an estimated $3,000,000 for training of its California workforce in 2015. The proposed training builds on, but does not overlap or replace, basic instruction and/or orientation type training already offered. Applied Materials currently funds all training in OSHA-mandated safety regulations, sexual harassment prevention, new hire orientation, rudimentary job skills, basic desktop application training (Microsoft Word, Excel and PowerPoint), and executive development programs. The resources provided by ETP will assist Applied Materials deliver supplemental and higher quality training courses. Safety training is provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  Applied Materials utilizes a Learning Management System (LMS) to document all training. The LMS has been reviewed and approved by ETP staff for documentation purposes. Applied Materials has designated a staff person to oversee the ETP project and will use an administrative subcontractor to assist with project administration.

Substantial Contribution

Because this project is being funded under AB118, substantial contribution requirement does not apply.

Prior Contracts

Applied Materials has an active contract (ET15-0306) from 12/1/14 to 11/30/16. Of an estimated 415 trainees, 865 have been enrolled and 408 have received the minimum hours of training. ETP Online Class/Lab Tracking site shows there are sufficient hours to earn 100% of the approved amount of $498,000, if the trainees meet all performance criteria.

Applied Materials had a contract (ET13-0323), from 03/04/13 to 03/03/15. Of an estimated 800 trainees, 3,333 were enrolled and 1,239 received the minimum hours of training. The Contractor earned the full approved amount of $1,320,000.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

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

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET15-0802	$598,500	12/1/14 – 11/30/16	350	920	920

Training and retention completed ahead of schedule. The closeout invoice was approved on 7/26/16, and the contractor earned 100% of the approved amount.

DEVELOPMENT SERVICES

Herrera & Company in Stockton assisted with development of this proposal at no cost to the Company.

ADMINISTRATIVE SERVICES

Herrera & Company 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:

ADVANCED TECHNOLOGY

- Application engineering services
- Casting anode and cathode plates
- Chemical-mechanical linearization technologies and applications
- Electromagnetic properties, waves and dielectric constants
- Factory automation tools and techniques
- Instrument modeling/integration software development
- Lithium surface/interaction overview
- Manufacturability for prismatic and cylindrical cells for LIBs
- Measurement sciences practice and theory
- Multipart machine automation development
- Multi-scale modeling for nonmaterial design
- Nano-scale device physics and technology
- Particle and energy balance in global models
- Photolithography, microlithography and optical lithography
- Physics of electrode coating
- Physics of radiofrequency plasmas
- Space plasma thrusters
- System data modeling and architecture
- Thin film surface/interaction overview

COMPUTER SKILLS

- Advanced desktop productivity applications
- Customer relationship management
- eBusiness applications
- Java program development
- Network infrastructure, security and firewall development
- Project management software tools
- Supply chain and manufacturing control systems

CONTINUOUS IMPROVEMENT

- Advanced customer communications and awareness
- Customer finance and buying decisions
- Design tools and practices
- Failure modes and effects analysis
- Marketing promotion and strategy
- Multi-cultural customer service relationships
- Problem solving tools and techniques
- Process improvement training
- Product marketing for engineers
- Product quality and reliability
- Technical presentation skills

CBT Hours

0 – 23

COMPUTER SKILLS

- Advanced desktop applications (2 hrs)
- ERP system training and reporting (1 hr)
- Programming languages (2 hrs)
- Project management software tools (1 hr)

CONTINUOUS IMPROVEMENT

- Advanced customer communications and awareness (2 hr)
- Design for excellence (2 hrs)
- Design tools and practices (1 hr)
- Effective teams (1 hr)
- Failure modes and effects analysis (1 hr)
- Marketing promotion and strategy (1.5 hr)
- Multi-cultural customer service relationships (1 hr)
- Problem solving tools and techniques (1 hr)
- Process improvement training (1.5 hrs)
- Product marketing for engineers (1 hr.)
- Product quality and reliability (1 hr)
- Quality fundamentals/core skills (1.5 hrs)
- Technical presentation skills (1 hr)

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:

SYSCO San Francisco, Inc.

Agreement Number: ET17-0251

Panel Meeting of: October 28, 2016

ETP Regional Office: San Francisco Bay Area **Analyst:** L. Lai

PROJECT PROFILE

Contract Attributes:	Retrainee SET Job Creation Initiative	Industry Sector(s):	Wholesale Trade Services Priority Industry: ☐ Yes ☒ No
Counties Served:	Alameda	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 625	U.S.: 625	Worldwide: 51,700
Turnover Rate:	7%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$415,080		$0	$0		$415,080

In-Kind Contribution:	100% of Total ETP Funding Required	$515,400

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET	Business Skills, Computer Skills, Cont. Improv.	418	8-200	0	$960	$28.37
				Weighted Avg: 64			
2	Retrainee SET Job Creation Initiative	Business Skills, Computer Skills, Cont. Improv.	10	8-200	0	$1,380	*$14.19
				Weighted Avg: 69			

Minimum Wage by County: Job #1 - $28.37 per hour SET Statewide Average Hourly Wage; Job #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 $5.25 per hour may be used to meet the Post-Retention Wage in Job Number 1 and up to $0.67 for Job Number 2.

**Commission Income: Additionally, some Job Number 1 Sales/Marketing Staff may also use commission of up to $4.75 per hour to meet the Post-Retention Wage

***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.

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

Wage Range by Occupation		
Occupational Titles	Wage Range	Estimated # of Trainees
Job Number 1 – Retrainees		
Administrative Staff		50
Customer Service Staff		35
Lead		45
Marketing Associate		178
Support Staff		55
Technical Staff		55
Job Number 2 – Job Creation		
Administrative Staff		1
Customer Service Staff		2
Lead		1

Marketing Associate		3
Support Staff		2
Technical Staff		1

INTRODUCTION

Founded in 1939, SYSCO San Francisco, Inc. (SYSCO SF) (www.SYSCO.com) is a wholly-owned corporation of SYSCO Corporation, located in Houston, Texas. SYSCO Corporation owns several facilities in California, but this Proposal is for training at the SYSCO SF facility located in Fremont.

SYSCO SF warehouses, distributes, and delivers food products, beverages, equipment, and supplies in the San Francisco and adjacent areas. SYSCO SF's Marketing Associates customize food offerings and services to any size restaurant, school, government facility, or organization that needs to serve food. SYSCO SF's software systems provide customers with information to make decisions on products served, costs, and nutritional values. The customers' order requirements are customized to meet customers' needs.

Sysco is eligible for ETP funding under SET provisions for front line workers.

OTHER SYSCO PROPOSALS

This proposal is for SYSCO SF, a wholly owned subsidiary of SYSCO Corporation. In FY 2016/2017, the Panel has approved other SYSCO wholly-owned and operated subsidiaries. SYSCO Central California was approved at the July Panel Meeting. SYSCO Sacramento and SYSCO Ventura were approved at the August Panel Meeting. SYSCO San Diego was approved at the September Panel meeting.

15% REDUCTION

Per the Panel's direction at its August 24, 2016 Panel Meeting, a 15% reduction for all SYSCO projects has been applied across all occupations/Job Numbers. The original requested amount ($488,500) was reduced accordingly.

Substantial Contribution

There is no Substantial Contribution requirement for this project.

PROJECT DETAILS

This will be the second ETP Agreement between ETP and SYSCO SF. The prior ETP Agreement focused on the "Project 212", a business transformation project which moved various business functions to the Cloud.

SYSCO SF is now positioned to expand its use of the Internet by implementing new software applications, specifically, SYSCO Market Express and SYSCO Mobile. These applications will allow customers to place an order, track its status, make changes, and find out exactly when the shipment will arrive. A new fleet management system will be employed to track delivery trucks, products, optimize routes and delivery activities. Additionally, the Company plans to expand into the Hispanic and Asian markets. These changes will impact the entire organization. Training is required as the new systems and business expansions are integrated.

Training Plan

In-house trainers will deliver Class/Lab training. External training vendors may be used if the need arises. While some trainees in this proposal received training in the previous ETP project, these trainees will not receive duplicate training.

Business Skills (50%): This training will be offered to Administrative Staff, Customer Service Staff, Leads, Marketing Associated, Support Staff, and Technical Staff. Trainees will learn to use the new Telogis Fleet Management System, to sell to the Hispanic and Asian marketplaces, Marketing Performance, Social Marketing, and Train-the-Trainer.

Computer Skills (30%): This training will be offered to all occupations. Trainees will be trained on SYSCO Market Express, SYSCO Market Mobile, and how to train customers on the new technology. Trainees in all departments will use different components of the system as it relates to their job functions.

Continuous Improvement (20%): This training will be offered to all occupations. Trainees will learn quality concept techniques and how to apply them to produce quality products, strengthen workflow processes, and increase efficiency in the workplace. Training will reduce waste, streamline processes, improve quality, and lower costs.

Retrainee - Job Creation

SYSCO SF is expanding business capacity as it expands into Hispanic and Asian markets, implementing a new fleet management system, and implementing SYSCO Market Express and SYSCO Mobile. SYSCO SF will add new employees into existing job functions. The Company has committed to hiring 10 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract. The Company has existing facilities to house the new employees.

Commitment to Training

The Company spends approximately $325,000 per year on training in topics such as new-hire orientation, OSHA-mandated training, sexual harassment prevention, first aid, and on-the-job training. In the past, SYSCO SF has also provided process improvement, desktop applications, service cloud computing, pricing, lead generation, and internet marketing. 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 Training and Development will oversee the training program and work with the management team to identify training needs, coordinate the training schedule, schedule training, and monitor training resources and progress. An administrative coordinator will collect the training rosters and submit them to the Administrative Subcontractor.

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.

Temporary to Permanent Hiring

SYSCO SF intends to train 10 workers in Job Number 2 under Panel guidelines for the Temporary-to-Permanent program. The Company will retain these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. According to SYSCO SF, the average time for "converting" temporary workers into full-time permanent employment is six months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

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

Commissions

Commissions of up to $4.75 per hour may be added to Marketing Associates' base wage (Job Number 1) to meet the SET Average Hourly Wage of $28.37 per hour. Marketing Associates sell products and services in the wholesale marketplace.

SYSCO SF wholesale trade industry sector is different from Retail Trade. As such, occupations paid by commission qualify for ETP funding as they do not fall under the Panel's "lowest priority" for FY 2016/17.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET15-0253	Fremont	08/04/14 – 08/03/16	$264,000	$248,223 (94%)

DEVELOPMENT SERVICES

SYSCO SF retained National Training Company, Inc. (NTC) in Irvine to assist with development of this proposal for a flat fee of $5,000.

ADMINISTRATIVE SERVICES

NTC will also perform administrative services in connection with this proposal for an amount not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8 - 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Advanced Operating Procedures
- Business Value
- Category Management
- Delivery Tracking
- Hispanic and Asian Products
- Improving Customer Service
- Marketing Performance
- Marketing Performance Processes
- Marketing Presentations
- Menu Analysis
- Multi-Channel Marketing
- Pricing for Profitability
- Product Knowledge
- Product Traceability
- Revenue Management
- Social Marketing
- Train-the-Trainer

COMPUTER SKILLS

- Computerized Inventory
- Contact Management
- Customer Relationship Management
- Dashboard Portals
- Enterprise Resource Management System
- External Web Based Applications
- Fleet Management Systems
- Laptop Techniques
- Sysco Account Manager
- Sysco Market Express (Desktop)
- Sysco Market Mobile (Phone/Tablet)
- Sysco Portal
- Telogis Fleet Management

CONTINUOUS IMPROVEMENT

- Improving Operating Procedures
- Procurement Efficiency
- Quality Assurance
- Sysco Food Safety
- Sysco Quality Standards
- Team Communication

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

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

RETRAINEE - JOB CREATION

Training Proposal for:

Chico Rehabilitation Hospital, LLC dba California Park Rehabilitation Hospital

Agreement Number: ET17-0252

Panel Meeting of: October 28, 2016

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

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SET HUA Job Creation Initiative Medical Skills Training	Industry Sector(s):	Healthcare Priority Industry: ☒ Yes ☐ No
Counties Served:	Merced, Fresno, and Butte	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No SEIU Local 2015		
Number of Employees in:	CA: 520	U.S.: 520	Worldwide: 520
Turnover Rate:	10%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$641,708		$0	$0		$641,708

In-Kind Contribution:	100% of Total ETP Funding Required	$779,000

TRAINING PLAN TABLE.

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SET/HUA Medical Skills Training	MS Didactic, MS Clinical with Preceptor, Computer Skills, Continuous Improvement	170	8-200	0	$1,476	*$11.70
				Weighted Avg: 82			
2	Retrainee Priority Rate SET Medical Skills Training	MS Didactic, MS Clinical with Preceptor, Computer Skills, Continuous Improvement	203	8-200	0	$1,476	$21.28
				Weighted Avg: 82			
3	Retrainee Priority Rate SET Job Creation Initiative Medical Skills Training	MS Didactic, MS Clinical with Preceptor, Computer Skills, Continuous Improvement	43	8-200	0	$2,120	*$12.77
				Weighted Avg: 106			

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

Minimum Wage by County: Job Number 1 (SET/HUA): $11.70 per hour in Merced, Fresno and Butte counties.

Job Number 2 (SET): $21.28 per hour

Job Number 3 (Job Creation): $12.77 per hour in Merced, Fresno, and Butte counties.

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

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

Up to $0.92 per hour may be used to meet the Post-Retention Wage for Job Number 1.
Up to $2.28 per hour may be used to meet the Post-Retention Wage for Job Number 2.
Up to $1.99 per hour may be used to meet the Post-Retention Wage for Job Number 3.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1 (SET/HUA Retrainees)		
Certified Nurse Assistant		170
Job Number 2 (SET Retrainees)		
Licensed Vocational Nurse		94

Registered Nurse		50
Therapist		59
Job Number 3 (SET Job Creation)		
Certified Nurse Assistant		23
Licensed Vocational Nurse		10
Registered Nurse		5
Therapist		5

INTRODUCTION

Founded in 2006, Chico Rehabilitation Hospital, LLC dba California Park Rehabilitation Hospital (California Park Rehab or the Hospital) is a 90-bed skilled nursing facility that specializes in short-term inpatient and long-term health care (www.calparkrehab.com). California Park Rehab will train 197 employees at its facility in Butte County.

The Hospital seeks training funds on behalf of itself and the following four affiliates located in nearby Merced and Fresno Counties:

1. TJD, LLC dba Anberry Nursing and Rehabilitation Center (www.anberryhospital.com)
   - 54 trainees
2. Anberry Physical Rehabilitation Center, Inc. (www.anberryhospital.com)
   - 54 trainees
3. Anberry Transitional Care LLC (www.anberrymerced.com)
   - 43 trainees (Job Creation only)
4. Horizon Health and Subacute, LLC (www.horizonhealthfresno.org)
   - 68 trainees

All five affiliates are wholly-owned subsidiaries of GHM Management dba Meritage Healthcare (Meritage Healthcare). California Park Rehab will act as the lead employer. Meritage Healthcare will not be included in the proposed training plan.

These facilities are all certified by Medicare, Medi-Cal and various HMO's to provide skilled nursing care and rehabilitation services. The services include: outpatient rehabilitative care, physical therapy, developmental disabilities, catheter management, and behavioral health support.

California Park Rehab and its four affiliates are eligible for ETP funding under Special Employment Training (SET) provisions for frontline workers. They all qualify for ETP's priority industry reimbursement as a healthcare employer.

PROJECT DETAILS

The mission of California Park Rehab and its affiliates is to return patients to their original state before illness of injury. All patient services are by referral from acute care hospitals. The Hospital is constantly facing challenges with new quality standards, an aging population, and an increase in patient population due to the Affordable Care Act.

The Hospital and its affiliates will continue to build on its prior proposal in terms of adapting to the ongoing changes implemented by the Affordable Care Act, reducing hospital readmissions, improving the level of care for higher acuity patients, and increasing compliance and accuracy

for all patient care documentation. All facilities will be implementing a new quality improvement software, eInteract. The software will reduce unnecessary acute care transfer of patients in skilled nursing facilities. Training will also include a new 5-Star Rating System, and ABT Stewardship Training, designed to improve quality of patient care.

Retrainee - Job Creation

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

Meritage Healthcare is establishing a training program for its new state-of-the-art 120-bed skilled nursing facility at Anberry Transitional Care in Merced County. Extensive training is needed for the newly-hired staff to ensure competent and safe patient care with the quality outcomes demanded by the Affordable Care Act. The parent company has invested over $22M in new equipment, land, and facility expenses.

Meritage Healthcare has committed to hiring 43 new employees at Anberry Transitional Care (Job Number 2). This includes Certified Nurse Assistants, Licensed Vocational Nurses, Registered Nurses, and Therapists.

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

Union Support

Union support letters from SEIU Local 2015 for workers at Horizon Health and Subacute Center in Fresno have been received.

Training Plan

Medical Skills Training (80%)

The Panel has established a “blended” reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model.

Approximately 416 trainees including Registered Nurses, Licensed Vocational Nurses, Certified Nurse Assistants, and Therapists will participate in clinical skills training, including both didactic and clinical preceptor training.

Classroom/laboratory training will be provided by in-house subject matter experts and vendors to all occupations on understanding advanced clinical processes to ensure competency and maximize patient satisfaction and safety. Training includes advanced patient assessment skills, therapy skills, knowledge of ventilator and tracheotomy care, wound care, and dementia/Alzheimer’s patient care skills.

Computer Skills (5%): Training will be offered to all occupations. Training will focus on the use of the Electronic Medical Records software updates to accurately enter and retrieve patient information as well as the eInteract software designed to reduce hospital readmissions. Training topics include Electronic Medical Records Application Skills and Patient Services Billing Software.

Continuous Improvement (15%): Training will be offered to all occupations. Training will focus on standard operating procedures and medical records documentation. Training topics include Documentation, Culturally Appropriate Care, and The Five Star Rating System.

Commitment to Training

Meritage Healthcare spends up to $50,000 annually on training at each facility. Employee training includes basic skills updates, sexual harassment prevention, new-hire classroom and preceptor-led training, safety training, fire codes, and mandated compliance training.

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

ETP funds will allow the Hospital to prepare new clinicians for full-time patient care while strengthening their skill sets in order to effectively care for the special patient. The Company will continue to reduce hospital readmissions and meet new quality standards.

- Training Infrastructure

  The Company has contracted with National Training Systems, Inc. (NTS) to aide in the administration of the program. In addition, the facilities will utilize the Director's of Staff development at each facility to oversee the training programs and assign one individual as the main point of contact for the project. NTS will complete all trainee enrollment, data tracking, and invoicing. The Company will provide the necessary enrollment information, collect all training data, and be sure that the necessary information is provided to ETP and NTS throughout the term of the agreement.

Impact/Outcome

All patient care providers will provide an advanced level of patient care under the standards of the Affordable Care Act and reduce unnecessary hospital readmissions. Improvements will be made in the quality of care while reducing costs.

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.

SET/HUA Wage Modifications

Trainees employed in a priority industry qualify for a SET wage modification up to 25% below the statewide average hourly wage. California Park Rehab requests this wage modification from $28.37 to $21.28 in Job Number 2.

Trainees in Job Number 1, 2 and 3 work in a High Unemployment Area (HUA). This is a region with unemployment exceeding the state average by 25%, under the Panel's standards. The determination of HUA status is based on unemployment data from the Labor Market Information Division of the Employment Development Department. The Company's locations in Fresno, Butte, and Merced counties qualifies for HUA status under these standards.

These trainees qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage. The Panel may modify the ETP Minimum Wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages.

For Job Number 1 retrainees, California Park Rehab is requesting a wage modification from $21.28 to $11.70 for 170 incumbent staff.

Substantial Contribution

Substantial contribution is not applicable as the Company has not earned $250,000 or more in incumbent training within the last five years.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Meritage Healthcare on behalf of California Park Rehab and these affiliates under an ETP Agreement that was completed within the last five years. [Note: The Anberry location facility was not in operation at the time of this prior project.]

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET15-0170	Merced, Fresno, and Chico	07/07/2014 – 07/06/2016	$450,540	*$365,474 (81%)

*The Hospital has tracked over 18,495 reimbursable hours for 347 trainees who have completed training and retention. Therefore, it projects 81% earnings ($365,474). The closeout invoice has been submitted as of 09/07/16.

DEVELOPMENT SERVICES

The Hospital retained National Training Systems, Inc. (LTS) in Ladera Ranch to assist with development of this proposal for a flat fee of $29,839.

ADMINISTRATIVE SERVICES

LTS will also perform administrative services in connection with this proposal for a fee of 10% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

MEDICAL SKILLS TRAINING – DIDACTIC

- ABT Stewardship
- 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
- Restorative Nursing
- Wound Management
- Advanced Assessment Skills
- 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)

MEDICAL SKILLS TRAINING – PRECEPTOR

- **Inpatient & Outpatient Care**
  - Medication Management
  - Advanced Assessment Skills
  - Advanced Clinical Skills
  - Infection Control
  - Patient Safety
  - Clinical Skills Review
  - Clinical Certification Skills
  - 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
  - Hemovac/Pnuemovac
  - 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 (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
  - Activites 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 Safetey
- Proper Use of Exercise Equipment
- Therapeutic Activities
- Therapeutic Exercises
- Assistive Devices
- Procedures for Temperature Check for Hydrocollator/Paraffin

COMPUTER SKILLS

- Electronic Medical Records Application Skills
- Patient Services Billing Software
- Electronic Tablet for Bedside Charting

CONTINUOUS IMPROVEMENT

- Administration
- Medical Records
- Customer Service
- Communication Skills
- Director of Nursing Huddles
- 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
- The Five Star Rating System

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

TEAMSTERS AUTOMOTIVE, INDUSTRIAL AND ALLIED WORKERS LOCAL UNION NO. 495

R.M. "BOB" LENNOX
Secretary-Treasurer

GEORGE PARK
President

May 11, 2016

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

Re: Eaton Bloomington Employment Training Panel Project

The Teamsters Union Local No. 495 supports the proposed Eaton Bloomington Employment Training Panel (ETP) project.

Sincerely,

TEAMSTERS AUTOMOTIVE, INDUSTRIAL, THEME PARK, SERVICE SECTOR AND ALLIED WORKERS LOCAL NO. 495

Bob Lennox
Secretary-Treasurer

BL:pl

225 N. Barranca Street, 4th Floor • West Covina, CA 91791 • (626) 915-4954 • FAX (626) 915-5495
Email: office@teamsters495.org • Website: www.teamsters495.org

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Eichleay, Inc.

Agreement Number: ET17-0253

Panel Meeting of: October 28, 2016

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

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Veterans	Industry Sector(s):	Engineering Construction Services Priority Industry: ☒ Yes ☐ No
Counties Served:	Contra Costa, Los Angeles	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		
Number of Employees in:	CA: 250	U.S.: 250	Worldwide: 250
Turnover Rate:	9%		
Managers/Supervisors: (% of total trainees)	0%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$438,000		$0	$0		$438,000

In-Kind Contribution:	100% of Total ETP Funding Required	$2,008,800

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., Adv. Tech	225	8-200	0-5	$1,800	$30.00
				Weighted Avg: 100			
2	Retrainee Priority Rate Veteran	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., Adv. Tech	15	8-200	0-5	$2,200	$30.00
				Weighted Avg: 100			

Minimum Wage by County: Job Numbers 1 & 2: $17.02 per hour for Contra Costa and Los Angeles counties.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Engineer		70
Designer		20
Project Manager		10
Architects		12
Procurement Staff		25
Administrative Staff		30
Quality Assurance Staff		5
CAD Operator		18
Field Technician		20
Information Technology Staff		15
Job Number 2 - Veterans		
Engineer		1
Designer		1
Project Manager		1
Architects		1
Procurement Staff		1

Administrative Staff		2
Quality Assurance Staff		2
CAD Operator		1
Field Technician		3
Information Technology Staff		2

INTRODUCTION

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

PROJECT DETAILS

Eichleay has invested $250,000 in new equipment and computer software in order to remain at the forefront of the engineering and project management industry. This equipment includes two 3D Laser Scanners to reverse engineer 3D digital data used in project development. 3D Laser Scanners will increase project management efficiencies and customer satisfaction. Eichleay staff must train in this equipment to ensure proper use and service of the scanners.

Eichleay also commissioned the development of the software program, Eichleay Quality System (EQS). This is a cloud-based system that provides immediate access to procedures, processes, forms and active projects. Training on this system will ensure all Eichleay staff has the resources to be successful in their roles.

Training Plan

Training will be delivered via Class/Lab, Computer-Based and Advanced Technology Training.

Business Skills (20%): Training will be offered to all occupations to improve customer satisfaction and internal processes. Courses include Project Management Boot Camp, Accounting and Payroll Systems and Procurement. Training will ensure workers know proper use of resources.

Commercial Skills (25%): Training will be offered to Project Managers, Architects, CAD Operator, Field Technicians, Procurement, Engineers, Designers and Administrative Staff to increase project management and construction knowledge and consistency. Topics include Constructability, Project Planning & Execution and Engineering Codes & Standards.

Computer Skills (35%): Training will be offered to all occupations. Training includes engineering, design and procurement specific software. Training in Primavera, EQS, CAESAR II Pipe Stress, Aspen and Prizm Software programs will ensure competency in all programs.

Continuous Improvement (15%): Training will be provided to all occupations to enhance project quality and reduce staff errors. Courses will include Quality systems, Six Sigma/LEAN principles, and Company quality and & processes.

Advanced Technology (5%)

Forty-five Engineers, Designers and CAD Operators will receive up to 40 hours of Computer-Assisted Drafting (CAD) technology and Laser Scanning training to update skills. These trainees are responsible for the engineering and design architecture. The trainer-to-trainee ratio will not

exceed 1:10 to allow in-depth coverage and personal attention from the instructor. All trainees have CAD, design and engineering experience and training will increase their level of proficiency. Due to the complicated nature of the course curriculum, the use of high-end equipment and software, and the high cost of experienced trainers, AT will be reimbursed at a higher rate ($26). Eichleay estimates the cost of this training will be between $18,000 -$36,000.

Computer-Based Training (CBT)

Eichleay will provide CBT to staff on safety related topics. Courses will include Slips, Trips and Falls and Scaffold User Guidelines. CBT hours are capped at 50% of total training hours per-trainee. Safety training will not exceed 10% of total training hours per-trainee.

Veterans Program

The Panel has established a higher reimbursement rate and other incentives for training California veterans. Eichleay is committed to hiring and creating promotional opportunities for Veteran staff. Eichleay actively recruits veterans.

- Curriculum

At least 50% of total training in Job Number 2 must consist of vocational skills training. The remaining hours may consist of literacy training, as an exception to the standard 45% limitation.

Commitment to Training

Eichleay has an annual training budget of $100,000 per facility. Training includes new-hire orientation, staff development and safety training. ETP funds will not displace their existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

The bulk of training will be provided by in-house subject matter experts, consisting of senior level engineers and dedicated technical trainers. Eichleay may also use a training vendor.

Eichleay has a detailed training plan and four staff members at its Concord location dedicated to monitoring, tracking and scheduling training for this project. They also have a dedicated training coordinator at their Long Beach facility.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS
- Accounting & Payroll Systems
- Procurement
- Project Management Boot Camp

COMPUTER SKILLS
- Aspen Software
- Eichleay Quality Systems
- CAESAR ll Pipe Stress Software
- Primavera Software
- Prizm Software

COMMERCIAL SKILLS
- Constructability
- Project Planning & Execution Skills
- Engineering Codes & Standards

CONTINUOUS IMPROVEMENT
- Quality Systems
- Six Sigma/Lean
- Company Quality Systems & Processes

Advanced Technology

0-40

COMMERCIAL SKILLS (Ratio 1:1)
- Computer-Assisted Drafting
- Cyclone
- CADWorx
- Laser Scanning

CBT Hours

0-5

COMMERCIAL SKILLS
- Defensive Driver Awareness (15 minutes)
- Ergonomics (45 minutes)
- Slips, Trips, Falls (30 minutes)
- Scaffold User Guidelines (30 minutes)
- Fall Protection Equipment (60 minutes)
- Trenching & Excavation Awareness (15 minutes)
- Ladder Safety, Noise & Hearing Conservation (30 minutes)
- Workplace Violence (30 minutes)

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

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

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

RETRAINEE - JOB CREATION

Training Proposal for:

NorCal Care Centers, Inc. dba Antioch Convalescent Hospital

Agreement Number: ET17-0193

Panel Meeting of: October 28, 2016

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

PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Medical Skills Training Retrainee SET Priority Rate	Industry Sector(s):	Healthcare Priority Industry: ☒ Yes ☐ No
Counties Served:	Contra Costa	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No SEIU Local 2015		
Number of Employees in:	CA: 600	U.S.: 600	Worldwide: 600
Turnover Rate:	7%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$277,914		$0	$0		$277,914

In-Kind Contribution:	100% of Total ETP Funding Required	$845,900

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET Priority Rate Medical Skills Training	Computer Skills, Cont. Imp, MS Clinical with Preceptor, MS Didactic	126	8 - 200	0	$702	$22.00
				Weighted Avg: 39			
2	SET Priority Rate Job Creation Initiative Medical Skills Training	Computer Skills, Cont. Imp, MS Clinical with Preceptor, MS Didactic	39	8 - 200	0	$1,060	$15.15
				Weighted Avg: 53			
3	Retrainee SET Priority Rate Medical Skills Training	Computer Skills, Cont. Imp, MS Clinical with Preceptor, MS Didactic	211	8 - 200	0	$702	$19.30
				Weighted Avg: 39			

Minimum Wage by County: Job Number 1(SET Priority Industry): $21.28 per hour.

Job Number 2(Job Creation): $14.19 per hour for Contra Costa County. Job Number 3(SET Priority Industry): $21.28 per hour for Contra Costa County. ETP will accept the union-negotiated base wage for CNA's listed under the Wage Range by Occupation table below.

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 may be used to meet the Post-Retention Wage for Job Number 3.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Licensed Vocational Nurse (LVN)		88
Registered Nurse (RN)		38
Job Number 2		
Certified Nurse Assistant (CNA)		29
Licensed Vocational Nurse (LVN)		6
Registered Nurse (RN)		4
Job Number 3		
Certified Nurse Assistant (CNA)		211

INTRODUCTION

Norcal Care Centers, Inc. dba Antioch Convalescent Hospital (Antioch Hospital) (www.antiochcare.com) is a family-owned group of nursing care facilities certified by Medicare, Medi-Cal and various HMO's. The facilities provide nursing services, restorative nursing, rehabilitation services, activities programs, and social services for a long-term population. The hospital seeks to maximize the quality of life and offers specialized restorative services. Four Contra Costa facilities will participate in training under this proposal.

Need For Training

This is Antioch Hospital's second Agreement with ETP in the last five years. The previous Agreement focused on implementing new electronic health records software learning about changes to International Classification of Disorders coding. Under this proposal, training will focus on new standards such as under the Affordable Care Act. These new standards include changes in rating systems, anticipated tighter reimbursement for services provided, and targeted reduction in hospital readmissions.

In the previous agreement reimbursement for services was based on the volume of services provided. The Hospital's administrators have since redesigned payment systems to an approach that ties financial incentives to outcomes of quality. Antioch Hospital is looking to build from their previous contract with new topics. No training delivered in the prior Agreement will be repeated.

Retrainee - Job Creation

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

Antioch Hospital has committed to hiring 39 new employees (Job Number 2). The date-of-hire for all trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Antioch Hospital's goal for newly-hired employees is to help them transition into an environment that is fast paced and continuously changing. Increasing patient populations and the increase of more insured patients, has made for a challenging environment at Antioch Hospital. This challenging environment has necessitated the hospital to hire and train more RN's, LVN's, and CNA's. Antioch Hospitals' goal is to increase the commitment of new nurses, reduce nurse turnover, and provide them with competent and safe patient care that meets the outcomes required by the Affordable Care Act.

Training Plan

Medical Skills Training (80%)

Approximately 42 RNs, 94 LVNs, and 240 CNAs will participate in medical skills training utilizing both didactic and preceptor training methodologies.

Medical Skills training is reimbursed at $22 per hour. This blended rate recognizes the higher cost of delivery for clinical training. It will apply to both the Didactic and Preceptor modes of delivery. Continuous Improvement and Computer Skills will be reimbursed at $18 per hour.

Computer Skills (3%): Training will be offered to all occupations. Staff will receive training on Medical Record software to accurately enter and retrieve patient information.

Continuous Improvement (17%): Training will be offered to all occupations. Training will benefit staff in improvement in multiple skills such as teambuilding, culturally appropriate care, medical records, and documentation skills.

Commitment to Training

The Hospital's annual training budget per facility is approximately $40,000. Training in the past included basic new-hire orientation training, compliance training, safety training, and some annual skills update 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

Antioch Hospital will contract with an administrative subcontractor to assist with ETP project administration. In addition, each facility will have designated staff to oversee the training and be responsible for collecting and submitting the training rosters to the administrative subcontractor for data entry into the ETP systems.

SET

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

However, Antioch Hospital is not asking for a wage modification.

Impact/Outcome

Training is designed to improve patient care assessment and documentation. For LVN's, improved assessment skills will help identify signs and symptoms of illnesses. Newly-hired staff will be better able to provide advanced levels of patient care and take on responsibility for patients.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET14-0354	Antioch	05/05/14 – 05/04/16	$484,572	$277,694 (57%)

There was an adjustment that Antioch Hospital went through with the Affordable Care Act which did not get them off to a good start with training and prevented them from performing how they envisioned. Antioch Hospital had a new Director of Staff Development put in place during the term of the contract and once they were brought in training increased. For this contract Antioch Hospital is being more pro-active by implementing programs designed to reduce hospital readmissions and strengthen efforts to maintain standards and improve customer satisfaction. Hospital Staff will have goal and objective benchmarks to meet throughout the training.

DEVELOPMENT SERVICES

Antioch Hospital retained National Training Systems in Ladera Ranch to assist with development of this proposal for a flat fee of $32,174.

ADMINISTRATIVE SERVICES

National Training Systems will also 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:

MST 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
- Advanced Assessment Skills
- 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)

MST PRECEPTOR

- **Inpatient & Outpatient Care Unit**
  - Medication Management
  - Advanced Assessment Skills
  - 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
  - Hemovac/Pnuemovac
  - Dementia/Alzheimer's
  - Managing Patients with Neurovascular Conditions
  - Rehabilitation Services
    - Physical Therapy
    - Occupational Therapy
    - Speech Therapy
  - Residents with Special Needs
  - Gastrointestinal Conditions
  - Cardiac Conditions
  - Skeletal/Orthopedic Conditions
  - Incontinence Management (colostomy care)
  - Assisting and Performing Self-Care Skills with Patients; Facilitating Functional Gains of Each Patient
  - Functional Mobility and Ambulation
  - Bowel and Bladder Training of Patients
  - Identification of Skin Impairments and Prevention
  - Identification of Patient Change in Condition
  - Monitoring of Cardiovascular Changes such as Vital Signs, Endurance, Level of Consciousness
  - Breathing Patterns and Respiratory Function
  - Pain Management
  - Positioning of Patients for Correct Body Alignment
  - Monitor Blood Pressure of Patients
  - Operate Safety Devices with Patient
  - Activities of Daily Living
  - Conduct Range of Motion Exercises with Patient
  - Patient Care of Foot and Hand
  - Infection Control
  - Charting

- Colostomy Care
- Hazardous Waste Handling
- Isolation Techniques
- Safe Patient Handling
- Use of the Call Light System
- Safe Linen Handling
- Equipment/Modalities
- Therapeutic Safety
- Proper Use of Exercise Equipment
- Therapeutic Activities
- Therapeutic Exercises
- Assistive Devices
- Procedures for Temperature check for Hydrocollator/Paraffin

COMPUTER SKILLS

- Electronic Medical Records Application Skills
- 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

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

seiu 2015
California's Long Term Caregivers

September 23, 2016

Employment Training Panel

1100 J Street, 4th Floor

Sacramento, California 95814

To Whom It May Concern,

This letter is to confirm the support of SEIU Local 2015 for Lone Tree Convalescent Hospital's training proposal as submitted to the Employment Training Panel.

Sincerely,

Samuel Cook

SEIU Local 2015

2910 Beverly Blvd., Los Angeles, CA 90057

(213) 985-0462

seiu 2015
California's Long Term Caregivers

September 23, 2016

Employment Training Panel

1100 J Street, 4th Floor

Sacramento, California 95814

To Whom It May Concern,

This letter is to confirm the support of SEIU Local 2015 for Antioch Convalescent Hospital's training proposal as submitted to the Employment Training Panel.

Sincerely,

Samuel Cook

SEIU Local 2015

2910 Beverly Blvd., Los Angeles, CA 90057

(213) 985-0462

seiu 2015
California's Long Term Caregivers

September 23, 2016

Employment Training Panel

1100 J Street, 4th Floor

Sacramento, California 95814

To Whom It May Concern,

This letter is to confirm the support of SEIU Local 2015 for San Miguel Villa's training proposal as submitted to the Employment Training Panel.

Sincerely,

Samuel Cook

SEIU Local 2015

2910 Beverly Blvd., Los Angeles, CA 90057

(213) 985-0462

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

California Manufacturing Technology Consulting

Agreement Number: ET17-0254

Panel Meeting of: October 28, 2016

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

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100	Industry Sector(s):	Manufacturing Aerospace and Defense Biotechnology/Life Sciences Engineering Technology/Other Priority Industry: ☒ Yes ☐ No
Counties Served:	Statewide	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		≤20%	

FUNDING DETAIL:

Program Costs	+	Support Costs	=	Total ETP Funding
$888,400		$61,450 8%		$949,850

In-Kind Contribution:	50% of Total ETP Funding Required	$590,302

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., Mgmt. Skills, Business Skills, Computer Skills, Mfg. Skills, Literacy Skills	300	8-200	0	$924	$15.60
				Weighted Avg: 48			
2	Retrainee Priority Rate SB<100	Continuous Impr., Mgmt. Skills, Business Skills, Computer Skills, Mfg. Skills, Literacy Skills	550	8-200	0	$1,223	$15.60
				Weighted Avg: 44			

Minimum Hourly Wage by County: $17.02 for Alameda, Contra Costa, Marin, San Francisco, San Mateo and Santa Clara Counties; $16.48 for Los Angeles County; $16.51 for Orange County; $16.46 for San Diego County; $16.10 for Sacramento County, $15.91 for Alpine County and $15.60 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.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Staff		100
Technical Staff		220
Production Staff		250
Sales Staff		80
Frontline Supervisor		90
Manager		70
Owner (Job Number 2 - For Small Business only)		40

INTRODUCTION

California Manufacturing Technology Consulting (CMTC) (www.cmtc.com) was established in 1992 as a private non-profit corporation, affiliated with the US Department of Commerce, National Institute of Standards and Technology, and Hollings Manufacturing Extension Partnership to assist small and medium-sized manufacturers in California to improve operational efficiencies and global

competitiveness. Its mission is to create solutions for manufacturing growth and profitability supporting a thriving manufacturing sector in the State of California.

CMTC engages companies from all manufacturing sectors including aerospace and defense, energy, food and beverage, consumer, automotive, computer and electronics, plastics and rubber, medical device, and industrial. The training and consulting assistance its clients receive supports increased sales, investment and profits, creates and retains jobs, and improves productivity for business growth. The "core" group of employers consists of those in the priority industries and represents over 80% of the requested funding.

CMTC's customers are mostly small manufacturers that represent a cross section of manufacturing sectors. Many are suppliers to Original Equipment Manufacturers. Last year, CMTC served more than 900 small manufacturers primarily located in Southern California. The majority of these businesses have 100 or fewer employees and a significant number have under 50 employees. These companies are challenged to stay competitive and relevant in the supply chain. They require training on the latest advanced manufacturing technologies and, in some cases, basic lean and quality processes to ensure workers have the skills needed to increase productivity and product quality. This will be the 17th Agreement between ETP and CMTC.

PROJECT DETAILS

Training Plan

Business Skills (10%): Training will be offered to all occupations to communicate more effectively and to provide quality customer service to internal and external customers alike.

Computer Skills (10%): Training will be offered to all occupations to become more proficient in the areas of E-Commerce, Enterprise and Manufacturing Management Systems, and database applications.

Continuous Improvement (50%): Training will be offered to all occupations to enhance workers' skills in the areas of teamwork, Process Improvements, ISO standards, Problem Solving, and related skills. Trainees from all occupations will participate in these modules.

Management Skills (5%): Training will be offered to Managers, Supervisors and Owners. Training will provide Managers and Supervisors with skills to implement changes and become more effective leaders in high performance workplaces.

Manufacturing Skills (20%): Training will provide Production Staff with skills pertaining to Shop Measurements, Geometric Dimensions and Tolerances, Blueprint Reading, Additive Manufacturing, Smart Manufacturing Sensors, Cyber-Physical Security, Flexible-hybrid electronics and other manufacturing topics. This training is designed to improve productivity, product quality, plant efficiencies, and reduce waste.

Literacy Skills (5%): Training will help employers meet the ongoing need to improve written and verbal communication skills for individuals for whom English is their second language. It is essential that Production Staff possess the literacy skills to comprehend processes and procedures to ensure quality.

Impact/Outcome

CMTC assists manufacturers to prepare for certification programs that are typically awarded on the basis of training, internal improvement, and certification by a third party upon success. Participating employers could eventually achieve ISO, CE Mark, Continuous Energy Improvement, and Safe Quality Food certifications of completion. These certifications and/or product diversification often lead to new markets and increased sales, which ultimately help companies grow and provide workforce stability.

Training Infrastructure

Approximately 75% of training will be delivered by internal staff. Training vendors with extensive manufacturing expertise will deliver 25% of training. Most have a minimum of 15 years of experience working in a variety of manufacturing environments, including food, aerospace, automotive and other industries**.**

Commitment to Training

Employer-initiated, internal training activities vary widely among participating employers. Training within small companies can often be narrowly focused on job-specific skills and provided on an "as needed" basis in an informal setting. Employers generally lack the budget and manpower to undertake more in-depth programs that would improve productivity and generate significant growth.

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

Marketing and Support Costs

CMTC is solely responsible for marketing this program. Account managers and consultants serve hundreds of manufacturers throughout Southern California every year. They conduct face-to-face visits, identify each client's goals, design improvement projects, and determine how training will help execute their training plans and achieve their goals.

CMTC has built strong relationships with many partners including City, County and regional economic development agencies; Chambers of Commerce; Industry Associations; Community Colleges and Universities; Small Business Development Centers; Workforce Investment Boards; and One-Stop Centers. Activities include hosting workshops, new program development and expansion, promoting each other's services, and cross referrals to ensure employers are able to access all available resources. By leveraging these partnerships, CMTC expands the resources available to its customers.

CMTC is requesting, and staff recommends, 8% support costs for employer assessment and recruitment. CMTC program success is based on spending a significant amount of upfront time doing needs assessments, creating action plans, customizing training programs, and ensuring that company leadership is committed to realizing the plan. It will also help ensure that CMTC can invest the time needed to design well-developed training plans so that goals are achieved.

Curriculum Development and Feedback

CMTC surveys California manufacturers to identify key barriers to growth, and the results are used to develop its curriculum. As part of the Manufacturing Extension Partnership (MEP) system, CMTC has the benefit of securing national and regional data on industry trends and needs. Most

updates to its curriculum come from the feedback and efforts of the national system. As an example, CMTC is currently participating in the development of new basic training modules for smart manufacturing. Work with community college partners to develop new curriculum is another method CMTC uses to incorporate new industry trends and technologies into our program.

Employer and trainee feedback is obtained regularly. Trainees submit course evaluations to trainers, while CMTC account managers meet with clients to review evaluations and ensure that program goals are being met. As a MEP Center, all clients are surveyed by an independent third party within six to twelve months after training ends to quantify impact from CMTC services and measure customer satisfaction.

Substantial Contribution

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

Tuition Reimbursement

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 summarized performance by CMTC under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET16-0116	$1,199,745	08/01/15 - 07/31/17	1,080	356	126

Based on the ETP Systems, 36,248 reimbursable hours have been tracked for potential earnings of $896,679 (75% of approved amount). The Contractor projects final earnings of 100% based on training committed and in progress with current participating employers by March 2017.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned
ET15-0139	Statewide	07/04/14 - 07/06/16	$1,249,997	Estimated* $1,249,997 (100%)

ET13-0356	Statewide	05/01/13 - 04/30/15	$849,940	$849,940 (100%)
ET12-0333	Statewide	04/02/12 - 04/01/14	$748,748	$748,748 (100%)
ET11-0225	Statewide	05/02/11 - 05/01/13	$399,833	$399,687 (99%)
ET10-0274	Statewide	11/02/09 - 11/01/11	$374,913	$374,913 (100%)

*ET15-0139 – To date, the total earned amount approved by ETP is $814,097. A Final Closeout Invoice was submitted in September 2016 for an additional $435,893. If approved, the potential overall earnings will be 100%.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

The following vendors have been retained to provide training for an amount to be determined prior to the start of training:

Soldering.Biz (Los Alamitos) – Manufacturing Skills
CALBEC (Clovis) – Continuous Improvement
FLEX LLC (Carlsbad) – Computer Skills

Other trainers 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:

CONTINUOUS IMPROVEMENT

- Teams and Team Building
- Problem Solving
- Communication Skills
- Leadership Skills
- Leading Change
- Lean Manufacturing
- Implementing ISO 9001
- Implementing TS16949
- Implementing AS9100
- Implementing ISO 14001
- Implementing ISO 5001
- Safe Quality Food (SFQ)
- Environmental Management System (EMS) Implementation
- Continuous Energy Improvement (CEI)
- Six Sigma
- Design of Experiments (DOE)
- Failure Mode and Effects Analysis (FMEA)
- Statistical Process Control (SPC)
- Quality Function Deployment (QFD) and New Management & Planning Tools
- Improving Process Cycle Times
- Quality Management Systems
- Quality Inspection
- Risk Management
- Supply Chain Optimization
- Production and Inventory Management
- Integrated Resource Management

MANAGEMENT SKILLS (Managers and Supervisors Only)

- Management/Supervisory Skills
- Family Business Management
- Strategic Planning and Policy Deployment

BUSINESS SKILLS

- Sales Skills
- Business Writing
- Conflict Management
- Effective Meeting Skills
- Financial Analysis Skills
- Goal Setting
- Project Management
- Negotiation Skills
- Presentation Skills

- Providing Quality Customer Service
- Time Management Skills
- Global Business and Exporting
- Innovation Engineering Management Systems
- New Product Development
- Technology Driven Market Intelligence

COMPUTER SKILLS

- Enterprise Resource Planning (ERP)
- Electronic Commerce and eBusiness
- Word Processing (Intermediate & Advanced Level)
- Spreadsheets (Intermediate & Advanced Level)
- Presentation Software
- Database Management
- CAD/CAM Software Training

MANUFACTURING SKILLS

- Programmable Logic Controllers
- Soldering
- Blueprint Reading
- Shop Math and Geometric Dimensioning & Tolerancing
- CNC Programming
- Additive Manufacturing
- Surface Mount Technology: Manufacturing & Rework
- Printed Wiring Board Repair
- Through Hole Technology: Rework and Repair
- Sewing
- Productions Skills
- FDA Good Manufacturing Practices (cGMP)
- FDA Good Laboratory Practices (cGLP)
- Small Batch Manufacturing
- Large Batch Manufacturing
- Clean Room Technology
- Biotech Research and Development
- Metrology
- Writing Standard Operating Procedures (SOPs)
- Biotechnology Design Control
- Product Submissions: Getting to Market
- Quality System Requirements, Good Manufacturing Practices & Inspections
- Medical Devices and the European Market
- Requirements for Device Safety
- Manufacturing Logistics Management
- Value Energy Stream Mapping
- Smart Manufacturing Sensors
- Cyber-Physical Security
- Flexible-Hybrid electronics

LITERACY SKILLS

- Vocational English as a Second Language (VESL)

Literacy skills training will not exceed 45% of total training hours per trainee

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

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

El Camino Community College District, Center for Applied Competitive Technologies

Agreement Number: ET17-0256

Panel Meeting of: October 28, 2016

ETP Regional Office: North Hollywood **Analyst:** L. Vuong

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100	Industry Sector(s):	Manufacturing Aerospace and Defense Engineering Services Technology/IT Priority Industry: ☒ Yes ☐ No
Counties Served:	Statewide	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No Teamster Local Union No. 848		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL:

Program Costs	+	Support Costs	=	Total ETP Funding
$887,900		$61,580 8%		$949,480

In-Kind Contribution:	50% of Total ETP Funding Required	$999,720

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Impr., Haz. Materials, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	990	8-200	0	$770	*$15.60
				Weighted Avg: 40			
2	Retrainee	Business Skills, Computer Skills, Continuous Impr., Haz. Materials, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	50	8-200	0	$641	*$15.60
				Weighted Avg: 40			
3	Retrainee Priority Rate SB<100	Business Skills, Computer Skills, Continuous Impr., Haz. Materials, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	82	8-200	0	$1,390	*$15.60
				Weighted Avg: 50			
4	Retrainee SB<100	Business Skills, Computer Skills, Continuous Impr., Haz. Materials, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	50	8-200	0	$823	*$15.60
				Weighted Avg: 35			

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

Minimum Wage by County: $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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Production Staff		282
Clerk		50
Shop Lead/Operator		180
Machinist/Technician		180
Administrative Staff /Support Staff Level 1		40
Administrative Staff /Support Staff Level 2		20
Engineer Level 1		100
Engineer Level 2		70
Supervisor/ Manager Level 1		70
Supervisor/ Manager Level 2		30
Quality Control Inspector		65
Production Control Specialist		65
Small Business Owner		20

INTRODUCTION

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

El Camino CACT is eligible for ETP funding as a community college. The core group of participating employers qualifies as manufacturers or other companies facing out-of-state competition. The proposed training will be provided to employers statewide; however, most of the training is expected to take place in Los Angeles and Orange counties. The majority of training (99%) will be conducted at participating employer worksites; the remainder will be held at the campus in Hawthorne.

El Camino CACT's core group of participating employers consists primarily of large and small manufacturers. Although manufacturing has been the majority of El Camino CATC's ETP contracts, the college is receiving increasing training interest in warehousing, transportation logistics, Green/Clean technologies, and construction sectors. As these needs continue and develop, El Camino CACT will be prepared to expand training in these priority sectors along with high wage occupations in non-priority industries. This core group represents at least 80% of the requested funding. Some core employers may have participated in at least one of El Camino CACT's previous Agreements. In addition, several topics from the Curriculum are repeated from prior Agreements. However, El Camino CACT confirms that no trainees from previous participating employers will receive duplicative training in any subject matter.

Union Support

Included in the core group of employers are trainees represented by Teamsters Local No. 848. ETP has received letter of support.

PROJECT DETAILS

El Camino CACT is focused on helping employers bring innovative processes and new technology to the workforce. Training will also provide continuous skills upgrades essential to maintaining competitiveness. The District continuously collaborates with priority industries and employers to assist them in achieving profitable results, maximizing employee performance, and optimizing the company's productivity. Its experts conduct individual employer assessments, identify solutions, and customize a curriculum that meets the employer's specific needs. As a result, El Camino CACT has crafted a comprehensive training program that can be customized to meet specific employer needs.

El Camino CACT provides participating employers with training in the following areas:

Business Skills (9%): This training will be offered to all trainees to improve communication skills, customer relations, business operations and presentation skills.

Computer Skills (18%): This training will be offered to all trainees. Training will allow trainees to effectively use the Company's software application that runs and supports business operations, and to keep up with current technology.

Continuous Improvement (46%): This training will be offered to all trainees. Training will enhance workers' skills in the areas of problem solving, process improvements, Statistical Process Control, teambuilding, and frontline leadership.

Hazardous Materials (1%): This training will be offered to Production Staff, Leads/Operators, Machinists/Technicians, Engineers, Managers/Supervisors, Quality Control Inspectors, Production Control Specialists and Small Business Owners. Training will provide trainees with the proper techniques and procedures required for handling and disposing of hazardous materials.

Literacy Skills (4%): This training will be offered to Production Staff, Clerks, Shop Leads/Operators. This training will enable employees with limited English skills to increase their speaking, listening, and comprehension skills in the workplace.

Management Skills (2%): Training will provide Managers/Supervisors with leadership and supervisory skills to implement changes and become more effective leaders in high performance workplaces.

Manufacturing Skills (19%): This training will be offered to Production Staff, Shop Leads/Operators, Machinists/Technicians, Engineers, Managers/Supervisors, Quality Control Inspectors, Production Control Specialists and Small Business Owners. Training is designed to improve productivity, product quality, manufacturing practices, equipment operations and overall production operations to meet customer demand for products and services.

OSHA 10/30 (1%): OSHA 10 will be provided to frontline Production Staff, Shop Leads/Operators. OSHA 30 training will be provided to Managers and Supervisors to ensure a safe work environment.

Certified Safety Training

1. OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to

construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

2. Hazardous Materials (HAZMAT)**.** This training is also a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from "first responder" to "incident commander." It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Production Staff, Leads/Operators, Machinists/Technicians, Engineers, Managers/Supervisors, Quality Control Inspectors, Production Control Specialists and Small Business Owners will receive up to 40 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, certification is by the certified trainers.

Substantial Contribution

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

Active Alternate Funding Contract

In addition to a current active core-funded Agreement (see Active Project Table), El Camino CACT has an active contract with ETP under the Alternative and Renewable Fuel and Technology Program (AB 118), running from September 8, 2015 to September 7, 2017 (ET16-0802). Of an estimated 462 trainees, 151 have been enrolled and 93 have received the required minimum hours of training. The ETP Class/Lab Tracking System currently shows a total of 1,968 eligible hours for potential earnings of $72,592 (15% of funding)

Commitment to Training

ETP funds will not displace the existing financial commitment to training of participating employers. El Camino CACT will only provide training in subjects that are outside the participating employers' expertise. Safety training is, and will continue to be, provided by the participating employers in accordance with all pertinent requirements under state and federal law.

Some participating employers may have received ETP training in the past. However, several workers have not participated and will be receiving ETP-funded training for the first time. Trainees that have benefited from past ETP-funded training will be trained in new areas that further skills development and contribute to company growth.

Marketing and Support Costs

El Camino CACT's marketing and recruitment efforts include networking with manufacturing clients, outreach to new employers and referrals from economic development partners in the region, such as the South Bay Workforce Investment Board (WIB), California Manufacturing Technology Consulting, Pacific Gateway WIB, and various Chambers of Commerce. El Camino CACT maintains an assortment of brochures and marketing software to reach targeted customers and advise the business community of upcoming events and training opportunities. El Camino CACT also utilizes employer and employee evaluations to gauge training needs and maintain firm relationships with manufacturing and aerospace industry associations.

El Camino CACT seeks full Support Costs to fund extensive marketing efforts and the recruitment of additional participating employers. Panel regulation allows Support Costs of up to 8% for participating employer recruitment, as well as assessment of employer-specific job requirements. Staff recommends 8% Support Costs.

Trainer Qualifications

El Camino CACT instructors and Cerritos College trainers are qualified professionals with both years of industry and teaching experience. Training will take place at the college's campus and participating employer locations.

El Camino CACT also focuses on building partnerships with other community colleges and colleges that cannot afford the administration required to effectively run an ETP contract and anticipates that Cerritos College will deliver 38% of the training.

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), created in statute effective January 1, 2010.

In keeping with the Panel's standards, El Camino CACT is eligible as a training agency based on the following:

- Accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC), Western Association of Schools and Colleges.

Training Coordinator

El Camino CACT has designated Eldon Davidson, Director, and two staff members who will be coordinating this ETP-funded project.

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by El Camino CACT under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET15-0427	$649,350	05/04/15 – 05/0317	690	399	399

Based on ETP Online Systems, 22,157 reimbursable hours have been tracked for potential earnings of $468,339 (72% of approved amount). The Contractor projects final earnings of $649,350 (100% of approved amount) based on training currently committed to by employers and in progress through to the end of the training period (02/01/17).

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET14-0217	Statewide	11/25/13 – 11/24/15	$1,260,304	$1,156,291 (92%)
ET13-0125	Statewide	09/04/12 – 09/03/14	$698,040	$677,083 (97%)
ET12-0143	Statewide	10/03/11 – 10/02/13	$749,037	$715,868 (96%)
ET11-0204	Statewide	04/04/11 – 04/03/13	$398,884	$374,756 (94%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Cerritos College, Norwalk - $365,000

Training vendor may provide any of the following based on the industry specific needs of the participating employer: Business Skills, Computer Skills, Continuous Improvement, Hazardous Materials, OSHA 10/30, Management Skills, Manufacturing Skills and Literacy Skills. Other trainers 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

- Business Grammar and Writing Skills
- Business Fundamentals
- Coaching For Performance
- Communication Skills
- Conflict Resolution and Management
- Cost Control
- Customer Service
- Finance for Non Finance People
- Generational Diversity
- Goal Setting
- Managing Change
- Negotiating
- Performance Management Skills
- Planning and Organization
- Presentation
- Project Management
- Project Coordination
- Supervisory Skills
- Team Building
- Time and Priority Management
- Marketing

COMPUTER SKILLS

- Intermediate/Advanced Excel, Word, Access, PowerPoint
- Microsoft Power BI (Business Intelligence Features)
- Microsoft Power Query for Excel
- Microsoft Power Pivot for Excel
- Cybersecurity
- Microsoft Office 365 and Microsoft Project
- Fundamentals of Project Management and Application
- Microsoft SharePoint Foundation
- Computer Skills for Production & Inventory
- Adobe Acrobat 9 Professional
- CAD Cam Engineering Software Training
- Computer Skills for Production & Inventory
- E-Commerce
- Enterprise and Manufacturing Management Systems
- Business Analytical Reporting & Presentation
- QuickBooks and Accounting Software

CONTINUOUS IMPROVEMENT

- Analyzing and Interpreting Data
- Design of Experiments
- 8D (Eight Disciplines) Problem Solving
- Frontline Leadership
- International Organizatiof for Standardization (ISO)
- Kaizen Methodology
- Lean Manufacturing
- Problem Solving
- Process Improvement
- Process Management
- Quality Control
- Root Cause Analysis
- Set Up Time Reduction
- Process Mapping
- Six Sigma
- Statistical Process Control (SPC)
- Team Building
- APICS

HAZARDOUS MATERIALS

- Hazardous Waste
- Hazardous Materials
- Hazardous Chemical Cleaning
- Hazardous Waste Cleaning
- Hazardous Waste Operations and Emergency Response (40, 24 & 8 hour courses)

LITERACY SKILLS

- Vocational English as a Second Language
- Basic Workplace Terminology
- Introduction of Process Terminology
- Written Communications
- Understanding Manuals and Reports
- Basic Math
- Locating Information on Charts and Graphs

MANAGEMENT SKILLS (Managers and Supervisors only)

- Leadership
- Generational Diversity Leadership
- Navigating Change

MANUFACTURING SKILLS

- Blueprint Reading
- Electrical Fundamentals
- Food Safety
- Geometric Dimension and Tolerances
- Industrial Maintenance
- Manufacturing & Assembly
- Numerical Control Functions
- Pneumatics
- Product Handling
- Production Manufacturing & Operating Skills
- Programmable Logic Controllers (PLC's)
- Sanitation
- Shop Measurements
- Electrical Fundamentals
- Warehousing Control and Tracking
- Distribution Systems
- Logistics and Shipping
- Quality Control
- Inventory Management
- Forklift
- Equipment Operations

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10 (Requires Completion of 10 Hours)
- OSHA 30 (Requires Completion of 30 Hours)

Literacy Training cannot exceed 45% of total training hours per-trainee
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.

Participating Employers for
Multiple Employer Contract (MEC) Retraining

Contractor's Name: El Camino Community College District, Center for Applied Competitive Technologies

CCG No.: ET17-0256

Reference No: 16-0711

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: AeroPacific

Address: 588 Porter Way

City, State, Zip: Placentia, CA 92870

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 86

Total # of full-time company employees in California: 86

Company: All Power Manufacturing, Inc.

Address: 13141 Moleste

City, State, Zip: Santa Fe Springs, CA 90670

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 65

Total # of full-time company employees in California: 65

Company: Art of Tea

Address: 748 Monterey Pass Road

City, State, Zip: Monterey, CA 91754

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 14

Total # of full-time company employees in California: 14

Company: Atlas Carpet Mill

Address: 2200 Saybrook Avenue

City, State, Zip: Commerce, CA 99949

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 208

Total # of full-time company employees in California: 166

Participating Employers for
Multiple Employer Contract (MEC) Retraining

Contractor's Name: El Camino Community College District, Center for Applied Competitive Technologies

CCG No.: ET17-0256

Reference No: 16-0711

Company: F. Gaviña & Sons, Inc.

Address: 2700 Fruitland Ave.

City, State, Zip: Vernon, CA 90058

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 218

Total # of full-time company employees in California: 218

Company: Fabrica

Address: 3201 S. Susan Street

City, State, Zip: Santa Ana, CA 92704

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 259

Total # of full-time company employees in California: 259

Company: FILTEC Ltd.

Address: 3100 Fujita Street

City, State, Zip: Torrance, CA 90505

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 62

Total # of full-time company employees worldwide: 146

Total # of full-time company employees in California: 146

Company: Global Communication Semiconductors, LLC

Address: 23155 Kashiwa Court

City, State, Zip: Torrance, CA 90505

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 24

Total # of full-time company employees worldwide: 180

Total # of full-time company employees in California: 180

Participating Employers for
Multiple Employer Contract (MEC) Retraining

Contractor's Name: El Camino Community College District, Center for Applied Competitive Technologies | CCG No.: ET17-0256

Reference No: 16-0711 |

Company: Golden State Engineering, Inc.

Address: 15338 S. Garfield Ave.

City, State, Zip: Paramount, CA 90723

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 204

Total # of full-time company employees in California: 204

Company: Hyatt Die Cast & Engineering Corp.

Address: 4656 Lincoln Avenue

City, State, Zip: Cypress, CA 90630

Collective Bargaining Agreement(s): Teamsters 848

Estimated # of employees to be retrained under this Agreement: 60

Total # of full-time company employees worldwide: 140

Total # of full-time company employees in California: 140

Company: Hydraflow

Address: 1881 W. Malvern Ave.

City, State, Zip: Fullerton, CA 92833

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 23-30

Total # of full-time company employees worldwide: 239

Total # of full-time company employees in California: 239

Company: Impresa Aerospace

Address: 344 W. 157th Street

City, State, Zip: Gardena, CA 90248

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 130

Total # of full-time company employees worldwide: 250

Total # of full-time company employees in California: 195

Participating Employers for
Multiple Employer Contract (MEC) Retraining

Contractor's Name: El Camino Community College District, Center for Applied Competitive Technologies

CCG No.: ET17-0256

Reference No: 16-0711

Company: Kinkisharyo International, LLC

Address: 300 N. Continental Blvd., Suite 300

City, State, Zip: El Segundo, CA 90245

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 294

Total # of full-time company employees in California: 178

Company: LeFiell Manufacturing

Address: 13700 Firestone Blvd.

City, State, Zip: Santa Fe Springs, CA 90670

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 115

Total # of full-time company employees in California: 115

Company: Lisi Aerospace, Hi-Shear Corp.

Address: 2600 Skypark Drive

City, State, Zip: Torrance, CA 90509

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 17,000

Total # of full-time company employees in California: 1,293

Company: Marukan Vinegar (USA) Inc.

Address: 16203 Vermont Ave.

City, State, Zip: Paramount, CA 90723

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 100

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

Participating Employers for
Multiple Employer Contract (MEC) Retraining

Contractor's Name: El Camino Community College District, Center for Applied Competitive Technologies

CCG No.: ET17-0256

Reference No: 16-0711

Company: MDA, US Systems

Address: 1250 Lincoln Ave., Suite 100

City, State, Zip: Pasadena, CA 91103

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 13

Total # of full-time company employees in California: 13

Company: Pelican Products

Address: 23215 Early Street

City, State, Zip: Torrance, CA 90505

Collective Bargaining Agreement(s): N/A

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

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

Total # of full-time company employees in California: 490

Company: Plastic Specialties & Technologies, Inc., d/b/a Natvar

Address: 19555 E. Arenth Ave.

City, State, Zip: City of Industry, CA 90720

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 86

Total # of full-time company employees in California: 86

Company: Prime Wheel Corporation

Address: 17705 S. Maine Street

City, State, Zip: Gardena, CA 90248

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 600

Total # of full-time company employees in California: 600

Participating Employers for
Multiple Employer Contract (MEC) Retraining

Contractor's Name: El Camino Community College District, Center for Applied Competitive Technologies

CCG No.: ET17-0256

Reference No: 16-0711

Company: Soundcoat

Address: 16901 Armstrong Ave.

City, State, Zip: Irvine, CA 92606

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 35

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

Company: SSL

Address: 3825 Fabian Way

City, State, Zip: Palo Alto, CA 94303

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 4,800

Total # of full-time company employees in California: 2,800

Company: Standard Homeopathic Company

Address: 1165 E. 230th Street

City, State, Zip: Carson, CA 90745

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 340

Total # of full-time company employees in California: 340

Teamsters Local Union No. 848

Chartered in 1937

ERIC TATE
SECRETARY-TREASURER

August 12, 2016

To California Employment Training Panel (ETP):

Teamsters Local No. 848 is supportive of El Camino College's ETP Regular Core Training Program, Contract ET15-0427 and Hyatt Die Cast to apply for it. We understand that the California Employment Training Panel (ETP) is a business and labor supported state agency that assist companies in upgrading the skills of their workforce enabling them to remain competitive. The training received under this program will assist Hyatt Die Cast to upgrade the skills of their workforce.

Sincerely,

Louie Diaz
Vice President
Teamsters Local No. 848

Our Members Are Our Strength. . . Our Children Are Our Future. . . Our Retirees Are Our Foundation

3888 CHERRY AVENUE LONG BEACH, CALIFORNIA 90807 PHONE (562) 595-1891 FAX (562) 595-1896
Affiliated with the International Brotherhood of Teamsters

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Jewish Vocational Service of Los Angeles

Agreement Number: ET17-0264

Panel Meeting of: October 28, 2016

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

PROJECT PROFILE

Contract Attributes:	New Hire Retrainee Priority Rate At-Risk Youth SET w/Multiple Barriers SB <100 IWD	Industry Sector(s):	Financial Services Healthcare Manufacturing Services Priority Industry: ☒ Yes ☐ No
Counties Served:	Humboldt, Kern, Los Angeles, Orange, Riverside, San Bernardino, San Diego, Ventura	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No United Steel Workers Local 675		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
$901,560		$47,840 (12% Jobs 1&2)		$949,400

In-Kind Contribution:	50% of Total ETP Funding Required	$201,180

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	New Hire Multiple Barriers SET	Commercial Skills, Job Readiness	100	8-260	0	$3,419	*$12.77
				Weighted Avg: 156			
2	New Hire Multiple Barriers SET At-Risk Youth	Commercial Skills, Job Readiness	60	8-260	0	$3,419	*$12.77
				Weighted Avg: 156			
3	Retrainee Priority Rate	Commercial Skills, Computer Skills, Cont. Imp., Mfg. Skills	157	8-200	0	$1,080	$15.60
				Weighted Avg: 60			
4	Retrainee Priority Rate SB<100	Commercial Skills, Computer Skills, Cont. Imp., Mfg. Skills	20	8-60	0	$1,560	$15.60
				Weighted Avg: 60			
5	Retrainee	Commercial Skills, Computer Skills, Cont. Imp., Mfg. Skills	15	8-200	0	$900	$15.60
				Weighted Avg: 60			
6	Retrainee SB<100	Commercial Skills, Computer Skills, Cont. Imp., Mfg. Skills	30	8-60	0	$1,320	$15.60
				Weighted Avg: 60			
7	SET SB<100 Retrainee	Commercial Skills, Computer Skills, Cont. Imp., Mfg. Skills	5	8-60	0	$900	$28.37
				Weighted Avg: 60			
8	Retrainee SET Priority Rate	Commercial Skills, Computer Skills, Cont. Imp., MS-Preceptor, MS-Didactic	80	8-200	0	$1,800	$21.28
				Weighted Avg: 100			

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

Minimum Wage by County: Job Number 1 (SET-MB): $13.73 per hour for Los Angeles County, $13.76 per hour for Orange County, $13.72 per hour for San Diego County, and $12.77 per hour for Ventura, Kern, San Bernardino and Riverside Counties.

Job Number 2 (SET-MB/At-Risk Youth): $13.73 per hour for Los Angeles County, $13.76 per hour for Orange County, $13.72 per hour for San Diego County and $12.77 per hour for Ventura, Kern, San Bernardino, and Riverside Counties.

Job Numbers 3-6: $16.48 per hour for Los Angeles County, $16.51 per hour for Orange County, $16.46 per hour for San Diego County, and $15.60 per hour for Ventura, Kern, San Bernardino, Riverside, and Humboldt counties.

Job Number 7 (SET): $28.37 per hour

Job Number 8 (SET/Priority Industry): $21.28 per hour

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

Used to meet the Post-Retention Wage?: ☐ Yes ☐ No ☒ Maybe
Participating employers may use health benefits to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Numbers 1-2 New Hire		
Teller/Cashier/Banker/Customer Service/Sales Rep.		80
Certified Nurse Assistant/Home Health Aide	*	50
Maintenance Technician/Handyman/Porter/Groundskeeper		30
Job Numbers 3-7		
Administrative Staff		40
Manager		25
Production Staff		104
Professional Support Staff		18
Supervisor		40
Job Number 8		
Registered Nurse/Licensed Vocational Nurse		80

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

INTRODUCTION

Founded in 1931, Jewish Vocational Service of Los Angeles (JVS) (www.jvsla.org) provides workforce development and career services to the Los Angeles community. The organization offers individuals, businesses, and agencies high-quality programs related to job seeking, career planning, skills assessment, training and education. Through an internal service delivery network, JVS provides workforce development, business services, vocational training, assessment and disability, multicultural services, and welfare-to-work. Clients include first-time

workers seeking employment and incumbent workers seeking career advancement and overall improvement in work performance. The organization also operates three full-service One Stop centers in the cities of Marina del Rey, West Hollywood and Antelope Valley.

JVS will assist potential employers in identifying problems and then customizing a recruitment and training plan. As with the active JVS Agreement, this proposal includes a retraining component where JVS provides administrative support to participating employers for Job Numbers 4-8.

A union letter of support has been provided by the United Steelworkers Local 675 (Production Staff). This will be the fifth ETP Agreement for JVS Los Angeles.

PROJECT DETAILS

New Hire

JVS meets the employment and training needs of public assistance recipients, dislocated workers, unemployed and under-employed adults, mature workers, immigrants and refugees, high risk youth (i.e. foster youth, probation youth, youth affiliated with gangs or in danger of gang affiliation), individuals with disabilities, and those with multiple economic and social barriers to employment. Each trainee is assessed through specialized testing and screening process developed by JVS' Assessment Department. This department is comprised of a team of Nationally Certified Vocational Evaluators. Following completion of the test and screening, these individuals later offered the opportunity to participate in three training programs provided by JVS; BankWork$™, HealthWorks™ and ApartmentWorks™.

- **BankWork$™**

JVS management and senior level managers from financial institutions throughout the city of Los Angeles formed an industry roundtable to address the employment needs of the financial sector. Despite the growing popularity of on-line banking, bank partners have demonstrated an ongoing need for qualified candidates to fill positions at their bricks and mortar locations. As a result, JVS collaborated with these banking partners to design curriculum and program content to meet employer needs. This program provides 168 training hours over eight weeks and is offered approximately five times per year by JVS.

Participating financial institutions are Bank of California, Bank of America, JPMorgan Chase, City National Bank, Continental Currency Services, Pacific Western Bank, Union Bank, US Bank, and Wells Fargo.

- **HealthWorks™**

Currently, the number of vacancies and high level of turnover among Certified Nursing Assistants nationally is 71%, and the vacancy rate stands at more than 80% across Los Angeles County. This demonstrates a high level of demand, but there is a limited supply of skills CNAs. The applicant waiting list to enter nursing schools in California is more than 17,000 in Los Angeles; it can 2-3 years before an eligible applicant is accepted from the waiting list. In addition, some 25% of new CAN students drop out, and another 25% do not graduate on schedule.

JVS' HealthWorks™0 program enables people with barriers to employment to find fulfilling careers in healthcare while helping to address the demand for qualified workers in the healthcare sector. Trainees enrolled in this program will complete 170 training hours as

required by the State of California. Training will include medical skills training and clinical preceptor training. Preceptor training will take place at a residential facility to familiarize trainees with hands on experience with patients.

- **ApartmentWorks™**

With rapid growth in the apartment industry, especially in the Los Angeles area, the demand for qualified apartment technicians outstrips the supply. The apartment industry will continue to need new employees for the following reasons: replacement of retiring employees and those leaving the industry; expansion of the number of apartment renters; redevelopment of aging apartment communities; smart growth bringing workers closer to their places of employment.

Prior to the launch of the ApartmentWorks™ program (Fall 2014), research was conducted to establish the demand for apartment maintenance technicians in the greater Los Angeles area. Aided by representatives of the National Apartment Association (NAA), JVS conducted in-depth interviews and held several industry round-tables to identify the specific hiring needs of apartment community owners and property management firms in our area. Participating employers included Equity Residential, Avalon Bay, Douglass Emmett, Goldrich & Kest, E&S Ring, EGL Properties, Property Management Associates and others.

JVS' ApartmentWorks™ curriculum meets standards from the Certificate for Apartment Maintenance Technicians as developed by the NAA. In conjunction with the NAA, JVS convened a cross section of apartment owners and property management firms to ensure that the curriculum met their needs. Curriculum content is devoted to improving communication, customer service, and job readiness skills. Trainees who successfully complete the 120-hour training program and pass the course's final exam are awarded a nationally recognized certificate.

New Hire Training Plan

JVS will deliver Commercial and Job Readiness Skills training in Job Numbers 1 & 2. Training vendors (identified on Page 9) will also provide training under this Agreement.

Commercial Skills (75%): Training will be offered to all occupations to provide trainees with job skills that will prepare them for employment in the Banking, Healthcare, and Apartment industries. Trainees will participate in entry-level training courses dependent on the training program they are enrolled in through JVS. Topics delivered will include Introduction to CNA/HHA, Customer Service and Sales, Interior and Exterior Maintenance and Repair, and Communication Skills.

Job Readiness Skills (25%): Training will be offered to all occupations in JVS training programs. Job Readiness courses will introduce trainees to first steps involved in applying and becoming employed. Courses delivered by JVS instructors will include Interviewing Skills, Resume Building, Presentation/Appearance, and Workplace Etiquette.

Retrainee Employer Demand

The participating employers under this Agreement are in the Manufacturing, Wholesale and Healthcare industries. Curriculum developed for the retrainee component of this contract is based on prior JVS Agreements and current needs of employers. These companies are seeking to improve employee skills in customer service, eliminate production waste, increase productivity, implement new systems, and update company processes (Lean manufacturing). In addition, Medical Skills training will also be provided for those occupations in healthcare such as Registered Nurses and Licensed Vocational Nurses.

Employer need for training was determined from company personnel input such as Human Resource, Production, Quality Assurance Managers and Frontline Staff Leaders. Curriculum topics have been developed to assist large and small employers meet internal training goals and customer demand. Topics include Lean Six Sigma, Customer Service Skills, Equipment Operations, Good Manufacturing Practices and Time Management Skills. Training provided in these areas will increase worker skill sets and productivity in the workplace. Training will be delivered by in-house instructors.

Retrainee Training Plan

Commercial Skills (15%): Training will be offered to Professional Support Staff to improve case management and therapy skills. Training will improve staff skill sets and ability to analyze, assess, and communicate more effectively with patients.

Computer Skills (15%): Training will be offered to all occupations to improve worker skill and ability to utilize computer software programs. All occupations will be offered Microsoft Office/Excel (Intermediate/Advanced). Trainees in Job Number 8 will receive training on the Electronic Medical Records Application System and Patient Billing and Accounts Receivable.

Manufacturing Skills (20%): Training will be offered to Production Staff, Managers and Supervisors to increase efficiency and improve work floor processes. Trainees will learn new procedures to invoke lean work practices and reduce turn around times.

Continuous Improvement (15%): Training will be offered to all occupations to improve customer service, communication and critical thinking skills. Training courses will increase staff's ability to offer solutions, improve time management and job performance.

Medical Skills Training (35%): The Panel has established a "blended" reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model.

Training in Job Number 8 will take place at Mission Community Hospital (MCH) located in the San Fernando Valley. Medical Skills Training (MST-Didactic/Preceptor) will be delivered to a total of 80 Registered Nurses and Licensed Vocational Nurses. Training delivered will enhance nursing skills to ensure medical staff provides quality healthcare to patients.

MCH's education department provides customized curriculum and the latest methods being utilized in healthcare to increase nursing staff's overall knowledge and skills required in clinical practice. MST topics include Equipment Skills, Neonatal, Surgical, and Orthopedic Skills, Pain Management, and CORE Measures.

Marketing and Support Costs

JVS' marketing department has developed business relationships and continued collaborations with a broad range of community organizations and local employers. JVS utilizes various methods for conducting outreach and recruitment for its programs that include the following: social media, distributing program fliers and fact sheets to community colleges, trade schools, local high schools, libraries, city halls, and the JVS WorkSource Center in Marina del Rey. Furthermore, JVS interfaces with programs such as its Refugee Employment and Resettlement Programs, the County of Los Angeles Department of Social Services, the County and City of Los Angeles Greater Avenues for Independence, and regional offices of the General Relief Opportunities for Work programs.

JVS also holds community education sessions for social service colleagues, places public service announcements via local newspapers and radio, as well as online posts online through

JVS' website (www.jvsla.org). In addition, success for both the BankWork$™ and HealthWorks™ programs has precipitated considerable word of mouth promotion.

Feedback and consistent communication from banks and employer partners has afforded JVS the opportunity to continually improve, and modify their curriculum and training programs. As a result, their programs are conformed to match changes and new regulations taking place in the banking, service, and healthcare industries.

JVS will also market to local employers through job fairs, email, mailers, business development liaisons, and presentations held to various business groups and companies to expand clientele. Panel regulation allows support costs of up to 12% for recruitment, as well as assessment of employer-specific job requirements for multiple employer contractors that include At-Risk Youth. JVS is requesting 12% in support costs in Job Numbers 1-2 to market to additional employers, provide assessments, and customizing curriculum.

SET/Multiple Barriers

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. Trainees may also receive a higher portion of Job Readiness Skills (up to 50%).

New hire trainees in Job Numbers 1 & 2 have two or more barriers to employment (e.g., mental or physical disability, limited English proficiency, limited math skills). The Panel may modify the ETP Minimum Wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages. These trainees qualify for the ETP New Hire Minimum Wage rather than the Statewide Average Hourly Wage. JVS requests this wage modification for Job Numbers 1 & 2.

- Retention Modification

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

SET/At-Risk Youth

Job Number 2 will be funded as Special Employment Training/Multiple Barriers under the Ex-Offender/At-Risk Youth Guidelines.

JVS 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 pilot program guidelines.

- Retention Modification

Retention may be satisfied by employment of at least 30 hours a week for at least 90 days, out of 120 consecutive days with up to three employers. For occupations in which workers are hired for short-term jobs, retention may be satisfied by employment of at least 500 hours within 180 days. Incidental placement with public and non-profit entities is permissible, not to exceed 35% of the total number of trainees retained in employment.

SET/Priority Rate

Under SET, the participating employer is not required to demonstrate out-of-state competition. Trainees in Job Number 8 must be earning at least the statewide average hourly wage at the end of the retention period ($28.37). The Panel may modify the minimum wage requirement for companies in priority industries, such as healthcare up to 25% below the state average hourly wage ($21.28). JVS is requesting this modification for trainees in Job Number 8.

Commitment to Training

Participating employers will continue to provide informal on-the-job training on work processes and procedures alongside ETP funded training. Training is job-specific and companywide and includes sexual harassment prevention, legal compliance and product knowledge.

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

- Training Infrastructure

  As a repeat contractor, JVS staff is familiar with ETP administration requirements and regulations. Select staff members will be responsible for trainee enrollment, scheduling and tracking training hours, and submission of invoices. Steve Duscha Advisories will also provide administrative services for all retrainee Job Numbers in this Agreement.

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

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

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET15-0479	$648,864	06/15/15-06/14/17	289	257	55*

Based on ETP Online Systems, 42,363 reimbursable hours have been tracked, sufficient to support earnings of $649,005 (over 100% of approved amount).

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET13-0241	Statewide	02/25/13-02/24/15	$512,850	$512,850 (100%)
ET11-0201	Statewide	04/06/11-04/05/13	$398,280	$384,616 (96%)

DEVELOPMENT SERVICES

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

ADMINISTRATIVE SERVICES

Steve Duscha Advisories will also perform administrative services for a fee of 6.5% of payment earned (retraining portion only).

TRAINING VENDORS

Jon Q Home Construction and Remodeling in Northridge will provide some Commercial Skills training. CET Nursing in Los Angeles, The Annenberg School of Nursing in Reseda and West Los Angeles College in Los Angeles will provide Medical Skills training. Other trainers will be identified for ETP record-keeping purposes, as they are retained.

Exhibit B: Menu Curriculum

Class/Lab Hours
8 – 260 (Jobs 1 & 2) Trainees may receive any of the following:

New Hire

COMMERCIAL SKILLS
BankWork$™ (Teller, Cashier, Banker, Customer Service and Sales Representative)

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

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

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

- Security
- Confidentiality
- Bank Robberies
- Banking Terms

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

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

HealthWorks™ (Certified Nurse Assistant, Home Health Aide)

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

ApartmentWorks™ (Maintenance Technician, Handyman, Porter, Groundskeeper)

- Inside the Apartment Business
- People, Projects and Profits

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

JOB READINESS SKILLS*

(All Occupations)

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

**Cannot exceed 50% of the trainee's total training hours*

Class/Lab Hours

8 – 200 (Jobs 3 & 5)

8-60 (Jobs 4, 6, 7 & 8) **Retrainees**

MEDICAL SKILLS TRAINING – CLINICAL PRECEPTOR

(RN and LVN)

- **Behavioral Health/Psychiatric Acute Care Services Unit**
  - Patient Assessment & Care
  - Acute Psychiatric Care
  - Behavioral Health Nursing Skills
  - Electroconvulsive Therapy Skills
  - Care of Pediatric/Adolescent Psychiatry Patient
  - Management of the Renal Transplant Surgical Patient
  - Ventilator & Tracheotomy Care

- **General Nursing Training**
  - Patient Assessment & Care
  - Medical/Surgical Nursing Skills
  - Pre and Post-Operative Care
  - Orthopedic Nursing Skills
  - Management of the Renal Transplant Surgical Patient
  - Oncology Nursing Skills

MEDICAL SKILLS TRAINING – DIDACTIC

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

- Care of Bariatric Patient
- Care of the Cardiac Patient
- Care of the Burn Patient
- Care of the Neurosurgical Patient
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginning & Advanced)
- Emergency Care of the Burn Patient
- Emergency Room Nursing Skills
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds and mattresses, etc.)
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Infection Control
- Intra-Aortic Balloon Pump Therapy
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous Insertion & Therapy
- Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Management of the Renal Transplant Surgical Patient
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support
- Neonatal/Infant Pain Scale
- Neonatal Intensive Care Unit Nursing Skills
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider
- New Graduate Nursing Skills
- Nurse Orientation Training (for New Grads only)
- Nursing Diagnosis Skills
- Nursing Process Skills
- OB Trauma
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support

- Peri-Operative Nursing Skills
- PICC Line Insertion
- Pre and Post-Operative Care
- Psychiatric Nursing Skills
- Psychotropic Medications
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Surgical Nursing Skills
- S.T.A.B.L.E.
- Telemetry Nursing Skills
- Total Parenteral Nutrition
- Transfer Techniques
- Triage Nursing Skills
- Trauma Nursing Skills
- Ventilator and Tracheotomy Care
- Versant New Graduate Program Skills
- Wound & Skin Care

CONTINUOUS IMPROVEMENT

(All Occupations)

- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Communications Skills
- Conflict Resolution Skills
- CORE Measures
- Crisis Prevention Intervention
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Service Skills
- Documentation Skills
- Lean Six Sigma
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Preceptor Skills (train-the-trainer)
- Performance and Quality Improvement and Procedures Skills
- Team Building Skills
- Utilization Review

COMPUTER SKILLS

- Microsoft Office/Excel Skills (Intermediate and Advanced)
- Patient Billing and Accounts Receivable Tracking Skills
- MediTech Order Entry Skills
- Electronic Medical Records Application Skills

MANFACTURING SKILLS

- Assembly Procedures
- Blueprint Reading

- Equipment Operations
- Good Manufacturing Practices
- Job Instruction/Analyzing Jobs For Efficiency
- Manufacturing Practices
- Maintenance Procedures
- Operations & Processes
- Production Operations
- Shop Math
- Warehousing Operations & Distribution

COMMERCIAL SKILLS

- Behavior Analyst Skills
- Case Management Skills
- Therapy Skills

Note: Reimbursement for new hire training is capped at 260 total training hours per trainee in Job Numbers 1-2; capped at 200 total training hours per trainee in Job Numbers 3 & 5; and capped at 60 total training hours per trainee in Job Numbers 4, 6, 7 & 8, regardless of the method of delivery.

Participating Employers in Retrainee/New Hire
Multiple Employer Contractor (MEC) Agreements
(ETP 100B)

Contractor's Name: Jewish Vocational Service of Los Angeles CCG No.: ET17-0264

Reference No: 16-0534

PRINT OR TYPE

Company: Alpine Corporation

Address: 6000 Rickenbaker Rd.

City, State, Zip: Commerce, CA 90040

Collective Bargaining Agreement(s): N/A

Total # of full-time company employees worldwide: 40

Total # of full-time company employees in California: 40

Estimated # of employees to be retrained or hired under this Agreement: 45

Company: Deardens

Address: 700 South Main Street

City, State, Zip: Los Angeles, CA 90014

Collective Bargaining Agreement(s): N/A

Total # of full-time company employees worldwide: 326

Total # of full-time company employees in California: 326

Estimated # of employees to be retrained or hired under this Agreement: 88

Company: Mission Community Hospital

Address: 14850 Roscoe Blvd.

City, State, Zip: Panorama City, CA 91402

Collective Bargaining Agreement(s): N/A

Total # of full-time company employees worldwide: 500

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

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

Participating Employers in Retrainee/New Hire
Multiple Employer Contractor (MEC) Agreements
(ETP 100B)

Contractor's Name: Jewish Vocational Services of Los Angeles	CCG No.: ET17-0264
Reference No: 16-0534	Page 2 of 2

PRINT OR TYPE

Company: Myers Container, LLC

Address: 21508 Ferrero Parkway, #B

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

Collective Bargaining Agreement(s): USW Local 675

Total # of full-time company employees worldwide: 200

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

Estimated # of employees to be retrained or hired under this Agreement: 68

Company: Qualified Billing and Collections, LLC

Address: 4601 Wilshire Blvd., 3rd Floor

City, State, Zip: Los Angeles, CA 90010

Collective Bargaining Agreement(s): N/A

Total # of full-time company employees worldwide: 200

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

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

UNITED STEELWORKERS

UNITY AND STRENGTH FOR WORKERS

District 12

Robert LaVenture
District Director

Chris Youngmark
Assistant to the Director

Ron Espinoza
Sub-District Director

April 5, 2016

Dan Roth, Myers Container, LLC
21508 Ferrero Pkwy #B
City of Industry, CA 91789

Re: Employment Training Panel

Dear Dan,

The Union hereby endorses the Company's efforts to secure additional LEAN and Six Sigma (6S) training for our Local 675 members employed at Myers Container, LLC through the above referenced resource.

Shig Noguchi, USW Staff Representative

United Steel, Paper and Forestry, Rubber, Manufacturing, Energy, Allied Industrial and Service Workers International Union
861 S. Village Oaks Drive, Suite 206, Covina, CA 91724 • 626-966-6852 • 626-966-5661 (fax) • www.usw.org

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Santa Clarita Community College District

Agreement Number: ET17-0263

Panel Meeting of: October 28, 2016

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

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100	Industry Sector(s):	Aerospace and Defense Manufacturing Engineering Services Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles, Ventura, Santa Barbara, San Luis Obispo	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		≤20%	

FUNDING DETAIL:

Program Costs	+	Support Costs	=	Total ETP Funding
$512,875		$35,330 8%		$548,205

In-Kind Contribution:	50% of Total ETP Funding Required	$289,400

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Impr, HazMat, Mgmt Skills, Mfg Skills, Advanced Tech	325	8-200	0	$1,058	*$15.60
				Weighted Avg: 55			
2	Retrainee	Business Skills, Computer Skills, Continuous Impr, HazMat, Mgmt Skills, Mfg Skills, Advanced Tech	25	8-200	0	$882	*$15.60
				Weighted Avg: 55			
3	Retrainee Priority Rate SB<100	Business Skills, Computer Skills, Continuous Impr, HazMat, Mgmt Skills, Mfg Skills, Advanced Tech	115	8-200	0	$1,529	*$15.60
				Weighted Avg: 55			
4	Retrainee SB<100	Business Skills, Computer Skills, Continuous Impr, HazMat, Mgmt Skills, Mfg Skills, Advanced Tech	5	8-200	0	$1,294	*$15.60
				Weighted Avg: 55			

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

Minimum Wage by County: Job Numbers 1-4: $16.48 per hour for Los Angeles County; $15.60 per hour for Ventura, Santa Barbara, and San Luis Obispo Counties.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Numbers 1-4		
Manager		15
Supervisor		30
Lead		30
Machine Operator		55

Assembler		50
Engineer		40
Programmer		15
Purchasing Agent/Inventory Specialist		25
Technician		40
Inspector		25
Clerk		20
Analyst		25
Mechanic		20
Chemist		10
Designer		10
Model Maker		20
Tool Maker		20
Production Coordinator		20

INTRODUCTION

Founded in 1969, Santa Clarita Community College District, also known as the College of the Canyons (COC) (www.canyons.edu), is a two year, fully accredited community college. COC offers a full range of academic, career, and technical skills in education and vocational training programs. The college currently offers a total of 81 degrees and certificates, including 21 new Associate in Science-Transfer and Associate in Arts-Transfer degrees that provide students with guaranteed transfer pathways to California State University campuses.

The College's Employee Training Institute (ETI), a contract education unit, offers customized training and education programs to employers in the area. ETI is part of the Economic Development Division at COC which focuses on increasing training programs that support economic and community growth in the region. This will be the College's 13th ETP Agreement.

Over the last few years, COC has experienced an increase in the number of participating employers seeking training through the college's training programs. As a result, COC has continued to improve and update their curriculum to match the change in advanced technologies and trends occurring in the Manufacturing, Engineering, Aerospace and Defense industries. Employers often return to COC to train newly hired staff and those who were not trained under prior ETP Agreements due to scheduling requirements, COC availability, and work demand.

PROJECT DETAILS

California employers continue to face the challenge of maintaining a competitive edge and meeting customer demand for lower costs and better quality products. In addition, employers must continue to fill positions that require high skill sets. The Santa Clarita Valley and surrounding area remain home to a large number of manufacturing companies. Employer specialties include biomedical equipment; aerospace; automobile/aircraft parts; and cosmetic, food, and vitamin. Training programs offered through the college assist employers by providing workers with a broad range of job skills to increase efficiency and improve overall job performance. To keep up with technology, COC recently purchased new equipment and manufacturing software totaling approximately $78K. New updates and equipment include Computer-Aided Design/Manufacturing (CAD/CAM) software and operating systems, a coordinate measuring machine, projectors, and a new server.

Training Plan

Business Skills (20%): Training will be offered to Managers/Supervisors, Team Leads, Engineers, Programmers, Purchasing Agents, and Clerks. Curriculum provided will ensure workers are able to manage company resources and improve project planning and communication skills.

Hazardous Materials (2%): Training will be offered to Supervisors, Team Leads, Machine Operators, Technicians, and Inspectors. Trainees will learn to properly handle hazardous chemicals. Trainees will also learn methods and techniques in cleaning hazardous materials and recycling solid waste.

Management Skills (3%): Training will be offered to Managers and Supervisors to improve leadership skills. Courses provided will teach staff how to motivate and coach workers in the workplace.

Computer Skills (10%): Training will be offered to all occupations. Trainees will learn to use computer software to increase productivity and improve efficiencies.

Manufacturing Skills (25%): Training will be offered to Managers, Supervisors, Team Leads, Machine Operators, Assemblers, Engineers, Programmers, Purchasing Agents, Inventory Specialists, Technicians, Inspectors, Clerks, and Analysts. Trainees will learn new techniques and procedures that will increase productivity levels and decrease the number of re-work.

Continuous Improvement (25%): Training will be offered to all occupations to meet customer expectations, improve efficiencies, and increase productivity. Training will include Six Sigma (Lean Manufacturing), Total Quality Management, and team building skills.

Advanced Technology (15%):

To remain competitive, businesses must provide advanced training in order to keep worker skills up-to-date in the latest computer technology. Computer-Aided Design/Manufacturing and other 3-D software courses offered through COC are heavily requested by Employers and taught by qualified instructors with hands-on industry experience.

Licenses and annual maintenance contracts are required for these software programs and can costs as high as several thousand dollars per program. Hardware required to run these programs include free-arm digitizers ($5K), laser scanners ($10k-$20K), and 3-D modeling equipment ($40K). This equipment must be replaced, upgraded, and maintained on a regular basis to keep pace with industry standards. Occupations to participate include Programmers, Machinists, Engineers, Chemists, Managers/Supervisors, Operators, Tool and Model Makers, and Production Coordinators. The trainer-to-trainee ratio will not exceed 1:10, to allow in-depth coverage and personal attention from the instructor.

Impact/Outcome

Employees receiving training under this program are able to earn specific certifications through COC: Certified SolidWorks Associate; Certified SolidWorks Professional; Certified SolidWorks Expert; Association of Operations Management; Certified in Production and Inventory Management; Certified Supply Chain Professional; Project Management Institute; Project Management Professional certification; and Lean Six Sigma Yellow Belt, Green Belt, and Black Belt Certifications.

Training Hours Limitation

Retraining hours for small businesses are capped at 60 per-trainee. However, COC is asking for a modification of the cap to 200 hours. Training in Advanced Technology courses offered by the College are often requested by small manufacturing businesses. The full AT program is 192 training hours—two 60 hour programs and one 72 hour program. Small businesses will require the same amount of training hours as those of large businesses to remain competitive and stay up to date with new technology in the industry.

Commitment to Training

Participating employers will continue to provide company-wide training alongside ETP training such as safety, sexual harassment prevention, and other on-the-job training.

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

- Training Infrastructure

  The College's ETI Staff will be responsible for selecting appropriate trainers for Employers, customizing curriculum, scheduling training, tracking training hours, and performing all data entry for ETP record-keeping purposes.

Marketing and Support Costs

ETI staff has a working relationship with business leaders and employers to develop new and improved training programs and curriculum that will meet the needs of employers. COC training programs have been developed alongside Employer Advisory Groups with expertise in industries such as computer technology, welding, electronics, and manufacturing. ETI staff attend meetings and gatherings on a regular basis to learn and share information on Employer needs and college programs available to the community.

Marketing of training programs takes place through regular and ongoing communication via meetings, emails, and phone calls. The College works closely with local economic development groups including the City of Santa Clarita, the Santa Clarita Economic Development Corporation, Valley Industrial Association, the Coalition of Aerospace and Defense, the Southern California Biomedical Council, and the Santa Clarita Chamber of Commerce. Marketing efforts will continue throughout the duration of this Agreement. Additionally, class surveys and pre- and post-assessments are conducted for all courses to measure the impact on skill attainment and evaluate ETI instructors. COC staff also regularly follows up with participating employers to confirm observable improvements in employers' job performance and assess the long-term success of training programs. Feedback and surveys are vital to the success of training programs and will allow employers to be competitive. COC is requesting and staff recommends 8% support costs to help with marketing and feedback.

Trainer Qualifications/Training Coordinator

ETI employs subject matter experts with strong backgrounds in training and manufacturing and engineering. Instructors work alongside participating employers in determining their training needs to ensure training will provide results to improve and meet needs.

Tuition Reimbursement

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

Training Agency Certification

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study. COC accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC) and Western Association of Schools and Colleges.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

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

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET15-0346	$468,474	01/02/2015-01/01/2017	383	452	246*

Based on ETP Systems, 21,491 reimbursable hours have been tracked for potential earnings of $435K (95% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through October 2016.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET13-0299	Santa Clarita	03/01/2013-02/28/2015	$401,488	$401,488 (100%)
ET11-0210	Santa Clarita	04/04/2011-04/03/2013	$398,611	$396,384 (99%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200: Job Numbers 1-4 Trainees may receive any of the following:

BUSINESS SKILLS

- Business Performance
- Business Writing
- Project Management
- Communication Skills
- Negotiating
- Conflict Resolution
- Customer Service
- Inventory Control
- Business Planning
- Financial Strategies
- Merchandising
- Sales

COMPUTER SKILLS

- Advanced Excel
- Microsoft Project
- Adobe
- Access
- Advanced PowerPoint
- MRP/ERP/SAP/Oracle
- Database Essentials
- Basic MS Office (For small business employers only)

CONTINUOUS IMPROVEMENT

- Lean Processes and Principles
- Six Sigma
- Kaizen Methodology
- Statistical Process Control
- Problem Solving
- Team Building
- Quality Concepts
- Total Quality Management
- ISO
- Just-In-Time Processes
- Production Scheduling
- Value Stream Mapping
- Decision Making
- Leadership Skills for Frontline Workers
    - Decision Making
    - Teambuilding
    - Change Management

HAZARDOUS MATERIALS

- Hazardous Materials Handling
- Hazardous Chemical Cleaning/Handling

- Hazardous Waste Cleaning
- Environmental Monitoring and Personal Protection Equipment
- Hazardous Waste Management and Transportation
- Environmental Liability and Risk Management
- Solid Waste Recycling

MANAGEMENT SKILLS (Managers/Supervisors only)

- Leadership
- Motivation
- Administration
- Coaching

MANUFACTURING SKILLS

- Operations Management
- Fundamentals of Planning
- Manufacturing Control
- Production Operations
- Parts and Products Manufacture
- Equipment Operation
- Assembly Procedures
- Inventory Control
- Warehousing
- Manufacturing Practices
- Cross-Training in Production Equipment/Skills
- CNC Machine Operation
- CNC Programming
- Geometric Dimensioning and Tolerancing
- Hydraulics
- Blueprint Reading
- Welding
- Inspection Techniques
- Shop Math

ADVANCED TECHNOLOGY (limited ratio 1:10)

- Master CAM X (CAD/CAM program)
- SolidWorks (CAD/CAM program)
- Reverse Engineering
- CMMI (Coordinate Measurement Machine Inspection)
- Rapid Prototyping / Additive Manufacturing
- Automated Inspection
- Unigraphics (CAD/CAM program)
- Advanced Programming
- CATIA (Computer Aided Three Dimensional Interactive Application, CAD/CAM program)

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

Participating Employers in Retrainee
Multiple Employer Contracts

Contractor's Name: Santa Clarita Community College District | CCG No.: ET17-0263

Reference No: 16-0750 |

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Advanced Bionics

Address: 28515 Westinghouse Place

City, State, Zip: Santa Clarita, CA 91355

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 55

Total # of full-time company employees worldwide: 985

Total # of full-time company employees in California: 635

Company: Aerospace Dynamics International, Inc.

Address: 25540 Rye Canyon Road

City, State, Zip: Valencia, CA 91355-1169

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 200

Total # of full-time company employees worldwide: 610

Total # of full-time company employees in California: 610

Company: Air Flow Research Heads, Inc.

Address: 28611 W. Industry Drive

City, State, Zip: Valencia, CA 91355

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

Company: B&B Manufacturing

Address: 27940 Beale Court

City, State, Zip: Valencia, CA 91355

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 200

Total # of full-time company employees worldwide: 230

Total # of full-time company employees in California: 230

Participating Employers in Retrainee
Multiple Employer Contracts

Contractor's Name: Santa Clarita Community College District CCG No.: ET17-0263

Reference No: 16-0750

Company: Classic Wire Cut Company, Inc.

Address: 28210 Constellation Road

City, State, Zip: Valencia, CA 91355

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 120

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

Company: CRISSAIR, INC.

Address: 28909 Avenue Williams

City, State, Zip: Valencia, CA 91355

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 127

Total # of full-time company employees in California: 238

Company: H&H Machining Center, Inc.

Address: 29170 Avenue Penn, Unit C

City, State, Zip: Valencia, CA 91355

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 10

Total # of full-time company employees in California: 10

Company: Lockwood Industries Inc. (FRALOCK)

Address: 28525 W. Industry Drive

City, State, Zip: Valencia, CA 91355

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 166

Total # of full-time company employees in California: 164

Participating Employers in Retrainee
Multiple Employer Contracts

Contractor's Name: Santa Clarita Community College District | CCG No.: ET17-0263

Reference No: 16-0750 |

Company: Stratasys Direct Manufacturing

Address: 28309 Avenue Crocker

City, State, Zip: Valencia, CA 91355

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 531

Total # of full-time company employees in California: 215

Company: Triumph Actuation Systems

Address: 28150 W. Harrison Parkway

City, State, Zip: Valencia, CA 91355

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 173

Total # of full-time company employees in California: 173

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Southern California Surveyors Joint Apprenticeship Committee

Agreement Number: ET17-0915

Panel Meeting of: October 28, 2016

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

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprenticeship	Industry Sector(s):	Construction Priority Industry: ☒ Yes ☐ No
Counties Served:	Imperial, Inyo, Kern, Los Angeles, Mono, Orange, Riverside, San Bernardino, San Diego, San Luis Obispo, Santa Barbara, Ventura	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No International Union of Operating Engineers Local 12		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		N/A	

FUNDING DETAIL:

Program Costs	+	Support Costs	=	Total ETP Funding
$144,375		$9,955 8%		$154,330

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

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate Apprentice	Commercial Skills	55	8-200	0	$1,042	$23.37
				Weighted Avg: 75			
2	Retrainee Priority Rate Journeyman	Commercial Skills	55	8-200	0	$1,764	$44.81
				Weighted Avg: 75			

Minimum Wage by County: $21.28 per hour Statewide (Priority Industry)

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

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

Although trainees receive health benefits under their collective bargaining agreement, it is not being used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Apprentice Chainman		55
Journeyman Chief of Party		55

INTRODUCTION

The Southern California Surveyors Joint Apprenticeship Committee (SCSJAC) (www.scsurveyjac.org) was established in 1960 to provide Apprentice and Journeyman Surveyors training throughout 12 counties in Southern California. It is administered jointly by the Southern California Association of Civil Engineers and Land Surveyors, and the International Union of Operating Engineers, Local 12 (Union). Signatory employers include engineering, surveying, and construction firms.

This will be SCSJAC's second ETP Agreement within the last five years. In this proposal, training will continue for Apprentices and Journeymen. Training includes inspection, service, maintenance, start-up, testing, balancing, adjusting, repair modification, and replacement of mechanical and refrigeration equipment.

Employer Demand

The proposed training is designed to meet the signatory employer's need to acquire an adequate number of skilled surveyors to work on specialized projects, and replace retiring Journeymen.

Funding for this training will increase the employability of Apprentice and Journeyman workers. Projects currently under contract with signatory employers include the Wilshire Grand (Downtown Los Angeles), 91 freeway widening (Corona). Great Park Development (Irvine),

Kaiser Hospital (San Diego and Murrieta), Long Boat Solar Project (Barstow), and High Speed Rail Phase 4.

Apprenticeship Program

The Panel is authorized to fund Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding is designed to supplement cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Depending on the type of trade, apprenticeship programs vary in length. In this case, the program takes three years to complete for Chainman.

Apprentice programs are typically sponsored by a Joint Apprenticeship Training Committee (JATC). A JATC is created through collective bargaining, with an equal number of members appointed by union and management with employer contributions to a training trust fund. The employers are not "participants" but are signatories to the Collective Bargaining Agreement.

RSI is traditionally delivered as class/lab, and ETP does not reimburse CBT delivery for apprenticeship training. The curriculum is developed with input from DAS and a designated Local Educational Agency (in this case Rancho Santiago Community College). The Apprenticeship Program allows reimbursement for up to 200 hours per apprentice. (Journeymen are capped at 200 hours.)

For the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by $5, reducing the priority industry rate from $18 to $13 per hour. In addition, the Panel adopted a "blended rate" for Journeymen, reflecting the fact that they may be employed by a variety of contractors over the two-year term of contract ranging from large employers, to small (≤100 employees). This is $22 per hour, midway between the Priority Industry standard rate ($18) and Small Business rate ($26).

The ETP wage for Apprentices is no less than $21.28 per hour, tracking the Special Employment Training wage as modified for priority industries. However, the actual wages paid are shown in the Training Plan Table and contract when they exceed $21.28, for both Apprentices and Journeymen.

PROJECT DETAILS

Training Plan

The curriculum was developed by surveyor industry professionals. Labor and management are consulted through joint committees at all levels once a year to update the curriculum. SCSJAC conducts assessments at the conclusion of each training session to evaluate program effectiveness. Trainees and employers are encouraged to provide feedback through their representatives on the Committee and directly to training personnel at the SCSJAC.

Trainers have a minimum of six years' experience. They have completed both programs (Chainman and Chief of Party) and are either certified as Chief of Party; or have at least 18

college units outside of apprenticeship; or are licensed by the State of California as a Land Surveyor in Training or Professional Land Surveyor. This criteria was agreed upon with Rancho Santiago College and the college screens instructors.

Commercial Skills (100%) - Training will be offered to Apprentice and Journeyman trainees. The Chainman Apprenticeship training will cover surveying equipment, techniques, procedures, practices, computations, and projects. The Chief of Party training is an advanced training after becoming a Chainman. Training will cover the following, but not limited to, aerial photogrammetry, subdivision surveying, plan surveying and advanced coordinate geometry.

Impact/Outcome

Upon completion of the programs, the Apprentice graduates will get trade certificates from both the State and Federal Government. Certificate of Completion of Apprenticeship will be issued from the California Apprenticeship Council and from the federal Department of Labor Office of Apprenticeship.

Marketing and Support Costs

Participating employers are notified by email and regular mail of program and upgrade courses. The SCSJAC also markets and advertises its program through their union local and via mailers sent to EDD offices and announcement on its website.

The SCSJAC is requesting 8% in support costs to assist in apprentice recruitment, employer outreach, and to conduct assessments of employer-specific job requirements. Although many of the signatory employers have already been made aware of this training opportunity, additional outreach will take place to complete the project and assessment of employer-specific job requirements will occur during the term of the Agreement. Staff recommends the 8% support costs.

Commitment to Training

Employers will continue to contribute to the training trust for every hour worked by Apprentices and Journey level workers. In addition, Chainman will also receive up to 6,000 hours of on-the-job training and 4,000 hours for Chief of Party at the employers' expense.

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

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET15-0902	Statewide	7/7/14 - 7/6/16	$153,700	$153,700 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

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

APPRENTICE TRAINING - CHAINMAN

COMMERCIAL SKILLS

- Surveying Equipment & Techniques:
  - Overview of the Survey Industry
  - Basic Field Operations and Setting Survey Points
  - Basic Measurement Techniques in Surveying
  - Introduction to Angle Measuring and Field Instruments
  - Introduction to Leveling
  - Introduction to Topographic Surveys
  - First Aid
  - Computer Literacy

- Survey Procedures:
  - Apprentice Responsibilities and Public Relations
  - Field Notes
  - Identification of Monuments
  - Linear Measurements
  - Introduction to Station and Location Systems
  - Review of Angles, Bearings and Instruments
  - Leveling Methods
  - Global Positioning Systems
  - Plan Reading and Grade Sheets
  - Introduction to Construction Surveys

- Surveying Practices:
  - Review of Measuring Systems
  - Review of Angles, Bearings and Location Systems
  - Trigonometry
  - Slope Staking
  - Electronic Distance Measuring and Recording

- Surveying Computations:
  - Coordinate Geometry
  - Horizontal and Vertical Curves
  - Traverse Surveys

- Surveying Projects:
  - Safety Procedures
  - U.S. Public Land Surveys
  - Property Surveys
  - Subdivision Surveys
  - Topographic and Photogrammetric Surveys
  - Staking Procedures for Various Projects
  - Heavy Construction Surveys
  - ALTA Surveys
  - Total Stations

- Public Relations
- Scope of Profession

JOURNEYMAN TRAINING – CHIEF OF PARTY

- Plane Surveying and Coordinate Geometry:
  - Surveying Mathematics and Coordinate Geometry
  - Modern Field Methods and Measuring Systems
  - Locating/Eliminating Plan, Calculation and Staking Errors
- Advance Coordinate Geometry:
  - Advanced Coordinate Geometry and Curve Calculations
  - Complex Field Problems and Accuracy Requirements
  - Field and Office Calculating Techniques
- Laptop Surveying/Aerial Photogrammetry:
  - Laptop Surveying Using Trimble Business Center Software
  - Topographic Surveying Methods and Techniques
  - Topographic Surveying Analysis and Review
  - Performing Topographic Surveys
  - Plotting Field Data and Surveys for Quantities
  - Photogrammetry, Ground Control and Topo Analysis
- Plan Reading and Subdivision Surveying:
  - Types of Plans, Plan Reading and Locating Errors
  - Grading Plans and Control for Construction Projects
  - Staking Procedures and Improvement Plans
- Major Project Plans and Survey Layout:
  - Construction Plan Reading, Survey Control and Layout
  - Cast Study of Multi-Story Building – Structural
- Control and Geodetic Surveying;
  - Triangulation and State Plane Coordinate Systems
  - Astronomy and Global Positioning Systems
  - Dredging and Hydrographic Surveys
- U.S. Public Land and Property Descriptions:
  - Public Land System and Subdivision of Sections
  - Retracement Surveys and Restoration of Corners
  - Reading and Interpreting Property Descriptions
- Property Surveys and Legal Descriptions:
  - Property surveys and Legal Descriptions
  - Laws Affecting Surveyors
  - Supervision and Public Relations

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

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Workforce Development Corporation of Southeast Los Angeles County, Inc. dba Southeast Los Angeles County Workforce Development Board

Agreement Number: ET17-0284

Panel Meeting of: October 28, 2016

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

PROJECT PROFILE

Contract Attributes:	Retrainee Priority SB<100 Veterans	Industry Sector(s):	Manufacturing Goods Movement Transportation/Logistics Construction Engineering Priority Industry: ☒ Yes ☐ No
Counties Served:	Statewide	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No International Association of Machinists and Aerospace Workers Local 1484		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL:

Program Costs	+	Support Costs	=	Total ETP Funding
$888,118		$61,579 8%		$949,697

In-Kind Contribution:	50% of Total ETP Funding Required	$1,200,172

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., Literacy Skills, Mgmt. Skills, Mfg Skills, OSHA 10/30, HazMat, HAZWOPER	420	8-200	0	$1,155	$15.60
				Weighted Avg: 60			
2	Retrainee	Business Skills, Computer Skills, Cont. Imp., Literacy Skills, Mgmnt. Skills, Mfg Skills, OSHA 10/30, HazMat, HAZWOPER	20	8-200	0	$802	$15.60
				Weighted Avg: 50			
3	Retrainee Priority Rate SB <100	Business Skills, Computer Skills, Cont. Imp., Literacy Skills, Mgmnt. Skills, Mfg Skills, OSHA 10/30, HazMat, HAZWOPER	277	8-200	0	$1,529	$15.60
				Weighted Avg: 55			
4	Retrainee SB <100	Business Skills, Computer Skills, Cont. Imp., Literacy Skills, Mgmnt. Skills, Mfg Skills, OSHA 10/30, HazMat, HAZWOPER	20	8-200	0	$941	$15.60
				Weighted Avg: 40			
5	Retrainee Veterans	Business Skills, Computer Skills, Cont. Imp., Literacy Skills, Mgmnt. Skills, Mfg Skills, OSHA 10/30, HazMat, HAZWOPER	12	8-200	0	$517	$15.60
				Weighted Avg: 22			

Minimum Wage by County: $17.02 per hour for Alameda, Contra Costa, Marin, San Francisco, San Mateo and Santa Clara Counties; $16.48 per hour for Los Angeles County; $16.51 per hour for Orange County; $16.10 per hour for Sacramento County; $16.46 per hour for San Diego County; $15.91 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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Production Staff		250
Clerical Staff		90
Fronline Supervisor/Manager		55
Machinists/Mechanics I		16
Machinists/Mechanics II		60
Engineer Support		66
Production Control		59
Material Handlers		23
Maintenance Repairers		59
Engineers		11
Shipping/Receiving		29
Glaziers		17
Construction Laborers		14

INTRODUCTION

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

SELACO is eligible for ETP funding as a workforce investment board recipient. The proposed training will be provided primarily to manufacturing participating employers; however, it will include other companies facing out-of-state competition. Training will be provided statewide; however, most of the training is expected to take place in Los Angeles and Orange Counties. This will be the sixteenth agreement between SELACO and ETP.

The current ETP contract (ET16-0124) term ends in 2017. SELACO is seeking a new ETP contract as the funds for their most recent Agreement will be exhausted by November 2016. With the 90-day retention period, all contract requirements are anticipated to be completed by February or March 2017.

PROJECT DETAILS

Businesses in California have expressed the need for training as they continue to face competition from both out-of-state and overseas companies. In an effort to remain competitive, these businesses (mainly manufacturers) have increased productivity and service levels but are reluctant to increase their workforce due to economic uncertainties. Thus, employers have relied on training to address workforce changes and organizational deficiencies. Participating employers have expressed the need for training in new technology as they invest in automated systems and software programs to increase productivity, efficiency and service.

Some core employers may have participated in at least one of the SELACO's previous Agreements. Further, several topics from the proposed Curriculum are repeated from prior ETP Agreements. However, no trainees that participated in prior ETP projects will receive duplicative training in this proposed Agreement.

Training Plan

ETP-funded training will assist employers to provide training in courses that fill worker skill gaps. Training is customized to meet the needs of participating employers. The core group of employers represents an estimated 75% of the requested funding.

Business Skills (11%) - Training will be offered to all occupations to enable trainees to interact effectively with internal and external customers and provide better customer service and quality control.

Continuous Improvement (50%) - Training will be offered to all occupations in an effort to enhance problem solving and decision making skills. These courses will enable skilled workers to increase efficiency, thereby lowering operating costs.

Computer Skills (8%) - Training will be offered to all occupations to provide trainees with skills to utilize current technology, including database concepts and computer software programs.

Literacy Skills (4%) - Training will be offered to all occupations to overcome language barriers in the workforce to improve employee teamwork and productivity.

Management Skills (10%) - Training will be offered to all Managers and Supervisors to enhance skill in leadership, communication, and planning.

Manufacturing Skills (8%) - Training will be offered to Production Staff, Managers/Supervisors, Assembly Staff, Machinists/Mechanics, Welders/Solderers, Operations Support, Engineers and Production Control. Courses offered include Blueprint Reading, material Handling, and Manufacturing Resource Planning.

Certified Safety Training

1. OSHA 10/30. (5%) 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. OSHA 10 will be provided to frontline Production Supervisors, Production Staff, Glaziers, Assembly Staff, Shipping/Receiving and Operations

Support. OSHA 30 training will be provided to Managers, Frontline Supervisors and Engineers to ensure a safe work environment.

2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). (2%) This training is also a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

3. Hazardous Materials (HAZMAT)**.** (2%) This training is also a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from "first responder" to "incident commander." It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Machinists/Mechanics, Operations Support, Engineers, Quality Control Supervisors, Materials Handlers, and Shipping/Receiving will receive up to 40 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, certification is by the certified trainers.

Apprenticeship

There are numerous apprenticeship programs throughout the state for Machinists and Welders. These apprenticeship programs often run 24-48 months as compared to courses specific to Machinists and Welders in the proposed curriculum. Although the Machinist and Welder training in this proposal may include courses similar to apprenticeship programs, training will not displace the apprenticeship programs.

Curriculum Development

SELACO meets with participating employers to discuss training needs in conjunction with a pre-training structured assessment and screening process. The core curriculum in this proposal has been developed by SELACO based on industry needs. The curriculum is continually revised according to the demands and feedback of participating companies.

Veterans Program

The Panel has established a higher reimbursement rate and other incentives for training California veterans. SELACO is committed to retraining 12 incumbent-worker Veterans who have served on active full-time duty in the Armed Forces (Job Number 5).

Commitment to Training

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

Trainer Qualifications

SELACO utilizes its own highly skilled trainers and may utilize some training vendors. All trainers are experienced. Most courses are available in Spanish, if required by an employer. Historically, 60-70% of training has been delivered by outside training vendors.

Marketing and Support Costs

Through networking and interaction of committee members, SELACO maintains numerous relationships with businesses, labor, and economic development agencies to advertise and market their program. SELACO also promotes programs as an active member of community organizations (i.e. Community Collaborative Network, the Los Angeles Workforce Systems Collaborative, Chambers of Commerce, and various other sector partnerships).

SELACO has three staff members dedicated to marketing, employer recruitment, scheduling and ETP administration. SELACO is requesting and staff recommends 8% support costs to assist with recruitment and training assessments.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by SELACO under an active ETP Agreement with core program funding.

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET16-0124	$949,504	08/03/2015–08/02/2017	763	506	172

Based on training hours tracked in ETP systems, SELACO has potential earnings of $917,313 (97% of the total Agreement amount). Training will be completed in November. The Contractor projects final earnings of 95-100%.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET14-0176	Statewide	9/23/13 – 9/22/15	$1,249,235	$1,183,621 (95%)
ET13-0119	Statewide	09/01/12-08/31/14	$695,717	$684,530 (98%)
ET12-0141	Statewide	09/27/11-09/26/13	$747,531	$734,845 (98%)
ET11-0208	Statewide	04/04/11-04/03/13	$398,508	$398,508 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Client Centered ERP Consulting LLP, Brea - $175,000

UC Riverside Extension, Riverside - $250,000

Cerritos College, Norwalk - $50,000

SSA Terminals, Long Beach - $110,000

Werner Systems, Tustin - $33,500

Woodbridge Glass, Tustin - $75,000

Training vendors may provide any of the following types of training based on the industry specific needs of the participating employer: Business Skills, Computer Skills, Continuous Improvement, Hazardous Materials, HAZWOPER, OSHA 10/30, Management Skills, Manufacturing Skills and Literacy Skills.

Exhibit B: Menu Curriculum

Class/Lab Hours

8 - 200 Trainees may receive any of the following:

BUSINESS SKILLS

- Project Management
- Scheduling, Budgeting, and Cost Controls
- Managing Resources
- Quality Control
- Time Management
- PERT/Critical Path Charts
- Multicultural Organizations
- Change Management
- Communication Skills
- Customer Service
- Increasing Customer Satisfaction
- Goal Setting
- Planning for Results/Decision Making
- Inventory Control
- Negotiation Techniques
- Increasing Productivity and Quality
- Finance Principles
- Sales Skills

COMPUTER SKILLS

- Word Processing, Intermediate and Advanced
- Data Processing, Intermediate and Advanced
- Spreadsheets, Intermediate and Advanced
- Databases
- Search Engines
- Pivot Tables
- Content Control, Editing
- Queries and Reports
- Security Issues
- Address Books, Group Mailings
- Help Desk Support
- Logistics Software
- Project Management Software
- Computer-Aided Design
- ERP

CONTINUOUS IMPROVEMENT

- Lean Manufacturing / Operations
- 5-S Work Area Organization
- Six Sigma
- Problem Solving
- Flow Charts, Process Analyses, Cause and Effect
- Decision-Making

- Managing Interactions
- Standard Work and Standard Operations
- Takt Times and Cycle Times
- Setup Time Reduction
- Operation Tools and Kaizen
- Supply Chain Elements
- Costs and Analyses
- Manufacturing Resource Planning
- Scheduling and Planning
- Purchasing and Inventory
- Capacity Management
- Time Management
- Basic Logistics Practices
- Logistics Documentation and Terminology
- Terms of Sale
- Import / Export Process Flow
- Frontline Leadership
- ISO9000-9001 / AS9100
    - Quality Management Processes
    - Resource Management Processes
    - Needs Assessment
    - Document Control
    - Communication
    - Monitoring and Measurement
    - Data Analysis
    - Planning

MANAGEMENT SKILLS (Supervisors/Managers only)

- The Lead / Supervisor Role
- Motivating Employees
- Coach and Counseling
- Planning and Controlling
- Decision-Making and Communication Skills
- Understand Work Group Dynamics
- Change Management
- Teambuilding
- Leadership Principles
- Cost Control
- Time Management

MANUFACTURING SKILLS

- Programmable Logic Control
- Manufacturing Resource Planning
- Blueprint Reading
- Gauges and Calibration
- Shop Math
- Tolerances and Variance Calculations
- GD & T
- Elementary Chemical Knowledge
- Material Handling / Lifting Devices
- Machinery and Machine Guarding

- Proper Usage of Hand Tools, Power Tools
- Welding, Cutting and Brazing
- Electrical
- Toxic and Hazardous Materials
- Workplace Assessment for Safety
- Applying 5S to Safety
- Ergonomics

HAZARDOUS MATERIALS

- Environmental Management of Hazardous Materials and Industrial Waste
- Hazardous Materials for Logistics and Good Transportation

HAZWOPER

- HAZWOPER

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10 (Requires Completion of 10 Hours)
- OSHA 30 (Requires Completion of 30 Hours)

LITERACY SKILLS

- SMART Goals
- Work Flow and Occupations
- Effective Listening Skills
- Basics of Problem Solving
- Communication Skills
- Reading, Writing, and Speaking English
- English Pronunciation
- Work-Related Vocabulary and Terminology

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 hours per-trainee, regardless of method of delivery.

Participating Employers in Retrainee
Multiple Employer Contracts

Contractor's Name: SELACO | CCG No.: ET17-0284

Reference No: 16-0576 |

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Barry Avenue Plating

Address: 2210 Barry Avenue

City, State, Zip: Los Angeles, CA 90064

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 98

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

Company: California Waters

Address: 23311 La Palma Ave.

City, State, Zip: Yorba Linda, CA 92887

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 48

Total # of full-time company employees in California: 48

Company: Dekra-Lite

Address: 3102 W Alton Avenue

City, State, Zip: Santa Ana, CA 92704

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 65

Total # of full-time company employees in California: 65

Company: Extron Electronics

Address: 1025 E. Ball Road

City, State, Zip: Anaheim, CA 92805

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 2,600

Total # of full-time company employees in California: 168

Participating Employers in Retrainee
Multiple Employer Contracts

Contractor's Name: SELACO | CCG No.: ET17-0284

Reference No: 16-0576 |

Company: International Vitamin Corp

Address: 11011 Hopkins Street, #B

City, State, Zip: Mira Loma, CA 91752

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 102

Total # of full-time company employees in California: 102

Company: Mark Beamish Waterproofing

Address: 2980 E. La Jolla St.

City, State, Zip: Anaheim, CA 92806

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 135

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

Company: Safran / Sagem Avionics

Address: 3184 Pullman Street

City, State, Zip: Costa Mesa, CA 92626

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 68,000

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

Company: SSA Containers, Inc.

Address: 1521 Pier J Avenue

City, State, Zip: Long Beach, CA 90802

Collective Bargaining Agreement(s): International Association of Machinists and Aerospace Workers Local 1484

Estimated # of employees to be retrained under this Agreement: 168

Total # of full-time company employees worldwide: 600

Total # of full-time company employees in California: 168

Participating Employers in Retrainee
Multiple Employer Contracts

Contractor's Name: SELACO | CCG No.: ET17-0284

Reference No: 16-0576 |

Company: Stason Pharmaceuticals

Address: 11 Morgan Rd.

City, State, Zip: Irvine, CA 92618

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: 80

Company: Stronghold Engineering

Address: 2000 Market Street

City, State, Zip: Riverside, CA 92501

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 162

Total # of full-time company employees in California: 162

Company: Troika International, Inc.

Address: 1560 Flower Avenue

City, State, Zip: Duarte, CA 91010

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 40

Total # of full-time company employees in California: 37

Company: Werner Systems, Inc.

Address: 14321 Myford Rd.

City, State, Zip: Tustin, CA 92780

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 77

Total # of full-time company employees worldwide: 77

Total # of full-time company employees in California: 77

MACHINISTS AUTOMOTIVE TRADES

International Association of Machinists and Aerospace Workers

District Lodge No. 190, Local Lodge No. 1484

1261 Avalon Boulevard • Wilmington, California 90744

(310) 835-6688 • Fax (310) 835-8715

dues@iam1484.org

September 19, 2016

Dave Mantel
SSA Marine Terminals
Manager CEM

Subject: ETP training at SSA Terminals

Dear Mr. Dave Mantel,

I have reviewed the ETP training curriculum offered at SSA Marine Terminals and I look forward to the implementation of training.

Sincerely,

Kevin J. Kucera
Area Director, Business Representative

KJK:ls-opeiu537/afl-cio

cc: Jim Beno, Directing Business Representative, DL190
Rudolph R. Morales, President, LL1484

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Santa Ana Chamber of Commerce

Agreement Number: ET17-0269

Panel Meeting of: October 28, 2016

ETP Regional Office: San Diego **Analyst:** K. Campion

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100	Industry Sector(s):	Manufacturing Technology/IT Aerospace and Defense Technology/Other Priority Industry: ☒ Yes ☐ No
Counties Served:	Statewide	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		≤20%	

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
$887,800		$61,591 8%		$949,391

In-Kind Contribution:	50% of Total ETP Funding Required	$478,560

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate	Continuous Impr. Computer Skills	132	8 - 200	0	$2,780	*$15.60
				Weighted Avg: 100			
2	Retrainee SB <100	Continuous Impr. Computer Skills	115	8-200	0	$2,353	*$15.60
				Weighted Avg: 100			
3	Retrainee Priority Rate	Continuous Impr. Computer Skills	92	8-200	0	$1,925	*$15.60
				Weighted Avg: 100			
4	Retrainee	Continuous Impr. Computer Skills	84	8-200	0	$1,604	*$15.60
				Weighted Avg: 100			

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

Minimum Wage by County: $17.02 per hour for Alameda, Contra Costa, Marin, San Francisco, San Mateo, 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 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 Titles	Wage Range	Estimated # of Trainees
Job Numbers 1 - 4		
Admin. Staff, Accounting & Purchasing staff, Manufacturing Staff, Sales Staff, Shipping & Receiving Staff, Warehouse Staff, Technical Analyst, Technician		54
System Analyst/Administrator, Lead, Quality Staff		91
Programmer Analyst		41
Network Engineer/Architect		83
Database Administrator/Architect		45
Application Architect		48
Supervisor & Manager		61

INTRODUCTION

This is the ninth proposal for the Santa Ana Chamber of Commerce (SACC or Chamber), (www.santaanachamber.com) and the fifth in the last five years.

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

In the past, SACC has provided IT training to small, medium and large technology companies across California. Under this proposal, the Chamber will provide Continuous Improvement training to small manufacturing and warehousing companies in the Orange, Los Angeles, Riverside and San Bernardino Counties area. The core group of employers consists of 11 employers: seven small businesses (63%) and four large employers (36%) across No. and So. California.

PROJECT DETAILS

Employer Demand

To remain competitive, the core group of employers must streamline and automate business functions by implementing higher capacity computer networks, in tandem with Continuous Improvement (Lean initiatives and Quality Improvement). Employers in the manufacturing, aerospace and defense, and technology sectors must train in Continuous Improvement to obtain quality certifications such as ISO 9001.

Some employers have expressed a need for Computer Skills training due to the constant and rapid changes in technology such as Mobile, Cloud and Virtualization. This will include Advance training in Microsoft Windows Servers, SQL Server Databases, VMWare Virtual infrastructure and Cisco Networking equipment.

Training Plan

SACC estimates 50% of the training will be delivered in Continuous Improvement training and will be delivered at the participating employer work sites via class/lab. The other 50% of the training in Computer Skills will be provided to IT workers and will be delivered via e-learning (Virtual Classroom) training methods.

Continuous Improvement (50%): Training will be offered to all occupations in Project Management, Quality Management Skills, ISO, Lean Methodology, Six Sigma and Problem Solving Skills. This training is targeted to assist companies to obtain critical ISO9001 or AS9100 Quality certifications.

Computer Skills (50%): Training will be provided primarily to IT occupations including System and Engineering Analysts, Architects, Administrators, Quality Staff, Leads and Supervisor/Managers. Training courses include all aspects of software development, system/network administration, security administration and cloud computing technologies. The proposed curriculum has been designed for advanced IT professionals who work in the areas of programming, system/network administration, and database design/administration.

Subcontractor Restrictions

The proposed training will be delivered by two training vendors: Lean QA and Saisoft. Lean QA has provided Continuous Improvement training for companies across Southern California for 10 years and is projected to provide the majority of the proposed Continuous Improvement training. Saisoft specializes in Computer Skills training in the latest technologies for IT workers and has been providing IT training since 2003. Reimbursement shall not be earned for training hours delivered by any single private-sector training vendor in excess of 50% of total training hours.

Curriculum Development

At the start of recruitment, participating employers will complete a training needs assessment and survey to identify critical skill deficits, new technologies, and the current business challenges. These assessments are used to design customized course content and specific training plans for each employer. At the end of this program, trainees will complete a survey or course evaluation on the quality and relevance of the training. Additionally, employers will be surveyed to assess the overall effectiveness of the training program.

Marketing and Support Costs

SACC reports that it has an extensive database of businesses in IT, software, electronics manufacturing and associated industries. To reach these businesses, SACC staff will continue to market via the Chamber's website; quarterly e-mails to member companies; trade shows; job fairs; direct mail; in-person visits; web-based seminars; meetings and Chamber events.

SACC will perform marketing and supportive services for training companies located in Santa Ana and neighboring communities. Saisoft will perform marketing specifically to IT companies across California, and Lean QA will assist in marketing Manufacturing companies in Southern California.

SACC requests the 8% support to cover the costs and intensive outreach efforts required to market and recruit additional participating employers, assess specific training needs, develop job-specific curricula and training schedules, and conduct necessary follow-up during retention. This will be an on-going activity throughout the duration of the Agreement. Staff recommends the 8% support costs.

Impact/Outcome

The proposed training will prepare trainees to pass ISO and industry standard IT Certifications. Lean QA is authorized to test and certify trainees for Six Sigma and Lean Methodology training.

Electronic Recordkeeping

SACC will utilize an electronic recordkeeping system for all Computer Skills training that is designed and programmed to document the E-Learning (Virtual classroom) method of class/lab training. This system has been reviewed and approved by ETP staff. For Continuous Improvement training, SACC will utilize standard paper-based attendance rosters.

High Unemployment Area

Although there may be participating employers located in a HUA, SACC is not asking for a wage or retention modification.

Commitment to Training

ETP-funded training is supplemental and will not displace the existing financial commitment to training by participating employers. Safety training is provided by the participating employers in accordance with all pertinent requirements under state and federal law.

The core group of employers' current training varies by employer but generally consists of new-hire orientation, job-specific on-the-job training, product training, soft skills training and safety training. ETP funds are intended to provide supplemental training for companies who lack the training budget or resources to provide training on their own, but whom need training to upgrade the job skills of their workers to keep the workforce competitive. Employers also state that although they have training programs, they are unable to keep up with the amount and frequency of technical training needed to remain competitive. Small business participating employers state that they are not able to provide significant training to their employees due to a lack of training funds. ETP funding will allow participating employers the opportunity to upgrade workers' skills in the latest technologies and certifications. The core group of employers has certified that they will continue to provide training to their employees after the completion of ETP-funded training.

- Training Infrastructure

The SACC Vice President of Operations and staff will oversee and manage this training project; including maintaining all class/lab attendance rosters for Continuous Improvement training at the Chamber headquarters in Santa Ana. Additionally, the Chamber will provide ETP project administrative functions of enrolling trainees and tracking all Continuous Improvement training classes in the ETP On-line Systems. The training vendor, Lean QA, will assist SACC in gathering completed rosters from participating employers for the Continuous Improvement training classes.

The training vendor, Saisoft, will provide the ETP administrative services for the Computer Skills training classes including enrolling and tracking of all trainees in the ETP on line systems. The reimbursement to each training vendor for ETP administrative services will be proportional to the activities stated above (see Administrative Services below).

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

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

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET15-0310	$948,628	1/05/15 – 1/04/17	461	630	533

All training ended on 10/03/16. To date, 533 trainees have completed retention for earnings of $636,903. SACC has currently tracked over 39,000 reimbursable training hours for potential earnings in excess of the Agreement amount; therefore, the Contractor projects final earnings of 100% when all retentions are completed and invoices have been processed by ETP.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET14-0101	Santa Ana	9/03/13 – 9/02/15	$1,249,634	$1,249,634 (100%)
ET12-0241	Santa Ana	12/31/11-12/30/13	$748,622	$744,418 (99%)
ET11-0215	Santa Ana	4/04/11-4/03/13	$399,590	$392,375 (98%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

Saisoft in Irvine will perform partial administrative services for an amount not to exceed 3.7% of payment earned; Lean QA in Diamond Bar will perform partial administrative services for an amount not to exceed 2.7% of payment earned.

TRAINING VENDORS

Saisoft has also been retained to provide Computer Skills. Lean QA has also been retained to provide Continuous Improvement training.

Exhibit B: Menu Curriculum

Class/Lab Hours

8 – 200 Trainees may receive any of the following:

CONTINUOUS IMPROVEMENT

- PMT-SK: Project Management Skills
- PMT-MP: Project Management using MS Project
- Quality Management Skills
- ISO9001
- AS9100
- AS9110
- AS9120
- ISO13485
- TS16949
- ISO22000
- ISO14001
- Safe Quality Food
- National Aerospace and Defense Contractors Accreditation Program
- Business Skills Development Skills
- International Traffic in Arms Regulations
- Lean Methodology
- Change Management
- Six Sigma White Belt
- Six Sigma Green Belt
- Six Sigma Black Belt
- Continuous Improvement Skills
- Kaizen
- Internal Auditor
- Inventory Management
- Supply Chain Management
- Foreign Object Debris Prevention
- Building High Performance Teams
- Problem Solving/Root Cause

E-Learning Hours

8 - 200

COMPUTER SKILLS

- CIS-SEC: Securing Cisco Network Devices
- NJS-PR1: Node.js Programming
- SWF-PR1: Apple Swift Programming
- JAV-TA: Automated Test Framework Development In Java
- SEL-PR: Automated Testing using Selenium
- UFT-PR: Automated Testing using Unified Testing Framework
- BUS-AN2: Business Analysis for Object Oriented Design
- TBL-RP: Reporting with Tableau Software
- MSF-AD12: MS Windows Server 2012 Active Directory Services
- CMP-CL1: Comptia 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
- 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
- AWS-CC: Cloud computing with Amazon Web Services
- MSO-365: Migrating Exchange Server to MS Office 365
- GOO-AN: Implementing Google Analytics
- GOO-AD: Google Adwords Administration
- MSF-AC: Microsoft Access Programming
- 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-SPS: Microsoft Sharepoint Designer
- 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-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
- 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
- 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
- Software Development Lifecycle Six Sigma Quality Best Practices
- Information Technology Infrastructure Library Implementation
- Information Technology Infrastructure Library Best Practices
- Network Security – Ethical Hacking
- Network Security – Applied Computer Forensics
- 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
- LIN-SA: Linux System Administration
- LIN-NA: Linux Network Administration
- 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
- SQL-MD12: SQL Server 2012 Multi-Dimensional Expressions and Data Analysis Expressions
- SQL-RS12: SQL Server 2012 Reporting Services
- SQL-AS12: SQL Server 2012 Analysis Services
- SQL-BID: SQL Server 2012 Designing Business Intelligence Solutions
- MSF-VS: Microsoft Visio 2010
- MSF-PS1: MS Windows Administration with Powershell I
- MSO-365: Migrating Exchange Server to Office 365
- MSF-410: Installing and configuring Windows Server 2012
- MSF-411: Administering Windows Server 2012
- MSF-412: Configuring Advanced Windows Server 2012 Services
- CIS-NPR: Cisco CCNP Routing and Switching
- CIS-SP1:Computer Information Systems Security Protocol
- CEH-P1: Certified Ethical Hacking Training
- CAP-P1: Computer Systems Authorization Protocol
- WIR-TS: Wireless Technology Specialist
- WIR-NA Wireless Network Administration

- CMP-MOB: Comptia Mobility+ (MBO-001)
- CMP-SM: Comptia Social Media Security
- BUS-AN: Business Analysis and Modeling
- HAD-DB1: Big Data Management with Hadoop
- MON-DB1: Big Data Management with MongoDB
- PYT-PR: Programming in Python
- PRL-PR: Programming in Perl
- JVS-PR: Javascript Programming
- PHP-PR: Programming in PHP
- WRD-PR: Website Design with Wordpress
- LIN-WI: Linux for Windows Users
- QCB-A1: Quickbooks Training
- MSF-AZ: Microsoft Azure Infrastructure Solutions
- LIN-SH: Linux Shell Scripting
- TBL-MS: Mastering Tableau Software for Data Science
- NET-FN: Networking Fundamentals
- WIR-TS: Troubleshooting Networking with Wireshark software
- MPM-PR: Multi-Platform Mobile Development

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: Santa Ana Chamber of Commerce	CCG No.: ET17-0269
Reference No: 17-0024	Page 1 of 3

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Coherent, Inc.
Address: 5100 Patrick Henry Drive
City, State, Zip: Santa Monica, CA 95054
Collective Bargaining Agreement(s): No
Estimated #of employees to be retrained under this Agreement: 40
Total # of full-time company employees worldwide: 2,720
Total # of full-time company employees in California: 885
Company: Forcepoint LLC
Address: 10240 Sorrento Valley Road
City, State, Zip: San Diego, CA 92121
Collective Bargaining Agreement(s): No
Estimated # of employees to be retrained under this Agreement: 6
Total # of full-time company employees worldwide: 2,370
Total # of full-time company employees in California: 250
Company: HC Pacific
Address: 536 Ontario Mills Parkway
City, State, Zip: Ontario, CA 91764
Collective Bargaining Agreement(s): No
Estimated # of employees to be retrained under this Agreement: 35
Total # of full-time company employees worldwide: 40
Total # of full-time company employees in California: 35
Company: Neardata, Inc.
Address: 4502 Dyer Street, Ste. 103
City, State, Zip: La Crescenta, CA 91214
Collective Bargaining Agreement(s): No
Estimated # of employees to be retrained under this Agreement: 4
Total # of full-time company employees worldwide: 32
Total # of full-time company employees in California: 31

Participating Employers in Retrainee
Multiple Employer Contracts

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Pacific Aerospace Resources and Technologies
Address: 18200 Phantom West
City, State, Zip: Victorville, CA 92394
Collective Bargaining Agreement(s): No
Estimated # of employees to be retrained under this Agreement: 110
Total # of full-time company employees worldwide: 110
Total # of full-time company employees in California: 110
Company: SACA Technologies
Address: 5101 E. La Palma Avenue
City, State, Zip: Anaheim, CA 92807
Collective Bargaining Agreement(s): No
Estimated # of employees to be retrained under this Agreement: 35
Total # of full-time company employees worldwide: 98
Total # of full-time company employees in California: 52
Company: Shimento, Inc.
Address: 1350 Hayes Street, Suite B-4
City, State, Zip: Benicia, CA 94510
Collective Bargaining Agreement(s): No
Estimated # of employees to be retrained under this Agreement: 5
Total # of full-time company employees worldwide: 143
Total # of full-time company employees in California: 65
Company: Spireon, Inc.
Address: 16802 Aston Street
City, State, Zip: Irvine, CA 92606
Collective Bargaining Agreement(s): No
Estimated # of employees to be retrained under this Agreement: 25
Total # of full-time company employees worldwide: 500
Total # of full-time company employees in California: 250

Participating Employers in Retrainee
Multiple Employer Contracts

Contractor's Name: Santa Ana Chamber of Commerce	CCG No.: ET17-0269
Reference No: 17-0024	Page 3 of 3

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Stratus Aircraft Services, Inc.
Address: 265 N. Leland Norton Way
City, State, Zip: San Bernardino, CA 92408
Collective Bargaining Agreement(s): No
Estimated # of employees to be retrained under this Agreement: 23
Total # of full-time company employees worldwide: 23
Total # of full-time company employees in California: 23
Company: Ursus, Inc.
Address: 1161 Mission Street
City, State, Zip: San Francisco, CA 94103
Collective Bargaining Agreement(s): No
Estimated # of employees to be retrained under this Agreement: 1
Total # of full-time company employees worldwide: 25
Total # of full-time company employees in California: 18
Company: Viscira, LLC
Address: 200 Vallejo Street
City, State, Zip: San Francisco, CA 94111
Collective Bargaining Agreement(s): No
Estimated # of employees to be retrained under this Agreement: 35
Total # of full-time company employees worldwide: 100
Total # of full-time company employees in California: 100

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Associated Builders and Contractors Northern California Chapter Training Trust Fund

Agreement Number: ET17-0916

Panel Meeting of: October 28, 2016

ETP Regional Office: San Francisco Bay Area **Analyst:** C. Hoover

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprenticeship Veterans	Industry Sector(s):	Construction Priority Industry: ☒ Yes ☐ No
Counties Served:	Alameda, Contra Costa, El Dorado, Fresno, Kern, Marin, Mendocino, Merced, Monterey, Napa, Placer, Sacramento, San Francisco, San Joaquin, San Mateo, Santa Clara, Santa Cruz, Solano, Sonoma, Stanislaus, Tuolumne, Yolo	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		≤0%	

FUNDING DETAIL:

Program Costs	+	Support Costs	=	Total ETP Funding
$470,945		$32,720 8%		$503,665

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

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate Apprentice	Commercial Skills, HAZWOPER, OSHA 10/30	280	8-210	0	$1,599	$21.28
				Weighted Avg: 115			
2	Retrainee Priority Rate Journeyman	Business Skills, Commercial Skills, OSHA 10/30	85	8-200	0	$376	$21.28
				Weighted Avg: 16			
3	Veteran Apprentice	Commercial Skills, HAZWOPER, OSHA 10/30	15	8-210	0	$1,599	$21.28
				Weighted Avg: 115			

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

$6.50 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Painters		44
Electricians I		97
Electricians II		89
Carpenters I		23
Carpenters II		4
Construction Craft Laborers		23
Job Number 2		
Journeymen Electricians I		80
Journeymen Electricians II		5
Job Number 3 (Veterans)		
Painters		1
Electricians I		8
Electricians II		1
Carpenters I		2
Carpenters II		1
Construction Craft Laborers		2

INTRODUCTION

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

The Association has been in existence since 1976, having been formed originally as the Golden Gate Chapter. It has a current membership of approximately 600 large and small employers located throughout 22 counties in Northern California: Alameda, Contra Costa, El Dorado, Fresno, Kern, Marin, Mendocino, Merced, Monterey, Napa, Placer, Sacramento, San Francisco, San Joaquin, San Mateo, Santa Clara, Santa Cruz, Solano, Sonoma, Stanislaus, Tuolumne, and Yolo. The Association provides many services to its membership in affiliation to apprenticeship training.

Under the terms of the trust, each participating employer is responsible for compliance with statutory/regulatory requirements for apprenticeship training with oversight by the DAS. There are five apprenticeship programs pertinent to the trade groups hired by participating employers.

There is a trade-based Related & Supplemental Instruction (RSI) curriculum for each program, as approved by DAS. Each participating employer is responsible for filing apprentice wage scales with DAS, as a proportion of journeyman wages.

The five UAC program sponsors are shown below; however, the Plumber's UAC is not going to be included within this Agreement:

- Associated Builders and Contractors NorCal Chapter Carpentry UAC, 48 training months
- Associated Builders and Contractors NorCal Chapter Construction Craft Laborer UAC, 24 training months
- Associated Builders and Contractors NorCal Chapter Electrical UAC, 60 training months
- Associated Builders and Contractors NorCal Chapter Painting UAC, 48 training months
- Associated Builders and Contractors NorCal Chapter Plumbing UAC, 48 training months.

Employer Demand

This new proposal will expand electricians, painters, carpenters and laborers' skills in preparation for current and upcoming construction projects in Northern California. This includes the following specific projects: Manteca WQCF Digester Improvements Project; Carmel Area Wastewater District's Treatment Plant; UC Davis Tercero III Student Housing Project; General Purpose Warehouse (Tracy, CA); REACT Center (Modesto, CA); Folsom State Prison; Sacramento Downtown Plaza; Petaluma Joint Union High School District Solar Project; Stanislaus County REACT; Echowater Project (Elk Grove, CA); McKinleyville Wastewater Facility Improvements Project; plus, the Sacramento Community College Davis Center at UC Davis West Village.

There has been an increased awareness and demand for a skilled and trained workforce, which has been driving a large number of individuals towards the apprenticeship programs. New state legislation requires that at least 40% - 60% of Journeymen working on specific job sites must be graduates of an apprenticeship program approved by DAS. This applies to all Journeymen in an

apprentice-able occupation. According to ABC Nor-Cal Trust, this is evidence of growing and ongoing demand for graduates of their apprenticeship program.

In addition, construction industry employment rates continue to increase, and approximately 17% of the current workforce will retire in the next few years. As such, employers are focused on finding, training, and retaining new skilled workers. Apprenticeship training has proven to be an effective strategy to meet these needs, driving more employers to be involved with the programs.

This is the second ETP Agreement (contract) between ETP and the ABC NorCal Trust. However, this is the first time Veterans and Journeymen have been included with the Apprentice trainees.

Under this proposal, the Trust seeks to train even more apprentices, as needed to meet employer demand. The number of UAC apprentice graduates is steadily increasing: 2014 was at 43; 2015 was at 39; 2016 is at 79; and 2017 is estimated to be 59.

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). The Panel adopted the Apprenticeship Training Program as a pilot in March 2012. It is designed to supplement cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training.

Apprenticeships are a multi-year training program that results in DAS certification to work as a Journeyman. They are authorized in California under the Shelly-Maloney Apprenticeship Labor Standards Act of 1939. Apprentices commit to training under contract with an apprenticeship program sponsor. They advance through a series of apprenticeship levels as they complete modules of RSI and on-the-job training. Wages are paid for hours worked on the job, in progression with a series of advancements up to the Journeyman level.

Apprentice programs may be sponsored by a Unilateral Apprenticeship Committee (UAC), created through a trade association with employer contributions to a training trust fund.

Depending on the type of trade, apprenticeship programs vary in length, typically from 2-6 years. They also vary in size, ranging from less than 10 to several hundred apprentices at any given point in time. Several types of trainees are eligible under the Apprenticeship Program: Apprentices (second-year), Journeymen and Pre-Apprentices. First-year Apprentices are not eligible due to the higher drop-out rates associated with this entry-level.

ETP funding flows through a Multiple Employer Contract in this proposal held by a UAC. The employers are not “participants” but are members of a trade association.

RSI is traditionally delivered as class/lab, and ETP does not reimburse CBT delivery for apprenticeship training. The curriculum is developed with input from DAS and a designated Local Educational Agency; in this proposal the LEA is Eden Area Regional Occupational Program. 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 (≤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.]

Under the Apprenticeship Training Program, the post-retention wage has been standardized to $21.28 per hour reflecting the Special Employment Training (SET) wage for Priority Industry. This wage was chosen for ease of administration, recognizing that most Apprentices and all Journeymen exceed the highest ETP wage requirements. However, the actual wage is displayed in the Training Plan Table and contract, if it exceeds $21.28.

PROJECT DETAILS

All training outlined in this proposal will be center-based, classroom/laboratory training occurring at the UAC's training facility in Livermore. Journeymen will receive Commercial Skills, Business Skills and OSHA 10/30; Apprentices and Veteran Apprentices will receive Commercial Skills, HAZWOPER and OSHA 10/30.

Training Plan

The proposed center-based training is scheduled to begin in November 2016. Trainers are journeymen craft professionals with at least 20 years of prior teaching experience.

Journeymen

Business Skills (10%): This training will be offered to journeymen electricians. The purpose of this training will be to upgrade the journeymen's business skills, while delivering courses in Cost Awareness and Control, Crew Leader, Fundamentals of Crew Leadership, Negotiations, Planning and Scheduling, Problem Solving, Record Keeping, Document Control and Estimating in order to prepare them for superintendent and foreman responsibilities. Training will help the journeymen's productivity, and it will give the trainee the required on-the-job skills that are needed for career advancement.

Commercial Skills (85%): This training will be offered to Journeymen who will receive the most up-to-date skills training required to perform by occupation. Training will help journeymen gain the skills to work safely and productively in their various trades.

OSHA 10/30 (5%): This training will be delivered to all of the journeymen.

Apprentice

Commercial Skills (85%): This training will be offered to apprentices who will receive the most up-to-date skills training required to perform by occupation. Training will help apprentices gain the skills to work safely and productively in their various trades.

HAZWOPER (10%): This training will be offered to the Construction Craft Laborers' apprentices.

OSHA 10/30 (5%): This training will be offered to all of the apprentices.

Certified Safety Training

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

2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is also a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Commitment to Training

ABC NorCal Trust represents that signatory employers will continue to pay into the Trust for Journeyman and Apprentice training. In addition, employers must provide structured, on-the-job training for apprentices that meet DAS standards. ETP funds supplement and do not displace employer contributions to training. Safety training is provided by the participating employers in accordance with all requirements under state and federal law.

Record Keeping

ABC NorCal Trust will be using an established Learning Management System (LMS)-FlashPoint developed by Data Research Group for record keeping, which is currently in place as it has been used over the last four years and is an established record-keeping practice. ETP staff has approved the LMS. The LMS is utilized by the Apprenticeship Director, Apprenticeship Coordinator and Training Director. The contractor has completed the Electronic Training Questionnaire and an Authorization Log providing detailed information about the LMS.

Impact/Outcome

Apprentices will be certified as journeymen workers once they have completed the entire apprentice curriculum.

Marketing and Support Costs

ABC NorCal Trust programs are advertised on the Association website and the DAS website. Announcements for the apprenticeship programs are sent to local, state, federal agencies, community colleges and community based organizations. Staff members visit the Employment Development Department and One Stop offices to disseminate information about the programs. In addition, staff and committee representatives attend various career fairs and school career days.

ABC NorCal Trust requests 8% support costs to assist staff in recruiting and qualifying additional participating employers for this program. While many participating employers have already been recruited, additional recruitment and assessment activities with employers must occur to support apprenticeship training. Staff recommends 8% support costs.

Tuition Reimbursement

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

Veteran Apprentice

The Veteran training curriculum will be the same as the Apprentice training outlined above. These trainees are in a separate Job Number to better track performance toward the goal of improved outreach for Veterans. ABC Nor-Cal Trust has committed to train 15 veterans.

The Panel has established a higher reimbursement rate and other incentives for training California veterans. Higher support costs are also available to reach participants for this program. However, ABC Nor-Cal Trust is only requesting 8% support costs for Job Number 3.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by ABC Nor-Cal Trust under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET14-0901	Livermore	8/1/2013-7/31/2015	$299,880	$299,880 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours
8-210 (Job Numbers 1 & 3)

Trainees may receive any of the following:

APPRENTICE

COMMERCIAL SKILLS

CARPENTER

- Advanced Hand & Power Tools
- Advanced Roof Systems
- Advanced Stair Systems
- Advanced Wall Systems
- Basic Communication Skills
- Basic Employability Skills
- Basic Safety
- Basic Stair Layout
- Building Materials, Fasteners, and Adhesives
- Cabinet Installation
- Ceiling Joist and Roof Framing
- Cold-Formed Steel Framing
- Commercial Drawings
- CPR / First Aid / Automated External Defibrillator
- CPR / First Aid / Automated External Defibrillator Refresher
- Crane Signaling & Rigging certification
- Doors and Door Hardware
- Drywall Finishing
- Drywall Installation
- Exterior Finishing
- Fall Protection & Ladder Safety
- Fire Watch & Extinguisher Training
- Floor Systems
- Foundations and Slab-on-Grade
- Fundamentals of Crew Leadership
- Handling and Placing Concrete
- Horizontal Formwork
- Introduction to Apprenticeship
- Introduction to Building Envelope Systems
- Introduction to Construction Drawings
- Introduction to Construction Drawings, Specifications, and Layout
- Introduction to Construction Equipment
- Introduction to Construction Math
- Introduction to Hand Tools
- Introduction to Materials Handling
- Introduction to Power Tools
- Introduction to Weatherization
- Job-Site Safety
- Lift Certifications
- Orientation to the Trade (Carpentry)

- Properties of Concrete
- Reinforcing Concrete
- Rigging Equipment
- Rigging Practices
- Roofing Applications
- Rules and Regulations
- Scaffold Erector & User
- Site Layout One: Differential Leveling
- Site Layout Two: Angular and Distance Measurement
- Site Preparation
- Solar Installation Awareness
- Suspended Ceilings
- Thermal and Moisture Protection
- Tilt-Up Wall Panels
- Total Robotics Training
- Trenching and Excavating
- Vertical Formwork
- Wall Systems
- Window, Door, Floor, and Ceiling Trim
- Your Role in the Green Environment

CONSTRUCTION CRAFT LABORER

- Basic Communication Skills
- Basic Employability Skills
- Basic Safety
- Confined Space
- CPR / First Aid / Automated External Defibrillator
- Crane Signaling & Rigging
- Fall Protection & Ladder Safety

Fencing

- Fire Watch
- Flagging & Traffic Control
- Interpreting Civil Drawings
- Introduction to Apprenticeship
- Intro to Concrete Construction and Finishing
- Introduction to Construction Drawings
- Introduction to Construction Math
- Introduction to Hand Tools
- Introduction to Materials Handling
- Introduction to Power Tools
- Job-Site Safety
- Lift Certifications
- Oxy-Fuel Cutting
- Paving
- Placing Concrete
- Rigging & Delivering Pipe
- Rules & Regulations
- Scaffold Erector & User

Soils

- Storm Water Pollution Prevention Plan (SWPPP)
- Tools & Equipment – Pipe Layer

- Tools and Equipment - Concrete Finishing
- Waste Management
- Your Role in the Green Environment

ELECTRICIAN

- Advanced Controls
- Alternating Current
- Arc Flash and High Voltage Safety Training
- Basic Communication Skills
- Basic Electrical Construction Drawings
- Basic Electronic Theory
- Basic Employability Skills
- Basic Safety
- Cable Tray
- CADWELD Certification
- Circuit Breakers and Fuses
- Commercial Electrical Services
- Conductor Installations
- Conductor Selection and Calculations
- Conductor Terminations and Splices
- Conductors and Cables
- Conduit Bending
- Confined Space Awareness
- Control Systems and Fundamental Concepts
- CPR/ First Aid / Automated External Defibrillator
- CPR/ First Aid / Automated External Defibrillator Refresher #1
- CPR/ First Aid / Automated External Defibrillator Refresher #2
- Device Boxes
- Distribution Equipment
- Electric Lighting
- Electrical Safety
- Electrical Test Equipment
- Electrical Theory
- Fall Protection & Ladder Safety
- Fire Alarm Systems
- Fundamentals of Crew Leadership
- Grounding and Bonding
- Hand Bending
- Hazardous Locations
- Health Care Facilities
- Heat Tracing and Freeze Protection
- HVAC Controls
- Introduction to Apprenticeship
- Introduction to Construction Drawings
- Introduction to Construction Math
- Introduction to Electrical Circuits
- Introduction to Hand Tools
- Introduction to Materials Handling
- Introduction to Power Tools
- Introduction to the National Electrical Code
- Job-Site Safety

- Lift Certifications
- Load Calculations - Branch and Feeder Circuits
- Load Calculations - Feeders and Services
- Medium - Voltage Terminations/Splices
- Motor Calculations
- Motor Controls
- Motor Operation and Maintenance
- Motors: Theory and Application
- National Electric Code (NEC) Test Preparation
- Orientation to the Electrical Trade
- Overcurrent Protection
- Programmable Logic Controllers (PLC)
- Practical Applications of Lighting
- Pull and Junction Boxes
- Raceways and Fittings
- Residential Electrical Services
- Rigging Awareness
- Rules & Regulations
- Solar Installer Certification
- Special Locations
- Specialty Transformers
- Standby and Emergency Systems
- Terminations Presentation

Transformers

- Voice, Data, & Video

PAINTER

- Abrasive Blasting
- Basic Communication Skills
- Basic Employability Skills
- Basic Safety
- Basic Surface Preparation
- Brushing and Rolling Paints and Coatings
- Careers in the Painting Trade
- Chemical Cleaning and Stripping
- Clear Finishes
- Coatings Three
- Coatings Two
- Color and Tinting
- Confined Space
- CPR/ First Aid / Automated External Defibrillator
- CPR/ First Aid / Automated External Defibrillator Refresher
- Decorative (Faux) Finishes
- Drywall Finishing and Patching
- Fall Protection & Ladder Safety

Graphics

- Identifying Surface/Substrate Materials and Conditions
- Industrial Coating Application
- Industrial Coatings
- Industrial Containment/Ventilation
- Industrial Fall Protection

- Industrial Quality Inspections
- Industrial Safety
- Industrial Surface Prep I
- Industrial Surface Prep II
- Industrial Surface Prep III
- Introduction to Apprenticeship
- Introduction to Construction Drawings
- Introduction to Construction Math
- Introduction to Hand Tools
- Introduction to Materials Handling
- Introduction to Paints and Coatings
- Job Planning and Completion
- Job-Site Safety
- Job Supervision, Planning and Control
- Ladders, Scaffolds, Lifts, and Fall Protection
- Lift Certifications
- Low-Pressure Water Cleaning
- Painting Failures and Remedies
- Painting Failures and Remedies Two
- Protecting Adjacent Surfaces
- Respirator Training & Fit Testing
- Rules & Regulations
- Safety
- Scaffold Erector & User
- Sealants and Repair/Fillers
- Society for Protective Coatings (SSPC)
- Spray Painting
- Spraying with Special Devices
- Stains
- Texturing
- Wallcovering
- Wood Finishing
- Your Role in the Green Environment
- Lead Related Construction Worker (LRCW)
- Mold & Asbestos
- Renovation, Repair, and Painting (RRP)

HAZWOPER (OSHA CERTIFIED INSTRUCTOR)

- HAZWOPER 40

OSHA 10/30 (OSHA CERTIFIED INSTRUCTOR)

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

Class/Lab Hours **JOURNEYMAN**

8-200 (Job Number 2)

Trainees may receive any of the following:

BUSINESS SKILLS

- Computer Applications
- Construction and Project Management
- Contract and Construction Documents
- Cost Awareness and Control
- Crew Leader
- Document Control and Estimating
- Employee Motivation
- Fundamentals of Crew Leadership
- Human Relations and Problem Solving
- Negotiations
- Planning and Scheduling
- Problem Solving
- Quality Control
- Recordkeeping
- Resource Control and Awareness

COMMERCIAL SKILLS

- Access Control Systems
- Advanced Wall Systems
- Advanced Roof Systems
- Advanced Stair Systems
- Alternating Current
- Arc Flash National Fire Protection Association (NFPA) 70E
- Audio Systems
- Basic Communication Skills
- Basic Electrical Construction Drawings
- Basic Employability Skills
- Basic Rigging
- Basic Stair Layout
- Broadband Systems
- Building Materials, Fasteners, and Adhesives
- Busses and Networks
- Cabinet Installation
- CCTV Systems
- Ceiling Joist and Roof Framing
- Cold-Formed Steel Framing
- Commercial Drawings Elective for Residential Path
- Conductors and Cables
- Conductor Selection and Calculations
- Construction Materials and Methods
- CPR/ First Aid/ Automated External Defibrillator
- CPR/ First Aid / Automated External Defibrillator Refresher
- Craft Related Math
- Devise Boxes
- Doors and Door Hardware
- Drywall Finishing

- Drywall Installation
- Electrical Lighting
- Electric Motors and Motor Control Circuit Repair & Maintenance
- Electrical Test Equipment
- Electrical Theory
- Exterior Finishing Elective for Commercial Path
- Fasters and Anchors
- Fencing
- Fiber Optics
- Fire Alarm Systems
- Fire Watch
- Flagging
- Floor Systems
- Foundations and Slab-on-Grade
- Generators & Emergency Power
- Grounding and Bonding
- Hand Bending
- Handling and Placing Concrete
- High Voltage Electrical Safety Training
- Horizontal Formwork
- Instructor Upgrade
- Instrumentation, Process Measurement & Control
- Intro to Blueprints
- Intro to Building Envelope Systems
- Introduction to Construction Equipment
- Intro to Construction Math
- Intro to Electric Circuits
- Intro to Electric Theory
- Intro to Hand Tools
- Intro to National Electric Code
- Introduction to Ox-Fuel Cutting and Arc Welding
- Intro to Power Tools
- Intrusion Detection Systems
- Load Calculations – Branch Feeder Circuits
- Low Voltage Cabling
- Maintenance and Repair
- Media Management Systems
- Motor Theory and Application
- NEC Code Update
- One and Two Family Dwellings
- Overcurrent Protection
- Overview of Nurse Call and Signaling Systems
- Oxy-Fuel Cutting
- Pathways and Spaces
- Paving
- Programmable Logic Controller (PLC) for Non-Programmers
- PLC Programming and Application
- Placing Concrete
- Practical Applications of Lighting
- Properties of Concrete
- Rack Assembly

- Raceways and Fittings
- Reinforcing Concrete
- Residential Electrical Services
- Rigging and Delivering Pipe
- Roofing Applications
- Scaffold User and Erector
- Site Layout One—Differential Leveling
- Site Layout Two—Angular and Distance Measurement
- Site Preparation
- Site Survey
- Soils
- Storm Water Pollution Prevention Plan (SWPPP)
- Suspended Ceilings
- Switching Devices and Timers
- System Commissioning and User Training
- System Integration
- Terminating Conductors
- Thermal and Moisture Protection
- Tilt-up Wall Panels
- Tools and Equipment – Concrete Finishing
- Tools and Equipment – Pipe Layer
- Trenching and Excavating
- Uninterruptible Power Supply Systems
- Voice and Data Systems
- Wall Systems
- Wiring and Troubleshooting Residential Electrical Systems
- Wireless Communication
- Your Role in the Green Environment
- Accident Investigations: Data Analysis
- Accident Investigations: Policy and Procedures
- Concrete and Masonry Safety
- Confined Space
- Confined Space Entry Procedures
- Electrical and High-Voltage Hazards
- Emergency Action Plans
- Environmental, Safety & Health (ES&H) Data Tracking and Trending
- Environmental Awareness
- Fall Protection
- Field Safety
- Fire Protection and Prevention
- Forklift Safety
- Hazardous Communication
- Hazard Recognition, Evaluation, and Control
- Heavy Equipment, Crane, and Rigging Safety
- Horizontal Directional Drilling Hazards
- Inspections, Audits, and Observations
- Intro to Safety
- JSA's (Job Safety Analysis) and TSA's (Task Safety Analysis)
- Ladders and Scaffolding
- Lockout/Tag out
- Trainer Course for Construction (OSHA 500)

- Inspection Procedures (OSHA Compliance)
- Personal Protective Equipment (PPE)
- Risk Analysis Assessment
- Safety Orientation and Training
- Safety Meetings
- Site-Specific Environmental, Safety and Health (ES&H) Plans
- Steel Erection
- Trenching Safety
- Walking and Working Surfaces
- Welding Safety
- Work Permit Policies
- Work Zone Safety

OSHA 10/30 (OSHA CERTIFIED INSTRUCTOR)

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

Note: Reimbursement for all Apprenticeship training is capped at 200 total training hours per trainee in Commercial Skills and 10 hours of either OSHA 10 or 30 for a total of 210 hours regardless of the method of training delivery. Safety training cannot exceed 10% of total training hours for any individual trainee. This 10% safety training cap does not apply to HAZWOPER or HAZMAT or OSHA 10/30 training.

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

California Labor Federation, AFL-CIO

Agreement Number: ET17-0913

Panel Meeting of: October 28, 2016

ETP Regional Office: San Francisco Bay Area **Analyst:** D. Woodside

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprenticeship Veterans	Industry Sector(s):	Construction Green Technology Priority Industry: ☒ Yes ☐ No
Counties Served:	Statewide	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No Various Local Unions		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		N/A	

FUNDING DETAIL

Program Costs	+	Support Costs	=	**Total ETP Funding**
$888,000		$61,452 8%		$949,452

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

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Priority Rate Journeyman	Commercial Skills, Computer Skills, Business Skills, OSHA 10/30	45	8-200	0	$564	$27.31
				Weighted Avg: 24			
2	Apprentice (Bricklayers & Allied Crafts-46 Northern CA Counties)	Commercial Skills OSHA 10/30	81	8-210	0	$2,224	$21.28
				Weighted Avg: 160			
3	Apprentice (Electrician-Tri-County Electrical)	Commercial Skills OSHA 10/30	31	8-210	0	$2,780	$23.73
				Weighted Avg: 200			
4	Apprentice (Electrician-Santa Barbara)	Commercial Skills OSHA 10/30	26	8-210	0	$2,780	$21.28
				Weighted Avg: 200			
5	Apprentice (Sheet Metal Worker-Fresno)	Commercial Skills OSHA 10/30	33	8-210	0	$2,780	$21.28
				Weighted Avg: 200			
6	Apprentice (Electrician/ Inside Wireman-San Joaquin & Calaveras)	Commercial Skills OSHA 10/30	30	8-210	0	$2,780	$21.28
				Weighted Avg: 200			
7	Apprentice (Electrician-Central Valley)	Commercial Skills OSHA 10/30	64	8-210	0	$2,780	$21.28
				Weighted Avg: 200			
8	Apprentice (Plasterer-So. Cal)	Commercial Skills OSHA 10/30	42	8-210	0	$2,224	$21.28
				Weighted Avg: 160			
9	Apprentice (Sheet Metal Worker-Kern/Bakersfield)	Commercial Skills OSHA 10/30	15	8-210	0	$2,780	$21.28
				Weighted Avg: 200			
10	Veteran Apprentice (All Trades)	Commercial Skills OSHA 10/30	35	8-210	0	$2,780	$21.28
				Weighted Avg: 200			

Minimum Wage by County: $21.28 Statewide Average Hourly Wage (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

All Collective Bargaining Agreements provide for health benefits and the amount varies by union local.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1 Journeyman:		
Bricklayers & Allied Crafts		10
Electricians		20
Plasterers		5
Sheet Metal Workers		10
Job Numbers 2 – 10 Apprentice:		
Bricklayers & Allied Crafts (46 No. CA Counties)		81
Electricians (Tri-County)		31
Electricians (Santa Barbara)		26
Sheet Metal Workers (Fresno)		33
Electricians, Inside Wireman (San Joaquin & Calaveras)		30
Electricians (Central Valley)		64
Plasterers (San Diego)		42
Sheet Metal Workers (Kern & No Los Angeles)		15
Job Number 10 Veterans across all Trades		35

*The wage range for Journeymen is due to cost-of-living adjustment by geographic region and varying union locals.

INTRODUCTION

The California Labor Federation, AFL-CIO (CalFED) (www.californialabor.org) seeks funding for its fifth statewide "Building Green Skills" training program. This project will be coordinated by the CalFED Workforce and Economic Development (WED) program.

Founded in 1901, CalFED is an umbrella organization comprised of 1,200 unions, representing 2.1 million union members in manufacturing, retail, construction, hospitality, the public sector, health care, entertainment and other industries in California. CalFED is a repeat contractor, and meets ETP eligibility requirements as a Workforce Innovation and Opportunity Act recipient. Through this proposal, CalFED will serve its membership working in construction.

This project would include Journeyman upgrade and Apprentice training. Training will alllow Journeymen in various construction trades to learn skills that are in demand for commercial and industrial construction, public infrastructure projects, and "green" construction. Apprenticeship training, the primary focus of this proposal, will include courses on new energy efficiency regulations and goals, in addition to standard Related and Supplemental Instruction (RSI).

PROJECT DETAILS

Assisting Smaller JATC's

CalFED's project acts as an incubator for smaller apprentice programs that do not have the staff capacity to hold their own ETP contract. For example, many of the JATCs listed in this project have either part-time or no administrative assistance. These small JATCs operate in rural communities throughout the state including Fresno, Bakersfield, Tracy, Stockton, Santa Barbara,

and outlying areas of San Diego and Modesto. The goal is to "graduate" a JATC into its own ETP contract based on its performance under this proposal along with improvements in its DAS completion rate. To date, this model has allowed eight JATCs to hold their own ETP contracts.

Of the eight small JATCs in this proposal, seven participated in the prior ETP Agreement held by Cal-FED. One JATC, Northern California Plasterers, "graduated" and has applied and received ETP funding individually. The Sheet Metal Worker JATC in Fresno is a newly participating JATC under this proposal.

Each JATC is a DAS-approved apprenticeship program sponsor. Training will be in a series of occupations as shown below for Job Number:

Job No. 2: Bricklayers & Allied Crafts Local 3 JATC
Marble Mason
Marble Finisher
Terrazzo Mechanic
Terrazzo Finisher
Pointer-Cleaner-Caulker
Bricklayer
LEA: Hayward and San Leandro Adult Schools

Job No 3: Tri-County Electrical Local 234 JATC
Electrician
LEA: Hartnell Community College

Job No. 4: Santa Barbara County Electrical Local 413 JAC
Electrician
LEA: LA County Office of Education and Allan Hancock Community College

Job No. 5: Fresno Sheet Metal Local 104
Sheet Metal Worker
LEA: Fresno Regional Occupational Program

Job No. 6: San Joaquin & Calaveras Counties Electrical Local 595 JATC
Electrician
Inside Wireman
LEA: San Joaquin Delta Community College

Job No. 7: Central Valley Electrical Local 684 JATC
Electrician
LEA: Stanislaus County Office of Education

Job No. 8: San Diego Plastering Industry Local 200 JATC
Plasterers
LEA: North Orange County Regional Occupational Program

Job No. 9: The Kern & Northern Los Angeles Countries A/C and Sheet Metal Local 105
Sheet Metal Workers
LEA: Bakersfield Community College

Job No. 10: Apprentice-Veterans/Across all JATCs and Occupations/Trades

Veteran Apprentice

The Veteran training curriculum will be the same as Apprentice training. These trainees are in a separate Job Number to better track performance toward the goal of improved outreach for Veterans. CalFED is committed to supporting job-related training that helps Veterans transition into the California workforce. However, this is the first time Veterans have been included as a discrete cohort of Apprentice trainees.

Participating JATCs recruit Veterans in cooperation with Helmets to Hardhats, a national joint labor-management program that recognizes the link between skills acquired in military service and the building trades. Individual JATCs may also advertise special days on their websites just for veterans to come in and apply for the apprenticeship program. In some cases, veterans who apply for an apprenticeship can skip the first stage (the written assessment) and go the second stage (the interview).

Apprenticeship Pilot

The Panel is authorized to fund Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the DAS. ETP funding is designed to supplement cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Depending on the type of trade, apprenticeship programs vary in length. In this case, the programs vary from three to five years.

Apprentice programs are typically sponsored by a Joint Apprenticeship Training Committee (JATC). A JATC is created through collective bargaining, with an equal number of members appointed by union and management with employer contributions to a training trust fund. The employers are not “participants” but are signatories to the Collective Bargaining Agreement.

RSI is traditionally delivered as class/lab, and ETP does not reimburse CBT delivery for apprenticeship training. The curriculum is developed with input from DAS and a designated Local Educational Agency (all outlined above). The Apprenticeship Program allows reimbursement for up to 200 hours of RSI plus OSHA10/30, per-apprentice. (Journeymen are capped at 200 hours.)

For the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

To ensure ETP does not displace Montoya Funds, Apprenticeship Pilot reimbursement is reduced by $5.00, reducing the priority industry rate from $18.00 to $13.00 per hour. The ETP wage for Apprentices will be the SET Statewide rate as modified for priority industries ($21.28 per hour). ETP funding will only apply to apprentices in Year 2+ to ensure commitment.

However, the actual wages paid are shown in the Training Plan Table and contract when they exceed $21.28 for Journeymen.

Need for Training

This project will incorporate trade-specific green skills training, which may be ancillary to traditional RSI. According to CalFED, construction trade employers are demanding this type of

specialized skill, even from Apprentices, given recent energy efficiency and renewable energy legislation. CalFED has identified the following factors generating demand for the proposed training:

Employers need: (1) workers who able to construct building and install systems that maintain energy efficient buildings as outlined by LEED and other energy efficiency standards; training in green construction and industry certifications will position the employers to bid on new projects; (2) more qualified construction workers to replace retiring journeymen; (3) workers with the ability to adapt quickly and competently to new technologies, (4) more workers skilled in safety competency, as opposed to just safety awareness and (5) more skilled workers who can meet the demand generated by increased construction of hospitals, prisons, public work projects, commercial buildings, wind and solar projects, office building retrofits and schools.

To stay employable, trainees need the skills to install and maintain new kinds of equipment, work with new materials, and comply with the latest complex and quickly changing energy efficiency standards. For instance, the 2013 Building Energy Efficiency Standards (Title 24) established by the California Energy Commission (CEC), requires training and certification to perform mechanical acceptance testing of newly installed mechanical equipment in non-residential buildings before occupancy is approved. Acceptance Tests ensure code compliance and promote optimization of efficiency and performance for nonresidential buildings. The CEC is currently at a standstill in enforcing the requirement of certifying mechanical equipment per their 2013 standard until a minimum threshold of certified technicians in the discipline of Testing, Adjusting, and Balancing (TAB) become available in all areas of the state of California.

Meeting these changes is not easy for the employers. The training outlined in this proposal will assist employers certify more workers to meet customer demands. Currently, there are no (zero) certified TAB technicians who reside in Kern County. JATCs have not been providing this training in the past due to the low demand for such services by mechanical contractors, but this demand has now changed due to the requirements of Title 24.

Training will also cover energy-efficient technologies and products such as solar photovoltaic panels, wind turbine systems, new motor controls, green building materials; advanced welding skills including Tungsten Inert Gas, Metal Inert Gas and/or Stick Welding; climate energy efficiency and consumption greenhouse gas abatement; solar hot water and water efficiency installation and retrofitting; reuse/recycled water and wastewater treatment systems; and green materials testing and audit equipment. This training will help workers hone the new skills and knowledge necessary to work in green construction.

PROJECT DETAILS

All training outlined in this proposal will be center-based, classroom/laboratory training occurring at each JATC's designated training facility. Journeymen will receive OSHA 10/30, Commercial, Business and Computer Skills; Apprentices and Veteran Apprentices will receive Commercial Skills and OSHA 10/30 training. Instructors are experienced journeymen.

Commercial Skills (80% of Journeyman and 90% of Apprentice training) - Training is customized for each trade, although coursework will also be provided across all trades and occupations in energy audits, equipment installation, testing, energy auditing, green awareness, blueprint reading, and welding.

Computer Skills (5% of Journeyman training) - Training will include scheduling, planning and modeling software and AutoCAD applications that provide trainees with the ability to modify

blueprints, look up project requirements, build budgets and timelines, design virtual buildings, and adjust computerized control systems.

Business Skills (5% of Journeyman training) - Training will teach trainees how to work not only with workers within their trade, but also with other workers on construction projects. Because energy efficiency techniques and new computerization of work involves more coordination than project teams have needed in the past, improved business skills are essential. The proposed training will give trainees the tools to plan, organize and manage projects to complete them efficiently and on time. Training may include team-building, problem-solving, decision-making and leadership skills so that Journeymen can lead and participate effectively in the team environment.

OSHA 10/30 (10% of Journeymen and Apprentice training)

This training provides a complete overview of occupational safety and health so that construction workers are more knowledgeable about workplace hazards. With OSHA30, apprentices will also learn how to respond to such hazards. OSHA 10/30 training is a series of courses "bundled" by industry sector and occupation. This training is not required as a condition of doing business in California. However, the coursework must be approved by, and the instructors must be certified by Cal-OSHA.

Completion of the training results in a certificate that expands employment opportunities. To ensure that each trainee receives certification, ETP will only consider payment earned upon completion of the full 10-hour or 30-hour course. OSHA 10/30 is not included in the 10% limitation on safety training.

Impact/Outcome

The JATCs will offer certification classes for OSHA 10/30, Green Audits, Arc Flash Safety Awareness, Building Automation Systems, Rigging and Lifting, Medical Gas Installer, Medical Gas Brazer, Foreman's Certification, Industrial Rigger Certification and various welding certifications. Currently, there are minimal green certifications for the trades participating in this project. However, such certifications are becoming more widespread. Trainees will be prepared to meet any new requirements.

Feedback comes directly from the employers to the JATCs, based on workplace performance, requests of customers, and needs of the industry as well as course evaluations that are completed by both Journeymen and Apprentices trainees.

Curriculum Development and Feedback

The JATCs use national curricula developed by the international unions in concert with industry organizations such as the International Training Institute and the National Electrical Contractors Association (NECA) and Sheet Metal and Air Conditioning National Association (SMACNA). Curricula are then customized to address the needs of the local union membership, participating employers, and the local construction and green industry technologies and practices.

Training Coordination

The start of ETP training will vary by participating JATCs. At this time, the first training class is scheduled to begin November 1, 2016. Each JATC will be responsible for coordinating and scheduling training classes. While the training schedules vary from trade-to-trade, the majority of training will occur in the fall, winter and spring months.

Commitment to Training

In all instances, the participating JATCs represent that signatory employers will continue to pay into the respective Trusts for Journeyman and Apprentice training. In addition, the signatory employers provide all structured, on-the-job training for Apprentices that meet DAS standards. Safety training is provided by the participating employers in accordance with all requirements under state and federal law.

Marketing, Employer Recruitment & Support Costs

CalFED is requesting 8% in support costs to fund its staff in marketing and assessment. Individual JATCs will market the Journeyman program training programs through direct mailings, informational flyers, personal contacts, telephone calls, public service announcements, emails, and websites. JATCs prepare multimedia materials such as videos to inform employers, workers, students, and community organizations about new Apprenticeship, Journeyman, and green construction training opportunities. The JATCs also work with their local WIBs in actively recruiting Apprentices.

While most participating employers have already been notified, additional outreach and assessment, will occur for journey and apprentice training. Assessment of employer-specific job requirements will occur throughout the term of the contract. CalFED staff will promote the training program at the California annual apprenticeship conference, statewide WIB meetings, labor-industry meetings and CalFED annual workforce development conference. In addition, email and face-to-face marketing to employers, contractors associations, and local unions will be ongoing and necessary to ensure the training program's success.

Each JATCs' Training Coordinator, along with his or her staff, administrative assistants, union representatives and trainers will also assist in marketing, recruiting, conducting needs assessments, and scheduling training. Staff recommends 8% support costs.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

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

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET15-0905	$678,720	08/04/14-08/03/16	284	122	122

Based on ETP Systems, hours of training have been delivered to date sufficient to show earnings of $686,726 (potentially 100% of the Approved Amount). The Close-out Invoice is in process and should be finalized by the October Panel meeting.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET13-0904	Statewide	09/05/2012-09/04/2014	$593,511	$540,578 (91%)
ET11-0310	Statewide	6/30/2011–6/29/2013	$497,530	$487,225 (98%)

DEVELOPMENT SERVICES

Strategy Workplace Communications in Oakland assisted with development of this proposal at no cost.

ADMINISTRATIVE SERVICES

Strategy Workplace Communications will also perform administrative services in connection with this proposal for an amount not to exceed 13% of payment earned.

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours
8-200 Job Number 1

Journeyman

Trainees may receive any of the following:

COMMERCIAL SKILLS

Electricians

- Solar Panel Installation
- Codeology
- National Electrical Code
- Other Recognized Standards (Installation Changes)
- Plan, Build, and Use
- Related Standards (Mandatory and Permissive Rules)
- Special Occupancies and Equipment
- Arc Flash

Analog/Digital Circuit (AC/DC) Principles

- Math for Electricians
- Ohm's Law
- Generators
- Inductance/Reactance
- Series/Parallel Circuits

Grounding

- Grounding and Bounding
- National Electrical Code Article 100-Definitions and Provisions
- National Electrical Code Article 110-Requirements
- National Electrical Code Article 90-Introduction
- National Electrical Code Article Chapters 1-4
- Significant Changes to National Electric Code

Fire Alarm Systems and Installations

- Definitions and Systems
- Initiating Devices and Notification Systems
- National Electrical Code and Installation Requirements
- Start Up and Check Out Procedures
- National Fire Protection Act, 1972 (NFPA 72)

Fire Life Safety

- National Electrical Code (Relating to Fire Alarms)
- National Electrical Code Article 725
- National Electrical Code Article 760
- NFPA 72
- Principles of Electronics

Industrial Motor Control
- Control Relays and Timers
- Jogging and Plugging Controls
- Manual Starters and Magnetic Coils
- Push Buttons, Selector Switches, and Mechanical Devices
- Solid State Electronic Devices
- Variable Frequency Drives

Programmable Logic Control
- Developing Ladder Programming
- Introduction to Programmable Equipment
- Programming Programmable Logic Controllers
- Using Timers and Counters in Logic Programs
- Writing a Program

Electrical Design
- 3 and 4-Way Switching
- Design of Electrical Circuits
- Magnetic Motor Control and the Code
- LonWorks and Building Automation
- Transformers and the Code

Voice, Data, and Video
- Audio Distribution
- CCTV Security Surveillance
- Computer Networking
- Fiber Optics
- Telephonic Interconnect

Industry Specific Skills
- Confined Space Entry
- Specialized Tools
- Conduit Bending
- Rigging
- Firestop Installation
- Blueprints and Schematics
- Work Flow and Resources

California Advanced Lighting Control Program
- Advanced Lighting Control Systems
- Lighting Control Strategies
- Line Voltage Switching Controls
- Low Voltage Switching Control
- Dimming Controls
- Occupancy Sensors
- Photosensors

Sheet Metal Workers

- California Home Energy Rating System Program
- Energy Auditing: Total Building (Green Training)
- Energy Auditing: Total Heating Ventilation and Air Conditioning (HVAC) Systems (Green Training)
- Ducts Maintenance
- Working with Building Materials Training
- Upgrading Lead Handling and Asbestos Removal Skills
- Proper Machine and Equipment Set-Up
- Advanced Welding Skills
- Architecture Designs
- Management and Monitoring of Materials
- Testing Materials and Equipment –Proper Set-Up and Use
- Materials and Equipment Testing for Industrial Use
- Understanding Changes to Industry Standards
- Safe Working Practices
- Rigging and Signal Training
- Lean Construction Training
- Job Coordination Training
- Fire/Life HVAC System Building Inspection Training
- CA Green Building Code Training

All Trades

- Energy Audits
- Welding and Burning
- Aerial Lift
- Proper Installation and Use of Testing and Auditing Materials and Equipment (Green Training)
- Understanding New Technologies and Changes to Industry Standards (Green Training)
- Proper Equipment Set-Up (Green Training)
- Safe Working Practices Advanced Instrumentation and Motor Controls
- Programmable Logic Controllers
- Advanced Welding
- Architecture Designs and Advanced Plan Reading
- Management and Monitoring of Materials
- Testing Materials and Equipment –Proper Set-Up and Use (Green Training)
- Understanding Changes to Industry Standards (Green Training)

OSHA 10/30 (OSHA CERTIFIED INSTRUCTOR)

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

COMPUTER SKILLS

- Auto Computer-Aided Design (AutoCAD)
- Scheduling and Planning Jobs
- Automated Systems Applications Scheduling & Planning Jobs

- 3-D Modeling – Virtual Construction
- Benchmark Software – Lean Construction

BUSINESS SKILLS

- Teambuilding Skills
- Green Awareness Training and Green Certifications
- Leadership Skills
- Customer Service Skills
- Conflict Resolution
- Problem Solving
- Decision Making Skills
- Inventory Checklist
- Creating Master Plan for Future Improvements
- Advanced Time Management
- Filling Out Work Documents and Reports Accurately
- Project Management
- Creating Project Bids

Class/Lab Hours

8-210 (Job Number 2 - 10) **Apprentice**

Trainees may receive any of the following:

COMMERCIAL SKILLS

Electricians

- AC Refrigeration
- AC Theory
- Blueprints
- Building Automation and Controls
- Codeology: Code and Practices
- Conduits
- Control Diagrams and Drawings
- Circuits
- Digital Electronics, DC Theory and DC/AC Theory
- Distributed Generation
- Electrical Theory and Electrical Code
- Electrical Grounding
- Electrical Motors
- Electrical Safe Work Practices
- Electric Vehicle Infrastructure
- Estimating
- Fire Alarm Systems
- Generators and Transformer Theory
- Grounding and Bonding
- Hazardous Location
- Health Care Systems
- Industrial Blueprints
- Installer/Technician

- Closed Circuit Television
- Local Area Network
- Nurse Cal l System
- Paging System
- Radio Frequency Communications
- Sound Reinforcement
- Telephony
- Instrumentation
- Lighting Essentials and Protection
- Low Voltage Systems and High Voltage Systems
- Materials, Tools and Wire Methods
- Mechanical and Electric Benders
- Mathematics
- Motor Control
- National Electrical Code
- National Electric Code Grounding
- Over-Current Protection
- Photovoltaic Systems
- Pipe Bending
- Power Quality
- Programmable Logic Controllers
- Rigging
- Security System
- Semiconductor Electronics
- Structured Cabling
- System Sec/Solar or Theory CD/B
- Test Instruments and Test Instruments Applications Manual
- Torque
- Transformers and Transformer Connections
- First Aid/CPR

(Plasterers)

- Workplace Safety and Health
- Fundamental Math
- Measuring
- Common Tools and Plastering Tools and Materials
- Mask and Protect Adjacent Surfaces
- Inspect Lath & Plaster Bases
- Mix and Apply Scratch Coat, Brown Coat, Finish Coat and Veneer
- Mix and Apply Inspect Lathing and Bases for Portland Cement Scratch Coat
- Mix and Apply Portland Cement Scratch Brown and Finish Coats
- Blueprint Reading
- Estimating
- Exterior Insulation Finish System

- Cementitious, Mineral Fiber and Intumescent Fireproofing
- Acoustical Plaster Finish
- Small Engine Operation and Maintenance
- Ornamental and Earth Plasters
- Green Building Standards
- First Aid/CPR

Terrazzo

- Blueprint Reading
- Building Codes
- Cleaning and Sealing Terrazzo
- Construction Sequence
- Cutting Control Joints
- Design Layout
- Floor Layout and Installation
- Green Construction, Design, Materials, Methods and Techniques, LEED Certification
- Grouting and Caulking
- Hand Tool and Equipment, Proper Use and Safety
- Illegal Discrimination and Sexual Harassment
- Materials, Identification, Characteristics, and Estimating
- Membranes and Underlayments
- Mixing Mortar and Bonding Materials
- Repair and Renovation of Terrazzo
- Scaffold Safety Training
- Substrates, Mixing and Bonding Materials
- Terrazzo Materials, Handling
- Trade Math
- First Aid/CPR

Bricklayer

- Blueprint Reading
- Building Arches
- Building Codes
- Building Radius Walls
- Construction Sequence
- Cutting and Welding Steel
- Drawing and Sketching Techniques
- Green Construction, Design, Materials, Methods and Techniques, LEED Certification
- Hand Tool and Equipment, Proper Use and Safety
- History of Masonry
- Insulated Concrete Forms
- Illegal Discrimination and Sexual Harassment
- Interlocking Paving
- Laying Corner Leads
- Laying Headers, Soldiers and Roloks

- Laying Piers
- Laying Pilasters
- Laying to the Line
- Lintel Beam Construction
- Materials, Identification, Characteristics, and Estimating
- Metrics
- Mixing Mortar
- Pattern Bonds
- Paving
- Proto II Walls
- Read a Rule
- Rebar Identification and Installation
- Scaffold Safety Training
- Segmental Retaining Walls
- Trade Math
- Transit Familiarization
- Waterproofing
- First Aid/CPR

Marble, Pointer, Cleaner and Caulker Workers

- Basic Bricklaying Fundamentals
- Blueprint Reading
- Building Codes
- Caulking
- Cleaning and Polishing Marble
- Cleaning Masonry
- Construction Sequence
- Cutting and Welding Steel
- Deck Coatings
- Drawing and Sketching Techniques
- Drilling and Cutting Marble to Specific Dimensions
- Epoxy Injection
- Fundamentals of Marble Setting
- Green Construction, Design, Materials, Methods and Techniques, LEED Certification
- Grouting and Caulking Slabs
- Hand Tool and Equipment
- Hand-Set Techniques
- Laying and Cutting Building Units
- Laying and Setting on Footings and Foundations
- Materials, Identification, Characteristics and Estimating
- Mechanical Anchoring
- Metrics
- Mixing Mortar and Epoxy
- Move and Store, Rig and Hoist Materials
- Patching Marble and Related Materials
- Pinning

- Pointing, Caulking, and Cleaning
- Prepare Marble for Setting, Including Anchoring and Plugging
- Rigging
- Scaffold Erection and Safety Training
- Substructure Preparation
- Trade Math
- Tuckpointing
- Waterproofing
- First Aid/CPR

Sheet Metal

Building Trades Service

- Basic Electricity for Sheet Metal Air Conditioning Service
- Advanced Electricity for Sheet Metal Air Conditioning Service
- Air Conditioning, Commercial Systems, Heating
- Commercial Systems, Heat Loads, Piping
- Refrigeration for Sheet Metal Air Conditioning Service
- Properties of Air Distribution for Sheet Metal Air Conditioning Service
- Refrigeration Theory for Sheet Metal Air Conditioning Service
- Sheet Metal Control Systems
- First Aid/CPR

Energy Management Test and Balance

- Air Balance Test Equipment Instruments
- Temperature Measurement Instruments & Duct Systems
- Electrical Systems Operation, Controls & Devices
- HVAC Testing & Balancing Procedures
- Air Distribution & Manufacturing Systems
- Systems Installation & Troubleshooting
- Control Systems
- Hazardous Material Recognition for the Test & Air Balance Industry
- First Aid/CPR

Building Trades Sheet Metal

- Parallel Line Fittings
- Triangulation Fittings
- Radial Line Layout and Ogee Offsets
- Basics of Architectural Sheet Metal
- Architectural Sheet Metal
- Field Installation
- Welding I: Process and Safety Overview, GMAW
- Welding II: GMAW & FCAW
- HVAC Energy Conservation
- Plans and Specifications
- Submittals and Shop Drawings
- Industrial and Stainless Steel Introduction
- HVAC Air Systems and Duct Design

- Measuring and Sketching
- Fabrication and Shortcuts
- Codes and Standards
- Forman Training
- Metal Roofing
- Advanced Welding
- CAD Detailing
- Intermediate CAD
- Advanced Architectural
- Advanced Layout and Fabrication
- Project Management, Takeoffs, Estimates
- Service Basics for Sheet Metal Workers
- Final HVAC Project
- Final Architectural/Industrial Project
- First Aid/CPR

Residential HVAC

- Residential Structure and Sheet Metal Work
- Residential Duct Systems
- Residential AC Units
- Piping
- Filters and Filter Housings
- Common Furnace Features
- Furnace Installation
- Installing Thermostats, Flues and Vents
- First Aid/CPR

OSHA 10/30 (OSHA CERTIFIED INSTRUCTOR)

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

Safety Training will be limited to 10% of total training hours per trainee (excluding OSHA 10/30)

Note: Reimbursement for retraining is capped at 200 total hours per trainee for Job Number 1 and 210 total hours for Job Numbers 2-10, regardless of method of delivery.

Training Proposal for:

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

Agreement Number: ET17-0917

Panel Meeting of: October 28, 2016

ETP Regional Office: San Francisco Bay Area **Analyst:** D. Woodside

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprenticeship Veterans	Industry Sector:	Construction Green Technology Priority Industry: ☒ Yes ☐ No
Counties Served:	Santa Clara and San Benito	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada (UA Local 393)		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		N/A	

FUNDING DETAIL:

Program Costs	+	Support Costs	=	Total ETP Funding
$504,000		$34,900 8%		$538,900

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

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Journeyman	Commercial Skills, Business Skills, Computer Skills, OSHA10/30	100	8-200	0	$941	$53.55
				Weighted Avg: 40			
2	Apprentice	Commercial Skills, Computer Skills, OSHA10/30	140	8-210	0	$2,780	$33.61
				Weighted Avg: 200			
3	Apprentice Veteran	Commercial Skills, Computer Skills, OSHA10/30	20	8-210	0	$2,780	$33.61
				Weighted Avg: 200			

Minimum Wage by County: $21.28 per hour Statewide (Priority Industry)

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Journeyman Plumber, Steamfitter/Pipefitter, Plumbing Service and Repair Mechanic, Refrigeration and Air Conditioning Mechanic		100
Apprentice and Veteran Apprentice Plumber, Steamfitter/Pipefitter, Plumbing Service and Repair Mechanic, Refrigeration and Air Conditioning Mechanic		160

*This is the lowest base wage among the four Journeyman occupations participating in this proposal.

**Apprentice wages vary proportionate to the Journeymen by occupation. This is the low end of the range (Starting at Year 2).

INTRODUCTION

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

The Training Center provides Apprentice and Journeymen classes to all the pipe trades involved in commercial, industrial, and residential plumbing. The courses are designed to provide Commercial, Computer and OSHA10/30 training with an emphasis on green

technology. The Training Center is a modern, 100,000-square-foot facility with 48 classrooms, in addition to welding and computer laboratories.

Affiliated with Foothill Community College, the Training Center apprentice program is accredited through the Division of Apprenticeship Standards (DAS) to offer apprenticeship opportunities in Residential Plumbing, Commercial Plumbing, Steamfitting, and Refrigeration/heating, ventilation, air-conditioning (HVAC). The significant number of retiring workers and the recent upswing in construction generate continued demand for skilled pipe trades workers in Santa Clara and San Benito Counties. As in the active project, ETP funds will help create a stable, flexible and well-skilled workforce for the local construction industry.

Employer Demand

According to the JATC, demand for Apprentices has been accelerating, with 347 Apprentices currently registered. The JATC graduated 20 Apprentices last year and anticipates 26 graduates this year. Graduates of the Pipe Trades program work in construction and repair for industries that include: semiconductor, energy, biopharmaceutical, healthcare, aerospace, education, housing, water treatment, and technology industries. A sample of local construction projects generating demand for Apprentices and Journeymen include:

- Google Campus
- Office buildings near the new San Jose Earthquakes Soccer Stadium
- Apple Campus (San Jose)
- New buildings and renovation of area hospitals including 2 new Stanford Hospitals
- Improvements to the Stanford University campus
- California Infrastructures Projects: BART, etc.

Signatory employers and union representatives have identified the following specific reasons for the need for Journeyman training:

- A recently developed Pipe Trades Training Center HVACR 13 Course Certification has been embraced by employers.
- A new Energy Management Classification is imminent at Local 393 and creates a greater need for these skill sets.
- CAD Detailing was added to the Local 393 contractual jurisdiction and will generate demand for these computer skills.
- Increased employer demand for training in Bluebeam and Plangrid software which supports CAD.
- New Green Mandates which require workers to use new materials and skills as a result of updated building standards and green/LEED business practices. The industry is focused on the need to develop, retrofit, and maintain greener energy and water flow into and out of buildings.
- Title 24 Verification Courses. California Energy Commission (CEC) will soon approve the Pipe Trades Santa Clara training center as a training and exam site for Acceptance Test Technicians.

This will be the Panel's fourth Agreement with this JATC. However, this is the first time Veterans have been included as a discrete cohort of Apprentice trainees.

The JATC is returning to the Panel for funding at this time because all training has been delivered under its most recent Agreement. The request for additional funding is driven by the demand of employers for skilled apprentices and journeymen plumbers in Santa Clara and San Benito Counties.

Apprenticeship Pilot

The Panel is authorized to fund Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the DAS. ETP funding is designed to supplement cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Depending on the type of trade, apprenticeship programs vary in length. In this case, the programs are five years.

Apprentice programs are typically sponsored by a Joint Apprenticeship Training Committee (JATC). A JATC is created through collective bargaining, with an equal number of members appointed by union and management with employer contributions to a training trust fund. The employers are not "participants" but are signatories to the Collective Bargaining Agreement.

RSI is traditionally delivered as class/lab, and ETP does not reimburse CBT delivery for apprenticeship training. The curriculum is developed with input from DAS and a designated Local Educational Agency (in this case Foothill Community College). The Apprenticeship Program allows reimbursement for up to 200 hours of RSI plus OSHA10/30, per apprentice. (Journeymen are capped at 200 hours.)

For the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by $5, reducing the priority industry rate from $18 to $13 per hour. In addition, the Panel adopted a "blended rate" for Journeymen, reflecting the fact that they may be employed by a variety of contractors over the two-year term of contract ranging from large employers, to small (≤100 employees). This is $22 per hour, midway between the Priority Industry standard rate ($18) and Small Business rate ($26).

The ETP wage for Apprentices is no less than $21.28 per hour, tracking the Special Employment Training wage as modified for priority industries. However, the actual wages paid are shown in the Training Plan Table and contract when they exceed $21.28, for both Apprentices and Journeymen.

PROJECT DETAILS

The JATC employs 50-70 full- and part-time credentialed instructors with vast field experience. Instructors attend special courses provided by the international union's Instructor Training Program to stay current with changes in the industry. The instructors create many of their own teaching materials, providing students with the most up-to-the-minute, customized information on codes, new materials, and processes not found in traditional textbooks. All training is center-based and trainers are qualified Journeymen with extensive practical training experience.

Plumbers are responsible for providing pure water to residential, commercial or industrial buildings, and for removing waste water. Plumbing and plumbing fixtures must be installed in

accordance with plumbing codes and health and safety regulations. Plumbers also work as plumbing service and repair mechanics responsible for the service, repair and remodeling of existing plumbing systems in residential, commercial and industrial buildings.

Pipefitters/steamfitters are responsible for designing and installing complex heating systems, and specialty piping for acid, gas, oil, air, oxygen, nitrogen, ultra-high-purity water and gas systems, and other substances. HVAC refrigeration fitters serve as mechanics providing service, repair, installation and retrofit of all types of refrigeration equipment.

Journeyman Training

Commercial Skills (80%): Training for all trades will focus on new construction, service, and repair techniques and equipment. Advanced skills training will expand the availability of employer-driven certification classes such as welding, and will also focus on new materials and the modernization of the industry, including the shift to green materials. Because plumbing, pipefitting, and refrigeration work revolves around energy management, many commercial and industrial businesses are seeking LEED certification.

Business Skills (5%) - Training will focus on collaborative bidding and project development practices; meeting budgets; interacting with other types of construction workers; and implementing green solutions in traditional work environments. The proposed training will give trainees the tools to plan, organize, and manage construction to efficiently complete projects. Training will also include team-building and leadership skills so that electricians can effectively lead teams.

Computer Skills (5%) - Training will include scheduling, planning and modeling software. AutoCAD and Job Tracking applications will provide trainees with tools to modify blueprints, look-up project requirements, build budgets and timelines, design virtual buildings, and adjust computerized control systems.

Apprentice

Commercial Skills (90%): Training will include topics such as trade math, blueprint reading, and all plumbing and mechanical systems in use, in addition to basic skills required across all pipe trades. Training will help apprentices gain the skills needed to work safely and productively across industries. Training will also cover courses in green construction compliance, practices and materials; new equipment, welding and industry certifications; and safety competency and awareness. Because this JATC operates in a highly competitive construction and service market, all training must meet the demands of Silicon Valley's construction industry.

Computer Skills (5%): Training for apprentices also covers CAD and 3-D software applications.

Certified Safety Training

<u>OSHA 10/30:</u> Training is a series of courses "bundled" by industry sector and occupation. This training is not required as a condition of doing business in California. However, the coursework must be approved by, and the instructors must be certified by Cal-OSHA. When delivery is by CBT all training hours must be delivered in a classroom over a finite number of time, and the vendor must have a certified instructor present to confirm attendance.

Completion of the training results in a certificate that expands employment opportunities. To ensure that each trainee receives certification, ETP will only consider payment earned upon

completion of the full 10-hour or 30-hour course. OSHA 10/30 is not included in the 10% limitation on safety training nor in the 50% limitation on CBT.

Journeymen and Apprentice Plumbers and related occupations may work under extremely dangerous conditions and on tight timelines. Thus, there is the potential for injury to themselves and other people in the work area vicinity. Participating employers and property owners may need trainees to undergo additional training to ensure that they can perform their work safely.

Veteran Apprentice

The Veteran training curriculum will be the same as Apprentice training outlined above. These trainees are in a separate Job Number to better track performance toward the goal of improved outreach for Veterans.

The JATC is committed to supporting job-related training that helps Veterans transition into California's workforce. It recruits Veterans in cooperation with Helmets to Hardhats, (http://www.helmetstohardhats.org), a national joint labor-management program that recognizes the link between skills acquired in military service and the building trades.

In addition, the Veterans in Piping (VIP) program http://www.uavip.org/veterans offered by the United Association (UA) of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada, offers high-quality skills training and jobs in the pipe trades to active duty military personnel preparing to leave military service. The JATC reports that since 2008, the UA has trained over 1,000 Veterans. The VIP program consists of 18 weeks of highly specialized, intensive training in marketable skills such as welding; heating, ventilating, air conditioning and refrigeration (HVACR); and sprinkler fitting. The UA provides Veterans with additional skills training opportunities after they complete this program by connecting them to established apprenticeship training programs.

The VIP Program has been recognized as one of the leading programs in the country for assisting Veterans. The VIP does all this at absolutely no cost to the military, the government, or participants because all costs are paid by the UA and its contractors.

Curriculum Development

The curriculum is employer-driven, based on local industry needs. The JATC's instructors also work with the National Competency Testing Institute to create industry-driven curriculum. In addition, local projects and their hiring demands have resulted in a comprehensive and technically advanced curriculum. The JATC estimates that more than $800,000 has been spent to create this curriculum. It is designed to address employer needs as determined by customers, energy efficiency changes that are quickly becoming standard in the plumbing industry, and local hiring demands and projects. Feedback on all training also comes directly from employer and union representatives, based on workplace performance, requests of customers, needs of the industry and student course evaluations completed at the end of each course.

Impact/Outcome

Certifications earned for the journeymen and apprentice training may include: OSHA 10, OSHA 30, Medical Gas Installer, Medical Gas Brazer, Industrial Rigging, Signalperson, National Environmental Balancing Bureau (NEBB) Commissioning, Backflow, Blueprints, Star Review and various welding certifications.

Commitment to Training

Signatory employers will continue to make contributions to the training trust for every hour worked by Apprentices and Journeymen. General safety training is, and will continue to be, provided by participating employers in accordance with all pertinent requirements under state and federal law.

Marketing and Support Costs

The JATC is requesting 8% in support costs to fund recruiting and qualify additional participating employers for this program. The JATC Training Coordinator, along with two assistant coordinators and five administrative assistants, will be responsible for marketing, recruiting, and conducting needs assessments. While many participating employers have already been recruited, the JATC still needs to perform additional recruitment and assessment activities with employers to support apprenticeship training. The projected budget costs for personnel alone will exceed the ETP support cost funding.

The JATC will disseminate class information throughout the year to all apprentice and journeyman within the local's 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 in northern Santa Clara County (NOVA) where the JATC has a representative that serves as a board member, executive board member, youth subcommittee chairperson, and NOVA Youth Foundation board member. Staff recommends 8% support costs.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by the Pipe Trades JATC under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET16-0901	$642,410	08/08/2015-08/07/2017	370	TBD	0

Based on ETP Systems, 36,013 reimbursable hours has been tracked as of October 13, 2016 sufficient to support earnings of $503,845 (78%). The Contractor projects final earnings of 100%. All apprenticeship training has been completed.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET13-0924	San Jose	04/02/2013-04/01/2015	$502,706	$409,559 (81%)
ET11-0325	San Jose	06/30/11–06/29/13	$394,398	$249,254 (63%)

ET11-0325 was approved by the Panel prior to the establishment of the Apprenticeship Pilot program and thus focused on Journeymen retraining. Funds earned were lower than anticipated because Journeymen were still experiencing less than full employment. (The Pipe Trades often are employed at later stages of construction.)

DEVELOPMENT SERVICES

Pipe Trades JATC retained California Labor Federation in Sacramento and Strategy Workplace Communications in Oakland to assist with development at no cost.

ADMINISTRATIVE SERVICES

Pipe Trades JATC also retained Strategy Workplace Communications 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 (Job Number 1) Trainees may receive any of the following:

Journeyman Training

COMMERCIAL SKILLS

- Green Compliance:
  - Energy Efficiency in Existing Equipment and Materials
  - Design and Installation of New Energy Efficient Equipment and Materials
  - LEED Standards
- BACnet Programming
- Johnson Controls Courses
- Robotic Total Station
- Start Test and Balance
- Solar Installations
- Specialty Seminars for Service Work
- Johnson DX9100 (Brand of Digital Controller)
- Compressor Overhaul
- Direct Digital Controls – Principals of Operation, Calibration, Documentation, Shutdowns
- Orbital Welding
- Welding
- Brazing
- Safe Working Conditions (All training supplements Cal-OSHA required safety training):
  - Foreman and Worker Responsibility
  - Scaffolding
  - Fall Protection
  - Electrical Safety
  - Falling Objects
  - Working in Confined Spaces
  - Working Around Pipelines
- Certifications:
  - Industrial Rigging
  - Signalperson
  - National Environmental Balancing Bureau
  - Commissioning (Certification for Heating & Cooling Systems)
  - Medical Gas -- Installation, System Testing, Maintenance, Repair, Standards and Brazing
  - Foreman
  - Backflow
  - Orbital Welding
  - Tungsten Inert Gas Welding
  - Star Review
  - Blueprint
  - Boilers

COMPUTER SKILLS

- Computer-Aided Drafting (CAD)
- 3-D Drawings Software
- Bluebeam and Plangrid Software

OSHA 10/30 (OSHA CERTIFIED INSTRUCTOR)

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

Class/Lab Hours

8-210 (Job Number 2 & 3) Trainees may receive any of the following:

Apprentice Training

COMMERCIAL SKILLS

Plumbing and Steamfitting

- 2nd year
  - Code/Water Supply
  - Drawing I
- 3rd year
  - Drawing II
  - Welding
  - Oxygen / Acetylene Training
  - Pipe Fitting
- 4th year
  - Steam Systems
  - Rigging
  - Pipefitting and Service
  - Hydronics/ Steam
  - Medical Gas Certification
  - Signal Person Certification
- 5th year
  - Advanced Drawing/Layout
  - Code II
  - Junior Mechanics Review and Exam

Refrigeration

- 2nd year
  - Basic Electricity
  - Advanced Electricity
  - Pneumatic DDC Introduction
- 3rd year
  - Controls I
  - Electro Pneumatics
  - Controls II
  - Advanced Pneumatics
  - Calibration
  - Hydronics
- 4th year
  - Start, Test and Balance I
  - Start, Test and Balance II

- 5th year
  - Chillers
  - HVAC Star Certificate
  - Special Systems
  - Heating Ventilation Air Conditioning Refrigeration Star Review
- Trade Math
- Industry Math
- Rigging
- Drawing
- Blueprint Reading
- Welding
- Cutting
- Industrial Safety
- Industrial Install
- Medical Gas Install
- Backflow Certification
- Foreman Certification
- Rigging Certification
- Direct Digital Controls
- Compressor Overhaul

COMPUTER SKILLS

- Computer-Aided Drafting
- 3-D Drawings Software
- Bluebeam and Plangrid Software

OSHA 10/30 (OSHA CERTIFIED INSTRUCTOR)

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

Safety training will be limited to 10% of total training hours per-trainee. This 10% safety training cap does not apply to OSHA 10/30 training.

Note: Reimbursement for Job Number 1 Journeymen retraining is capped at 200 total training hours per trainee regardless of the method of delivery. Reimbursement for Job Numbers 2 and 3 Apprenticeship training is capped at 200 total training hours per trainee in Commercial and Computer Skills and 10 hours of OSHA10/30 for a total of 210 hours regardless of the method of delivery.

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Western Electrical Contractors Association, Inc.

Agreement Number: ET17-0914

Panel Meeting of: October 28, 2016

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

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprenticeship	Industry Sector(s):	Construction Priority Industry: ☒ Yes ☐ No
Counties Served:	Statewide	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No Unilateral Apprenticeship Committee		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		≤0%	

FUNDING DETAIL:

Program Costs	+	Support Costs	=	Total ETP Funding
$420,160		$29,088 8%		$449,248

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

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Apprentice	Commercial Skills OSHA 10/30	163	8-210	0-30	$2,224	$21.28
				Weighted Avg: 160			
2	Retrainee Veterans Apprentice	Commercial Skills, OSHA 10/30	39	8-210	0-30	$2,224	$21.28
				Weighted Avg: 160			

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 $3.53 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 & 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Numbers 1 and 2		
*Commercial Electrician Apprentices		163

*Note: Apprentices may choose to enter any of three occupational titles (Inside Wireman, Residential Wiremen, or Sound and Communication Technician) upon completion of the Commercial Electrician apprenticeship program.

INTRODUCTION

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

Apprenticeship Program

The Panel is authorized to fund Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the DAS. ETP funding is designed to supplement cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Depending on the type of trade,

apprenticeship programs vary in length. In this case the Commercial Electrician program is Five years.

RSI is traditionally delivered as class/lab, and ETP does not reimburse CBT delivery for apprenticeship training. The curriculum is developed with input from DAS and a designated Local Educational Agency (in this case San Joaquin County Office of Education and Silicon Valley Career Technical Education). The Apprenticeship Program allows reimbursement for up to 200 hours of RSI plus OSHA10/30, per-apprentice. (Journeymen are capped at 200 hours.)

For the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by $5, reducing the priority industry rate from $18 to $13 per hour. In addition, the Panel adopted a "blended rate" for Journeymen, reflecting the fact that they may be employed by a variety of contractors over the two-year term of contract ranging from large employers, to small (≤100 employees). This is $22 per hour, midway between the Priority Industry standard rate ($18) and Small Business rate ($26).

The ETP wage for Apprentices is no less than $21.28 per hour, tracking the Special Employment Training wage as modified for priority industries. However, the actual wages paid are shown in the Training Plan Table and contract when they exceed $21.28, for both Apprentices and Journeymen.

PROJECT DETAILS

This will be WECA's third ETP Agreement in the last five years. This proposal will focus on new legislation that has increased the need for apprenticeship graduates (SB 785, AB 1358 and AB 566). These laws required that a certain percentage of skilled journeymen perform work on contracts or projects. The percentage is a graduated scale starting at 20% that was effective this past January and concluding with 60% by January 2020. WECA is increasing the number of apprentices to ensure its employers meet the standards set by this legislation.

WECA is also committed to Green Technology. The curriculum will provide courses on installing and servicing solar panels. Training will ensure that trainees are proficient in energy saving technologies.

Training Plan

Commercial Skills (95%): Training will be offered to Wiremen Electrician Apprentices to allow second year through fifth year lab training on circuits, transformers, motors, capacitors and basic principles of electricity. Courses will include Ohms Law Review, Magnetic Induction, Motors, Floor Types and Planning Conduit Runs, and Commercial Electrical Load Calculations. Trainees will acquire the skills to be successful.

Certified Safety Training (5%)

OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work and

manufacturing. Completion of training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and instructors must be certified by Cal-OSHA.

Electronic Recordkeeping

WECA uses a recordkeeping system ("WECA Base") to track the training. This system has been in place since 2005. ETP has reviewed and approved this system for purposes of tracking training.

Veterans Program

The Veteran training curriculum will be the same as Apprentice training outlined above. These trainees are in a separate Job Number to better track performance toward the goal of improved outreach for Veterans.

WECA works with veteran programs such as Volunteers of America and Honor a Hero. They also participate in Hire a Vet job fairs sponsored by EDD. WECA actively recruits Veterans and has a hiring preference for veterans.

Marketing and Support Costs

WECA will disseminate class information throughout the year to its Apprentice Commercial Electrician and the electrical contractors who employ them. WECA will market through newsletters, personal contacts, telephone calls, advertisements via the Internet, emails, its website and the local Workforce Investment Board.

Some employers have already been recruited, especially amount the WECA membership. Additional recruitment will be on-going for non-member electrical contractors, in order to extend opportunities for apprentice placement. WECA and its UAC will also assess employer-specific job requirements during the contract term. WECA requests, and staff recommends, 8% support costs for these purposes.

Commitment to Training

WECA's and its UAC developed the curriculum which incorporates standards set by the DAS and the US Department of Labor. WECA customized the Electrician training to address the local needs of its members and other participating employers. Safety training will provided by the employers in accordance with all pertinent requirements under state and federal law.

Trainer Qualifications

A Training Director and administrative manager will be responsible for recruiting, conducting needs assessments and scheduling training. Eleven full-time subject-matter experts (instructors) who are on the WECA staff will provide training.

Impact/Outcome

Apprentices trained under this proposal will be certified as Journeymen Wiremen Electricians once they complete the entire apprentice curriculum. Trainees will also receive OSHA 10 and OSHA 30 certifications once the apprentice curriculum has been completed.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET15-0914	Statewide	09/02/2014-09/01/2016	$298,016	$298,016 (100%)
ET13-0905	Statewide	10/01/2012–09/30/2014	$298,620	$298,620 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

ClickSafety of Walnut Creek has been retained to provide Commercial Skills training for a fee of $89 per trainee.

Training and Compliance Sales Coordinator of Sacramento has been retained to provide Commercial Skills training for a fee of $69 per trainee.

Safewest of La Mesa has been retained to provide Commercial Skills training for a fee of $49 per trainee.

Other trainers will be identified for ETP record-keeping purposes, as they are retained by WECA.

Exhibit B: Menu Curriculum

Class/Lab Hours
8-210 Apprentices may receive any of the following:

COMMERCIAL SKILLS

2nd Year 1st Semester:
- Day 1 - Branch Circuits & Feeders
- Day 2 - Conductors & Over Current Protection
- Day 3 -Wiring Methods, Wiring Materials, Raceways & Boxes
- Day 4 - Grounding
- Day 5 - Midterm Review
- Day 6 - Wiring Materials Switches Panel & Switchboards
- Day 7 - Dwelling Load Calculations
- Day 8 - Load Calculations Cont. Demand Factor Calculations
- Day 9 - Introduction to Motors
- Day 10 - Semester Review & Final Exam

2nd Year 2nd Semester:
- Day 1 - Ohms Law Review, Parallel Circuit, Triangles
- Day 2 - Magnetic Induction, AC Inductance, Resistive Inductive Series Circuits/Parallel Circuits
- Day 3 - Capacitors, AC Circuit, Series Circuit/Parallel
- Day 4 - Resistive Inductive Capacitance Series/Parallel Circuits
- Day 5 - Midterm Exam
- Day 6 - Three Phase Circuits/Transformers
- Day 7 - Transformers, Size Primary, DC Generators/Motors
- Day 8 -Three Phase Alternators/Phase Motors/Single Phase Motors, Code and Sizing the Circuit
- Day 9 - Motors, Wiring a Single and Three Phase Motor
- Day Final Exam

3rd Year 1st Semester:
- Day 1 - Welcome and Course Overview, Harassment Prevention, Using the NEC, Hazard Communications (reading MSDS), CPR
- Day 2 - The Design-Construction Process, Construction Documents: Types and Functions, In-Class Assignment: Using Construction Documents, Construction Plans Walk-Through
- Day 3 - Scales, In-Class Lab: Using Architectural Scales, Plans, Elevations, and Symbols, In-Class Assignment: Civil Plans, Preparing for Electrical Underground, Optional In-Class Lab: POCO Primary Conduit Material Estimation
- Day 4 - Structural Sheets, Footings, Foundations, Walls, Parallel Conductors, Conduit Sizing, and Equipment Grounding in Parallel, In-Class Assignment: Conductors in Parallel, Grounding Electrode Systems & Main Bonding Jumpers, In-Class Activity: Conductors in Parallel and Grounding
- Day 5 - Midterm Exam, Coordinating Electrical Circuit Ampacity Factors
- Day 6 - Introduction to Laguna Pointe Plans, In-Class Lab: Finding Walls for Conduit Layout, Working Clearances and Services, Sight Lighting, In-Class Lab: Site Lighting

- Day 7 - Floor Types and Planning Conduit Runs, Busway Systems
- In-Class Activity: Busway Systems, Mechanical Sheets
- Day 8 - Commercial Electrical Load Calculations and Sizing Electrical Equipment, Plumbing Sheets and Basic Fire Protection, Coordinating Plan Information Prior to Completing Electrical, Rough-In
- Day 9 – Elevators, Coordinating Before Completing Electrical Rough-in for Lighting Circuits, In-Class Lab: Creating Installation Plan for Corridor Lighting for One Floor of a Commercial Structure, Preparation for Final Exam: Q & A and Open Discussion
- Day 10 - Semester Review & Final Exam

<u>3rd Year 2nd Semester:</u>

- Day 1 - Welcome and Course Overview, Electrical Quantities and Circuits, Electrical Quantities, Ohm's Law, Series & Parallel Circuits and Calculations Review, Electrical Tools and Test Instruments, Electrical Safety, Solenoids, Shading, Coils, Sizes, and Specifications
- Day 2 - Coordinating Electrical Circuit Amapacity Factors, Conductor Ampacities and Derating, Sizing Single Motor Systems Using the NEC, In-Class Assignment: Motors Worksheet, Contactors and Magnetic Motor Starters, In-Class Activity: Lighting Contractors and Motor Starters, In-Class Activity: Motor Starters and Overload/ “Heater” Selection
- Day 3 - Using the NEC for Voltage Drop, Conductors, and Raceways, Electrical Symbols & Diagrams, Control Devices, Ladder Diagrams and Wiring Diagrams, Lab Prep: Rules and Operating Procedures, Lab: Basic Control Circuits - Assemble, Operate, Test, and Trouble-Shoot
- Day 4 - In-Class Assignment: Motors Worksheet, Control Devices – Continued, Control Logic, Review of Control Circuit Labs, Lab Prep: Motor Control Circuits, Lab: Motor: Motor Control Circuits – Multi Start-Stop Stations - Assemble, Operate, Test, and Trouble-Shoot
- Day 5 - Review for Midterm Exam, Midterm Exam, Optional Lab (Time Permitting): Motor Control Circuits – HOA – E-Stop – Limit Switch - Assemble, Operate, Test, and Trouble-Shoot
- Day 6 - Review: Junction & Pull Boxes, Conduit Bodies & Enclosure Sizing and Fill Requirements, NEC Definitions, AC Generators, Transformers and Motors, Reversing Motor Circuits, Optional: In-Class Reversing Motor Demonstration, Lab Prep: Motor Control Circuits, Labs: Reversing Motor Control Circuits - Assemble, Operate, Test, and Trouble-Shoot
- Day 7 - In-Class Assignment: Grounding, Bonding, Parallel Conductors and NEC Review, In-Class Actibity: Using the NEC to Size Parallel Conductors & Raceways, Sizing Main Bonding Jumper, Grounding Electrode Conductor and Equipment, Grounding Conductors, etc., General-Purpose Relays and Timing & Counting Functions, Labs: Relay and Timer Function Motor Control Circuits - Assemble, Operate, Test, and Trouble-Shoot
- Day 8 -Common Alternating Current Circuit Configurations, Adjustment & Correction Factors for Exposed Raceways Installed on or Above Rooftops – Review, Using the NEC: Sizing Parallel Feeder Conductors & Raceways, Sizing Overcurrent Protection (for Transformers), Sizing System Bonding Jumpers, Grounding Electrode Conductors and Equipment Grounding Conductor, etc., Labs: Additional Timer Function Motor Control Circuits—Assemble, Operate, Test, and Trouble-Shoot

- Day 9 - Review of Blue Prints and Construction Documents, Lab: Motor Control Circuit Design Using Constructor™ Software, Optional Lab: Trouble-Shoot a Lighting Control Circuit with SIMUTECH Software
- Day 10 - Review for Final Exam, Final Exam, Lab (Time Permitting): Additional Motor Control Circuits or Additional SIMUTECH Troubleshooting

<u>4th Year 1st Semester:</u>

- Day 1 – Orientation, Electrical Safety & First Aid, Arc Flash, PPE & Clothing, Power Generation, Transmission, Distribution, Types and Differences Between Electrical Systems, Single Phase/Three Phase Systems, High Voltage Systems, Wye- Delta/Open Delta Concepts Article 408,230 Code Practice Service Requirements and Article 100, 110 Code Practice Working Clearances
- Day 2 - Electromechanical and Solid State Relays: Types & Applications, Operating Characteristic and Relay Construction – Poles-Throws- Breaks, Contact Protection, and Transient Voltage Protection, Electrically Held and Mechanically Held Relays and Contactors, Lab Exercises: Lighting Automation Control Circuits
- Day 3 - Capacito Article 300, 310 Code Practice, Conductor Insulation and Ampacity Ratings, Derating Applications and Worksheets, Terminal Ratings with Regards to Ampacity Ratings for Conductors, Overcurrent Conditions, Article 240 Code Practice, Short Circuit, Ground Fault and Overload Defined, Differences between Fuses and Breakers, Long and Short Time Current Ratings for Conductors, Differences between a Power Panel and Lighting and Appliance Panel regarding Secondary Conductor and Panel Bussing Protection, Lab Exercises: Forward Reverse Motor Starting Review, Forward Reverse Motor Starting Using General Purpose Relays for Electrical Interlock, Local & Remote Switching with Automatic Motor Restart, Electric Lift
- Day 4 - Photoelectric and Proximity Controls (Hall Effect Sensors), Different type Detectors, Detection Applications and Installation Techniques, Lab Exercises: Grain Silo and Conveyor System
- Day 5 - Lab Exercise: Electric Gate, First Quarter Review and Midterm Exam
- Day 6 - Article 200, 250 Code Practice, Grounding, Applications for the Line Side of the Service, Grounding Applications for the Load Side of the Service, Article 250 Terminology, The Differences Between Grounding and Bonding, The Requirements for Bonding, Parallel Service Requirements and Adjustments Made for Voltage Drop Corrections, Lab Exercise: Control for an Automatic Car Wash
- Day 7 - Reduced Voltage Motor Starting Methods & Applications, When to Apply Voltage Reduction, The Differences Between the Starting Methods, Lab Exercises: Wye-Delta, Part Winding, Primary Resistor Reduced Voltage Starting Applications
- Day 8 - Article 430 Code Practice, Short Circuit, Ground Fault and Overload Applications and Requirements for a Single Motor, Service Factor Ratings, Integral Overload Protection, Supplementary Overload Protection, Fuse Ratings and Breaker Ratings for Motors, Locked Rotor Current Calculations, Lab Exercise Plugging, Brake Motor Braking Applications
- Day 9 - Article 440 Code Practice, Sizing Motor Feeder Circuit Conductors, Controllers, and Disconnecting Means, Lab Exercise Motor Braking Applications Continued DC Injection Circuit.
- Day 10 - Semester Review & Final Exam

4th Year 2nd Semester:

- Day 1 – Orientation, Designing and Installing Wiring Methods, Sizing Auxiliary Gutters, Pull Boxes, Box Fill, Branch Circuits, Feeders, & Wiring Methods, NEC Articles 210, 215, 312, 314 Chapter 3 NEC, Code Practice
- Day 2 - Review Motors and Compressor Motors, NEC Articles 430, 440, Code Practice, Accelerating/Decelerating Circuit Logic Along With Braking Application Review, Compelling, Accelerating and Decelerating Applications and Lab Exercises: Compelling, Accelerating and Decelerating Circuits
- Day 3 - Variable Frequency Drives, Lab Exercises: Installing & Programming a Variable Frequency Drive
- Day 4 - Programmable Controllers Introduction, Theory and Applications, Lab Exercises: Computer Lab Design a PLC Diagram for a Pump House to Control General Lighting Circuits and All Motor Operations for Two Motors, Apply the Circuit to a PLC Lab Board and Operate
- Day 5 - Review for Midterm, Midterm Exam, Code Practice
- Day 6 - Solid State Devices: Types and Applications, Photovoltaic & Renewable Energy Concepts, Electronics Lab Exercises: Building Electronic Circuits, Half Wave, Full Wave, Full Wave Bridge Rectifiers, SCR Circuit, Triac Light Dimmer Circuit
- Day 7 - Solid State Devices Theory & Applications (cont), Lab Exercises: Transistor Circuits, DC Speed Control, Photo Cell, Alternating LED Circuit, Electronic Motor Controls Circuits, Review Solid-State Relays and Solid-State Starters, Relay Contact Protection Circuits, Current Sinking and Current Sourcing Applied to Signaling Devices, Introduction to Photovoltaic Systems
- Day 8 - Working Safely and Competently with Solar Energy, Practice Worksheet Exercises on PV- Array formations, PV System Sizing and Installation Requirements per NEC Article 690, Preventative Maintenance and Troubleshooting, Metering Equipment, Lab Exercises: Troubleshooting Simulation and LOGO Car Wash Lab Exercise, Program the Ladder Diagram and Hard Wire Circuit in Lab
- Day 9 - Articles 220, 404, 406, 410 and 422 Code Practice Receptacle and Luminaire Installation Requirements, Demand Factors for Residential Ranges, Commercial Demand Factors, Determining Required Lighting and Receptacle Loads, Lab Exercises: Troubleshooting Circuits using Computer Simulations for Variety of Situations, Lab Exercise Hard Wire a Garage Door Circuit, Complete any Unfinished Lab Exercises
- Day 10 - Lab Exercise: Security Alarm System, 4th yr 1st and 2nd Semester Review, Final Exam on Theory and Code

5th Year 1st Semester:

- Day 1 - Orientation, Purpose & Scope of the NEC Code NEC Articles 90-110: Definitions, General Wiring Installations, CPR Training
- Day 2 - Identification and Application of Rules for the Grounded Conductor, Branch Circuit Requirements and Layouts, Feeders & Service Calculations, Practice Activity: Calculating Demand Factors, Overcurrent Protection; Overview of Tap Rules, Requirements for Grounding & Bonding, Surge Arrestors and Transient Voltage Suppressors
- Day 3 - Wiring Methods: General Requirements, Conductors, Meter sockets, Outlet Boxes & Enclosures, Raceways & Cables, Practice Exercises: Box Fill Calculations, Practice Exercises: Conductor De-Rating/Ambient Temperature

Correction, Conductor/Cable Burial Depth, Calculate Requirements for Conductors in a Vertical Raceway

- Day 4 - Equipment for General Use, Identification and Uses of Flexible Cord Cables, Identification & Uses of Fixture Wires, General Installation Requirements for Switches, Receptacles, Switchboards, Panel Boards, & Light Fixtures, General Requirements for Appliances
- Day 5 – Midterm Exam
- Day 6 - Electric Heating, & Snow Melting & De-Icing, Motors, Motor Circuits, & Controllers, Practice Exercise: Sizing Conductor for Overload, Short Circuit and Ground Fault Protection, Comparison of Refrigeration-Type Motors, Sizing Overcurrent Protection for Transformers, Installation Requirements for Generators, Capacitors, & Storage Batteries, Defining Hazardous Locations & Wiring Requirements, Practice Activity: Sizing Sealing Fittings
- Day 7 - Defining Hazardous Locations & Wiring Requirements Cont., Special Considerations for Healthcare Facilities, Places of Assembly, Theaters, Carnivals
- Day 8 - Agricultural Buildings, Mobile Homes, Floating Buildings, Special Equipment Installation Requirements Including Swimming Pool, Elevator, & Crane Installations
- Day 9 - Special Conditions: Back-Up Electrical Systems, Class 1-2-3 Low Voltage Circuits, Fire Alarm Considerations, Communication Systems, Review of NEC Tables
- Day 10 – Final Exam

CBT Hours
0-30

OSHA 10 Construction Outreach
(requires completion of 10-hour course)

- Module 1: Introduction to OSHA and the OSH Act (1hour)
- Module 2: General Safety and Health Provisions (1hour)
- Module 3A: Health Hazards: Hazard Communication (1hour)
- Module 3B: Health Hazards: Hazardous Materials (1hour)
- Module 4: Cranes and Rigging(1hour)
- Module 5: Focus Four: Electrical Safety (1hour)
- Module 6: Struck- By and Caught in Between (1hour)
- Module 7: Fall Protection (1hour)
- Module 8: Personal Protective Equipment (30 minutes)
- Module 9: Hand and Power tools (30 minutes)
- Module 10: Scaffolds (30 minutes)
- Module 11: Stairways and Ladders (30 minutes)

OSHA 30 Construction Outreach
(requires completion of 30-hour course)

- Intro to OSHA (1 hour)
- Managing Safety and Health (1 hour)
- Focus Four Hazards and Preventative Measures Topics: Fall Hazards, Electrocution Hazards, Caught-In or –Between, Struck-By (2 hours)
- Personal Protective Equipment (PPE) and Lifesaving Equipment (1 hour)
- Health Hazards in Construction (3 hours)
- Stairways and Ladders (1 hour)
- Cranes, Derricks, Hoists, Elevators and Conveyors (2 hour)

- Excavations (1 hour)
- Material Handeling, Storage, Use and Disposal (1 hour)
- Scaffolds (1 hour)
- Concrete and Masonry Construction (1 hour)
- Tools-Hand and Power (1 hour)
- Fire Protection and Prevention (1 hour)
- Steel Erection (1 hour)
- Motor Vehicles, Mechanized Equipment and Marine Operations; Rollover (1 hour)
- Protective Structures and Overhead Protection; and Signs, Signals and Barricades (1 hour)
- Welding and Cutting (1 hour)
- Confined Space Entry (1 hour)
- Ergonomics in Constructions (1 hour)
- Safety and Health Programs (1 hour)
- Supervisor's Safety and Health Responsibilities (1 hour)
- Observing and Correcting Unsafe Behaviors (1 hour)
- Hazard Recognition and Mitigation (1 hour)
- Preventing Accidents/Incidents (1 hour)
- Intro to NFPA 70E (1 hour)
- Leading Cultural Changes (1 hour)

Note: Reimbursement is capped at 210 total training hours per trainee, regardless of the method of delivery.

DELEGATION ORDER

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Retrainee - Job Creation Training Proposal for:

Advanced Medical Management, Inc.

Small Business

ET17-0216

Approval Date: September 14, 2016

ETP Regional Office: North Hollywood **Analyst:** L. Vuong

CONTRACTOR

- Type of Industry: Healthcare Services
  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  California: 95
  Worldwide: 95
  Number to be trained: 62
  Owner ☐ Yes ☒ No
- Out-of-State Competition: No OSC
- Special Employment Training (SET): ☒ Yes ☐ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 8%
- Repeat Contractor: ☐ Yes ☒ No

FUNDING

- Requested Amount: $48,360
- In-Kind Contribution: $42,930

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SET SB <100 Medical Skills Training	Business Skills, Computer Skills, Continuous Impr., MS Didactic	52	8-60	0	$780	$21.28
				Weighted Avg: 30			
2	Retrainee Priority Rate SET SB <100 Job Creation Medical Skills Training	Business Skills, Computer Skills, Continuous Impr., MS Didactic	10	8-60	0	$780	*$13.73
				Weighted Avg: 30			

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention (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): Los Angeles
- Occupations to be Trained: Registered Nurse, Licensed Vocational Nurse, IT/Software Staff, Claim Examiner/Coder Staff, Coordinator, Administrative Staff
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #'s 1 & 2: $2.58 per hour

SUBCONTRACTORS

- Development Services: Training Funding Source (TFS) in Seal Beach, assisted with development for a flat fee of $4,900.
- Administrative Services: TFS will also provide administrative services for an amount not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

OVERVIEW

Founded in 1982 and located in Long Beach, Advanced Medical Management, Inc. (AMM) is accredited by the Joint Commission on Accreditation of Healthcare Organizations and is certified by Medicare/Medi-Cal and numerous Health Maintenance Organizations to provide medical management services which include case management, claim processing, payment review, and medical authorization and administrative. The Company also facilitates home health, palliative, long term and hospice care. AMM operates as a medical management company for independent physician associations in the Long Beach area.

AMM currently faces numerous healthcare challenges. This includes changes to the Affordable Care Act, reduced reimbursement from Medicare/Medi-Cal, an increase in patient care and customer services, and impacts related to new technology. In addition, AMM has experienced a rapid growth in the last year and plans to expand its services to Northern/Southern regions of California. As a result of this expansion and increased demand, the Company anticipates hiring approximately 15 additional new employees and an increase of 20% in business within the next year. This will be AMM's first ETP Agreement. The proposal will target 62 workers at its Long Beach facility where all training will take place.

The Company is involved in healthcare and medical services and is eligible for priority industry reimbursement.

Training Plan

As the Company faces many challenges related to changes in the healthcare industry, AMM's training goal is to improve customer services, provide higher quality care, reduce errors, add new employees, and keep current with healthcare standards and requirements, and technological advances. Workers will gain proficiency and the ability to manage complex systems.

Class/lab, videoconference and Medical Skills training will be delivered on-site by in-house staff in the following:

Business Skills - Training will be offered to all occupations. Training will focus on claims processing, payments and coding to reduce errors and duplications of payments and benefits. Training will also improve assessment, authorization and eligibility processes. Training will also improve communication.

Computer Skills - Training will be offered to all occupations. Trainees will gain knowledge of database tools and learn to effectively navigate patient charts to track data.

Continuous Improvement - Training will be offered to all occupations to improve and increase customer service, patient care, efficiency and procedures.

Medical Skills Training – Training will be delivered to Registered Nurses, Licensed Vocational Nurses, Claim Examiner/Coder Staff and Coordinators. Trainees will participate in Didactic training focused on healthcare regulations and requirements. Trainees will learn to recognize and analyze medical claims to better serve patients and physicians.

Retrainee – Job Creation

Historically, AMM provides services exclusively in the Long Beach area. However, business has grown and services have increased. Therefore, AMM plans to expand its services to

Northern/Southern regions of California. AMM is committed to hiring 10 new employees (Job Number 2). Trainees must be hired within the three-month period prior to Panel approval or during the term of contract. Training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage. These trainees will be hired into "net new jobs" as a condition of contract.

AMM will train these new employees to accommodate various business needs and services. These employees will learn skills to enhance medical services to improve quality patient care, utilize internal computer systems and to have a better understanding of AMM's business operations.

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 employed in a Priority Industry 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.

  All trainees in Job Number 2 qualify for the ETP New Hire minimum wage of $13.73 per hour for Los Angeles County. There is no post-retention wage increase required for the Job Creation trainees in Job Number 2.

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

- Adjudication-Statistical Flags, Contesting a Claim, Duplicate Claim
- Authorizations
- Capitation
- Case Management
- Claims Processing/Coding
- Communication/Coaching
- Credentialing
- Customer Service Skills
- Division of Financial Responsibility
- Documentation
- Eligibility, Capitation Finance & Reporting
- Fraud Waste and Abuse
- Health Plan Options
- Health Insurance Portability and Accountability (HIPAA)
- Independent Physician Associations (IPA)
- International Classification of Disease 10th Edition (ICD-10 Coding)
- Leadership
- Logging/Processing Data
- Marketing Strategies
- Medical Terminology & Reimbursement
- Medicare Advantage Hierarchical Condition Categories
- Member/Vendor/Code Specifics
- Modifiers (Coding)
- Physician organizations and Government agencies (Clients Relations)
- Project Management
- Provider Relations
- Quality Management
- Recovery (Underpayment and Overpayment)
- Referrals/Authorizations
- Sales/Marketing
- Teambuilding
- Star Measures (Performance)
- Time Management
- Trading Partners (Electronic Data Interchange)

COMPUTER SKILLS

- Cerecons – Authorization Patient Services Portal
- CISCO Firewall
- Claim Shop
- Contracting Data Application
- Data Base Management System
- Electronic Claims (EDI) Member Portal
- Enterprise/MRP/Financial

- EZCAP- Patient / Provider Information System
- MS Office Applications
- ADP Payroll System
- Clinical Services Management Systems - PCDW
- Electronic Medical Records (EMR) Applications
- Accounts Receivable/Payable
- SQL Server

CONTINUOUS IMPROVEMENT

- Coordination of Care
- Problem Solving
- Team Building
- Quality Improvement

MEDICAL SKILLS TRAINING – DIDACTIC

- Annual Skills Update
- Behavior Management
- Caregiver
- Functional Mobility & Ambulation
- Home Health
- Hospice
- Neurological Conditions
- Orthopedic Conditions
- Pain Management (Acute & Chronic)
- Palliative Care
- Patient Fall Prevention
- Patient Transfer Techniques
- Wound Management
- Patient Assessment & Care
- Dementia Care
- Diabetic Management
- Medication Administration & Management

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.

DELEGATION ORDER

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Aleia Corp. dba Surplus Service

Small Business

ET17-0245

Approval Date: October 10, 2016

ETP Regional Office: San Francisco Bay Area **Analyst:** C. Hoover

CONTRACTOR

- Type of Industry: Green Technology
  Wholesale Trade
  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  California: 7
  Worldwide: 7
  Number to be trained: 6
  Owner ☒ Yes ☐ No
- Out-of-State Competition: Competitors Outside CA
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 25%
- Repeat Contractor: ☒ Yes ☐ No

FUNDING

- Requested Amount: $9,048
- In-Kind Contribution: $8,700

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate	Business Skills, Computer Skills, Continuous Improvement	6	8-60	0	$1,508	$17.02
				Weighted Avg: 58			

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

- Reimbursement Rate: Job #1: $26 SB Priority
- County(ies): Alameda
- Occupations to be Trained: Administrative Staff, Owners, Sales Staff, Supervisors
- Union Representation: ☐ Yes ☒ No
- Health Benefits: N/A

SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: N/A

OVERVIEW

Established in 2011, Aleia Corp. dba Surplus Service (Surplus Service) is a green certified Small Business based in Fremont. The Company's services are referred to as Upcycling which provides green-sustainability solutions. This includes refurbishment services, liquidation or surplus goods, data removal, recycling and e-waste management or removal. Surplus Service provides reverse logistics (purge or end-of-life management) for the collection of surplus inventory, returned goods, e-waste, and depreciated assets including computers, servers, medical devices, laboratory instruments, test equipment, and phone and networking systems. This is Surplus Service's second ETP Agreement, the 2nd in the past five years.

Surplus Service offers asset management, assured destruction, harvesting and data protection. The Company provides serialized auditing and data removal (or destruction) to Department of Defense and National Security Administration standards, and it also partners to do turn-key recycle events. Depleted assets often have secondary market life, so the Company's goal is to make landfills the last resort. Surplus Service is a local-certified, green Small Business.

Surplus Service's business includes reselling returned or damaged merchandise from a variety of markets including: retail, electronics, industrial, healthcare, government, manufacturing, and technology sectors. Surplus Service's business is continuing to expand with new contracts with companies like General Dynamics, Thermo Fisher Scientific, and the federal government. Customers are starting to ask for certifications such as the Responsible Recycling Standard, the General Services Administration and the International Organization for Standardization. These customer and industry demands are driving Surplus Service to initiate improvement activities to remain competitive. The requested ETP funding will help the Company implement a new business structure, provide essential services, and improve worker skills. The Company's President and Vice President will deliver the ETP training, which will occur at the Company's Fremont location.

Commission

Surplus Service requests to use commission to meet the Post-Retention Wage of $17.02 per hour for Sales Staff. Surplus Service has a formal Commission Plan calculated and paid monthly based on a percentage of merchandise sold. Trainees' base hourly wages range from $15.00 to over $30.00, but with commission their wages will meet or exceed the ETP Minimum Wage Requirement of $17.02 per hour for Alameda County. Commission is paid to Sales Staff who earn three to seven percent depending on their level of sales, which will enable them to add an average of $5.00 per hour to their base wage. Sales Staff will use at least $2.02 per hour of their commissions to meet Post-Retention Wage.

All trainees must meet the state minimum wage rate at the end of retention.

Training Plan

Training will be delivered in Classroom/Laboratory (Class/Lab), as outlined below:

Business Skills - This training will be offered to Sales Staff and Supervisors. This training will include developing and improving the skills of Managers and Supervisors: Leadership, Decision Making, Motivation, Teambuilding, Administration and Coaching Procedures. In addition, the training will create ownership at the individual-employee level, so every employee takes ownership on their own for approved (individual) initiatives (i.e. - employees are proactive with ideas for change).

Computer Skills - This training will be offered to all occupations. Training will be delivered for an E-Commerce site implementation as it is essential for the Company to have its own website to cut expenses. The Company has been using a third-party website, eBay, to liquidate their refurbished and surplus acquisitions, which charges fees to their sellers (18%-20% of overall sales), as well as posing other limitations. The proposed training will result in a dramatic cost savings for the Company. Training will be delivered on implementing an Inventory Management system to improve productivity and competitiveness in the market. As a small business, paying for a customized software solution is not easy to afford. A new inventory system needs to be in place to fulfill new customers' tracking requirements. In addition, training will be delivered for a Customer Management system for handling customer requests and for resolving customer complaints. The Company started a new service area where it's planning to utilize its new commercial website, which is gradually replacing eBay. This change is bringing more responsibility for the Company's sales representatives, which drives its need for training.

Continuous Improvement - This training will be offered to all occupations. Training will be delivered on workflow dispatch, and the Company's logistics-transition process (i.e. - providing processes for smoothly transitioning a customer between sales and back to operations, while

identifying when sales' responsibilities end and when operations takes over the responsibility with regard to customers' needs/service).

Turnover Rate

A waiver of the 25% turnover penalty is requested due to 2015's turnover rate of 25% which was an anomaly. (Rate in 2014 was 18%, in 2013 the rate was only 15%). In 2015, Surplus Service's hiring policy prioritized use of agencies placing disadvantaged people such as ACHire, Work2Future, Nova, CalWORKs, Richmond Works, etc. This hiring policy proved to be unsuccessful for purpose of retaining these high-risk hires on a full-time basis. The Company hired five employees from these agencies, half of which voluntarily quit.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET15-0192	Fremont	7/7/14 – 7/6/15	$18,200	$9,100 (50%)

ET15-0192: Surplus Service had limited success in meeting their previous training goals. Even though the Company delivered 712 hours of training (equaling $18,512 in potential reimbursement funding), it was not able to earn the 100% reimbursement because the 90-day retention period was not met for five out of the eleven trainees that received ETP training. (Half of the trainees voluntarily quit after receiving ETP training).

To ensure its workers remain employed with the Company, the Company has changed its ineffective hiring process. The Company is not hiring high-risk employees. The Company has centralized its hiring through a Small Business Development Center, and been able to recruit and hire quality long-term employees. With turnover no longer an issue, the Company is confident all trainees will complete training and retention, and they will earn 100% of the contract amount in this proposal.

The request for funding under this proposal has been "right sized" to reflect the amount previously earned (ET15-0192).

Exhibit B: Menu Curriculum

Class/Lab Hours
8-60

Trainees may receive any of the following:

BUSINESS SKILLS

- Team Culture
- Market Segments (Adopting Changes)
- Implementing Company Trackers (Managing Synchronization)
- Employee's Goals and Objectives
  - Preparation and Implementation

COMPUTER SKILLS

- **E-Commerce**
  - Analyzing E-Commerce Sites
  - Synchronizing Sites (New and Old)
  - Merging Sites into Core System
- **Network Management**
  - Improving Productivity (Central Server)
  - Local Area Networks (LAN)
  - Wide Area Networks (WAN)
  - Metropolitan Area Networks (MAN)
- **Customer Management System**
  - Customer Data Base (client data- payments, shipments, pickups)
  - Just-In-Time (JIT) Processes
  - Production Scheduling
  - Production Operations/Workflow
  - Process Improvement
  - Decision Making
  - Leadership Skills for Front-line Workers
  - Managing Customer Relations
  - Identifying Customer Needs
  - Telephone Skills
  - Handling Customer Requests
  - Resolving Customer Complaints
- **Inventory Management (Software)**
  - Inventory Management System
  - Transitioning (Old to New System)

CONTINUOUS IMPROVEMENT

- Customer Service
- E-Commerce Tools
  - Customer Relationship Regulations
- Communication Skills (Internal and External)

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

DELEGATION ORDER

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Retrainee - Job Creation Training Proposal for:

California Hydronics Corporation

Small Business

ET17-0219

Approval Date: October 5, 2016

ETP Regional Office: San Francisco Bay Area **Analyst:** L. Lai

CONTRACTOR

- Type of Industry: Manufacturing
  Wholesale Trade
  * Priority Industry: ☒ Yes ☒ No
- Number of Full-Time Employees * Job Number 1 is Priority
  Job Numbers 2 & 3 are Not Priority

California: 95
Worldwide: 143
Number to be trained: 88
Owner ☐ Yes ☒ No

- Out-of-State Competition: No OSC
- Special Employment Training (SET): ☒ Yes ☐ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 12%
- Repeat Contractor: ☐ Yes ☒ No

FUNDING

- Requested Amount: $49,128
- In-Kind Contribution: $73,549

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 Mfg. Skills	18	8-60	0-16	$676	$17.79
				Weighted Avg: 26			
2	Retrainee SB <100 SET	Business Skills Computer Skills Mfg. Skills	68	8-60	0-16	$528	$28.37
				Weighted Avg: 24			
3	Job Creation Retrainee SB<100 SET	Business Skills Computer Skills Mfg. Skills	2	8-60	0-16	$528	$26.00
				Weighted Avg: 24			

- Reimbursement Rate: Job #1: $26 SB Priority
  Job #2 & 3: $22 SB Non-Priority
- County(ies): Alameda, Placer, and Santa Clara
- Occupations to be Trained: Drafter/Designer, Engineer, Leads, Operations Staff, Production Staff, Sales Staff, Service Staff, Tech Support Staff, Manager/Supervisor
- Union Representation: ☐ Yes
  ☒ No
- Health Benefits: Job #2: $4.15 per hour

SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: To Be Determined

OVERVIEW

Founded in 1957, California Hydronics Corporation (CHC) (www.chchydronics.com) serves the mechanical trades industry as a Manufacturers' Representative and a "Package Systems Manufacturer" of HVAC hydronics, steam, heat transfer and plumbing equipment. Product lines include centrifugal pumps, boilers and water heaters, sump & sewage pumps, water reclamation & filtration equipment. The Company has three facilities, located in Hayward, San Jose, and Rocklin.

The Hayward facility contains a manufacturing operation where 18 employees perform manufacturing functions (Job #1). These functions were accepted as having Out-of-State Competition. As a corollary the 18 trainees in Job Number 1 were found eligible for Priority Industry status. The San Jose and Rocklin facilities provide sales and services. As such, they were only eligible for funding under Special Employment Training (Job #2 and #3).

Need for Training

The HVAC industry has become more technical. HVAC manufacturers must design innovative equipment that complies with ever-changing energy standards. Equipment and products communicate with Modbus and BACnet systems or use wireless connectivity to communicate with pump for remote control from smart phones or wireless enabled devices. Thus, CHC needs to train its employees on new product lines, updates to existing products, and new technologies. For CHC to remain competitive and grow, all employees will need to gain skillsets to improve customer service, adapt to changing technologies, and achieve operational efficiency.

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.

CHC has committed to hiring 2 new employees (Job 3) into existing functions to expand business capacity. The date-of-hire for these new employees will be within the three-month period before contract approval or within the term-of-contract. All Job Creation trainees will be hired into “net new jobs” as a condition of contract. Although Job Creation trainees are subject to a lower post-retention wage, the two new Tech Support and Engineer positions will start at a minimum of $26 per hour.

Training Plan

Training will be conducted in Class/Lab, E-Learning, and CBT settings. Training will be delivered by in-house subject matter experts and vendors on an as needed basis.

Business Skills - This training will be offered to all occupations to strengthen written and verbal communication skills and improve customer service.

Computer Skills - This training will be offered to all occupations to improve efficiencies of technology applications.

Manufacturing Skills - This training will be offered to all occupations. Training will increase staff capabilities in the manufacturing process, equipment operations, and product knowledge.

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

- Auditing Skills
- Coaching Skills
- Communication Skills
- Conflict Management
- Customer Service
- Decision Making
- Finance
- Goal Setting
- Grammar & Business Writing
- Interpersonal Skills
- Inventory Control
- Listening Skills
- Managing Millennials
- Motivation
- Negotiation Skills
- Presentation Skills
- Project Management
- Resolving Customer Complaints
- Sales/Marketing Skills
- Strategic Planning
- Teambuilding

COMPUTER SKILLS

- Adobe Photoshop
- Blue Beam Software
- CAD
- Computer Security
- Microsoft Office Suite (Excel, PowerPoint, Access, and Outlook)
- Network Management

MANUFACTURING SKILLS

- Equipment Operation
- Fabrication Practices
- Hot Water Boiler Design and Application
- Inventory Control
- Modern Plumbing
- Production Operations
- Steam Systems
- Variable Refrigerant Flow
- Warehousing
- Welding

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

E-Learning Hours

8 - 60

BUSINESS SKILLS

- Auditing Skills
- Business Writing
- Coaching Skills
- Communication Skills
- Conflict Management
- Customer Service
- Decision Making
- Finance
- Goal Setting
- Interpersonal Skills
- Inventory Control
- Listening Skills
- Managing Millennials
- Motivation
- Negotiation Skills
- Presentation Skills
- Project Management
- Resolving Customer Complaints
- Sales/Marketing Skills
- Strategic Planning
- Teambuilding

COMPUTER SKILLS

- Adobe Photoshop
- Blue Beam Software
- CAD
- Computer Security
- Microsoft Office Suite (Excel, PowerPoint, Access, and Outlook)
- Network Management

MANUFACTURING SKILLS

- Equipment Operation
- Fabrication Practices
- Hot Water Boiler Design and Application
- Inventory Control
- Modern Plumbing
- Production Operations
- Steam Systems
- Variable Refrigerant Flow
- Warehousing
- Welding

CBT Hours

0 – 16

COMPUTER SKILLS

- Acrobat (16 hours)
- Blue Beam (16 hours)
- Excel (16 hours)
- Outlook (1 hour)
- Power Point (1 hour)

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery. CBT is capped at 50% of total training hours, per-trainee.

DELEGATION ORDER

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Cooper Lighting, LLC

Agreement Number: ET17-0244

Approval Date: October 5, 2016

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

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Manufacturing Warehousing Priority Industry: ☒ Yes ☐ No
Counties Served:	San Bernardino	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☒ Yes ☐ No Teamsters Automotive, Industrial & Allied Workers Local 495		

Number of Employees in:	CA: 1,500	U.S.: 55,000	Worldwide: 97,000
Turnover Rate:	7%		
Managers/Supervisors: (% of total trainees)	9%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$77,868		$0	$0		$77,868

In-Kind Contribution:	100% of Total ETP Funding Required	$80,031

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Continuous Impr., Computer Skills, Mfg. Skills	103	8-200	0	$756	$15.00
				Weighted Avg: 42			

Minimum Wage by County: $11.70 in San Bernardino County

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

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

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
Operator		85
Assembler		2
Planner		5
Team Lead		7
Supervisor		5
Manager		5

INTRODUCTION

Headquartered in Bloomington, Cooper Lighting, LLC (CL) (www.eaton.com), a subsidiary of Eaton Corporation Public Limited Company, manufactures commercial, industrial, and institutional electric lighting fixtures. The Company provides energy-efficient solutions to help customers manage their electrical, hydraulic, and mechanical power. The Company has four divisions: Electrical Products, Hydraulics, Aerospace, and Vehicle. Training will take place at the Company's location in Bloomington. This will be CL's first ETP Agreement.

PROJECT DETAILS

ETP funds will support CL's need to remain competitive. In the past five years, the Company has increased staff level at its Bloomington facility, from 37 to 108 employees. This proposal will focus on efficiencies through the implementation of new technology, Warehouse Management System Pick System (WMS), and teaching of Lean Principles. WMS will make manufacturing more efficient while Lean Principles will help the Company improve its processes. The Company will improve its High-Five Metrics (safety, quality, delivery, inventory, productivity, and retention) and grow and compete across the West Coast.

Training Plan

Training will begin upon contract approval. Classes will be delivered by CL's in-house technical subject-matter experts.

Computer Skills (35%) – Training will be provided to all occupations in the implementation of their WMS. This training will include instructions on basic operation and troubleshooting of Radio Frequency (RF) devices and navigating the new computer system. More advanced training will be provided to the Team Leads and Supervisors on leveraging analytics and reporting functions to optimize business decisions.

Continuous Improvement (40%) – Training will be provided to all occupations, focusing on Lean Principles. The goal of training is to create a more efficient business environment, improve quality and delivery times, and reduce waste. Training will also allow Managers and Supervisors to become more effective leaders, increasing the Company's High-Five Metrics: safety, quality, delivery, inventory, productivity, and retention.

Manufacturing Skills (25%) – Training will be provided to Operators in equipment operation, to ensure continued safety and efficiency of its operators.

High Unemployment Area

All trainees in Job Number 1 work in Bloomington (San Bernardino County), a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. The Panel may modify the ETP Minimum Wage by up to 25% if post retention wages exceed the start of training wages.

- Wage Modification

  The Company is requesting a 4% wage modification for trainees in Job Number 1, from $15.60 per hour to $15.00 per hour.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. The Company does not have a specific training budget nor do they track training dollars; however, it provides training in Employee policy (e.g., Harassment Free Workplace, Violence Prevention), Safety (e.g., Life Saving Rules, Ergonomics), New Hire Orientation, Monthly Business Communications, 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

  Cooper's Human Resources Manager will oversee the training and internal administration of this project. In-house subject-matter experts will provide training.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours
8-200

Trainees may receive any of the following:

CONTINUOUS IMPROVEMENT

- Communication
- Continuous Improvement Framework
- Customer Service
- Inventory Control
- Kaizen
- Leadership Skills
- Lean Training
- Leadership Skills
- Problem Solving
- Train-the-Trainer
- Time Management
- Warehouse/Distribution Cross-Training

COMPUTER SKILLS

- Warehouse Management System
- Warehouse Systems Applications

MANUFACTURING SKILLS

- Equipment Operations
- Warehouse Operations
- Distribution Warehouse Safety
- Distribution Equipment Skills
- Ordering/Picking/Packing
- Forklift/Reach Truck/Man Up

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

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

TEAMSTERS AUTOMOTIVE, INDUSTRIAL AND ALLIED WORKERS LOCAL UNION NO. 495

R.M. "BOB" LENNOX
Secretary-Treasurer

GEORGE PARK
President

May 11, 2016

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

Re: Eaton Bloomington Employment Training Panel Project

The Teamsters Union Local No. 495 supports the proposed Eaton Bloomington Employment Training Panel (ETP) project.

Sincerely,

TEAMSTERS AUTOMOTIVE, INDUSTRIAL, THEME PARK, SERVICE SECTOR AND ALLIED WORKERS LOCAL NO. 495

Bob Lennox
Secretary-Treasurer

BL:pl

225 N. Barranca Street, 4th Floor • West Covina, CA 91791 • (626) 915-4954 • FAX (626) 915-5495
Email: office@teamsters495.org • Website: www.teamsters495.org

DELEGATION ORDER

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Retrainee - Job Creation Training Proposal for:

Eminence Healthcare, Inc.

Small Business

ET17-0266

Approval Date: October 3, 2016

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

CONTRACTOR

- Type of Industry: Services
  Healthcare
  Priority Industry: ☐ Yes ☒ No
- Number of Full-Time Employees
  - California: 45
  - Worldwide: 45
  - Number to be trained: 58
  - Owner ☒ Yes ☐ No
- Out-of-State Competition: No OSC
- Special Employment Training (SET): ☒ Yes ☐ No
- High Unemployment Area (HUA): ☒ Yes ☐ No
- Turnover Rate: 7%
- Repeat Contractor: ☒ Yes ☐ No

FUNDING

- Requested Amount: $54,010
- In-Kind Contribution: $55,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 SET	Business Skills, Computer Skills, Cont. Improv. Skills, Commercial Skills	41	8-60	0	$770	*$15.60
				Weighted Avg: 35			
2	Retrainee Job Creation Initiative SB <100 SET	Business Skills, Computer Skills, Cont. Improv. Skills, Commercial Skills	17	8-60	0	$1,320	*$12.77
				Weighted Avg: 60			

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

- Reimbursement Rate: Job #'s 1 & 2: $22 SB Non-Priority
- County(ies): Fresno
- Occupations to be Trained: Substance Abuse Counselor, Administration Staff, Eligibility Coordinator, Outreach Coordinator, IT Staff, Clinical Supervisor, Owner
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #1: $1.60 per hour Job #2: $0.77 per hour

SUBCONTRACTORS

- Development Services: Strategic Business Solutions, LLC of Visalia assisted with the development of this proposal for a flat fee of $3,775.
- Administrative Services: Strategic Business Solutions, LLC will also assist with administrative services for a fee not to exceed 13% of earned funds.
- Training Vendors: To Be Determined

OVERVIEW

Founded in 2005 and located in Fresno, Eminence Healthcare, Inc. (Eminence) (www.eminencehc.com), is an outpatient substance abuse and mental health clinic. Eminence provides counseling services focused on cognitive, behavioral and motivational enhancement to encourage behavioral change. Staff uses a variety of therapies to reduce community and individual problems related to mental health issues and substance abuse.

Need for Training

According to Eminence, the patient population demographic has changed dramatically with the enforcement of the Affordable Care Act as it requires healthcare services to utilize a more 'holistic' approach to addressing client's medical conditions. Clinics are also challenged with providing high-quality, affordable patient care services to patients with severe diagnosis who have not sought medical attention until symptoms have become intensified. To keep up with the increase inpatient care demand, Eminence requires additional staff and training on advanced and critical care skills.

Eminence expanded its' services to newly formed school districts in the San Joaquin Valley. In addition, the Company will train employees on the TriPPP software system that focuses on managing patients, processes and products. This software will allow staff to keep track of counselor's time schedules, responsibilities, patient drug usage, and other valuable information to provide better treatment. The training will ensure employees are utilizing the tools efficiently and accurately to offer quality patient care.

This is Eminence's third proposal in the last five years. In this proposal, some training curriculum will be repeated; however, Eminence ensures repeated courses will not be delivered to the same incumbent workers. Duplicated courses will only be delivered to new employees, expanding on training delivered in the previous project.

Retrainee – Job Creation

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

Eminence has committed to hiring 17 new employees (Job Number 2). The date-of-hire for all trainees will be within the three-month period before contract approval or within the term-of-contract. Trainees will be hired into "net new jobs" as a condition of contract.

Eminence is creating new jobs to keep up with the escalating high demand of its patient population. The San Joaquin Valley continuously requests that Eminence provide services at their school sites. The Company's goal is to serve qualifying beneficiaries in the San Joaquin Valley that are suffering from substance abuse by adding 40-50 new clinics at school sites over the next 8-10 months. Eminence plans to hire new employees during the term of this proposal to accommodate the growth associated with the increase of new patients and school districts.

SET/HUA

Eminence is eligible for ETP funding under Special Employment Training provisions for frontline workers. 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.

All trainees under this proposal work in a High Unemployment Area (HUA). This is a region with unemployment exceeding the state average by 15%, under the Panel's standards. The Company's location in Fresno County qualifies for HUA status under these standards. However, Eminence is not asking for a wage modification.

Training Plan

Business Skills: Training will be provided to all occupations to improve communication, critical thinking and problem solving skills. Training will also allow staff to tailor specific treatment plans for each patient and provide different types of group therapy for quality care.

Computer Skills: Training will be offered to all occupations in the Company's healthcare information systems and electronic medical record technology to track, control, and document vital patient data. Training will provide accurate documentation on patient charts and allow staff to complete reports quickly and proficiently.

Continuous Improvement: Training will be offered to all occupations in leadership, organization, time management, teambuilding and quality improvement skills. Training will cultivate a cohesive company culture that will translate to improved services and a positive workplace environment

Commercial Skills: Training will be offered to all occupations on client interaction to insure employees can properly assess and document client's needs and treatment plans. Substance Abuse Counselors will also learn to use appropriate techniques and principles during group therapy sessions. Training will provide expertise that is consistent across the organization.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

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

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET16-0141	$40,128	07/28/2015-10/26/2016	48	65	65

Based on ETP Tracking Systems, 1,833 reimbursable hours have been tracked for potential earnings of $40,128 (100% of approved amount). According to the ETP Forms System, Eminence submitted the closeout invoice. The contractor projects final earnings of $40,128 (100% of approved amount).

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET10-0138	Fresno	09/04/2009-09/03/2011	$52,800	$27,150 (51%)

During the term of its contract, Eminence worked almost exclusively with schools. Many of these schools lost their federal/state funding. Losing many key customers severely impacted Eminence's business – and many workers were laid off. Due to this, the Company's focus shifted from training to obtaining new customers. As a result, project performance was negatively impacted. In the next contract, Eminence expanded their customer base to include customers that are not dependent upon state/federal funding. They also hired an experienced training coordinator and public agency liaison to administer and complete the project successfully.

Exhibit B: Menu Curriculum

Class/Lab Hours

8-60 Trainees may receive any of the following:

BUSINESS SKILLS

- Site Planning/Scheduling
- Admissions/Eligibility/Patient Screening Process
- Strategic Planning

COMPUTER SKILLS

- Electronic Medical Records System Training
- Microsoft Office Suite Training
- TriPPP System

CONTINUOUS IMPROVEMENT

- Four Pillars of Success Training
- Quality Control and Process Analysis

COMMERCIAL SKILLS

- Patient Assessment Skills
- Group Counseling Techniques
- Intervention Protocols
- Substance Abuse Counseling Protocols

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.

DELEGATION ORDER

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Retrainee - Job Creation Training Proposal for:

Glazing Concepts, Inc.

Small Business

ET17-0238

Approval Date: September 26, 2016

ETP Regional Office: San Diego **Analyst:** H. Bernard

CONTRACTOR

- Type of Industry: Manufacturing

  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees

  California: 66

  Worldwide: 66

  Number to be trained: 41

  Owner ☒ Yes ☐ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 18%
- Repeat Contractor: ☐ Yes ☒ No

FUNDING

- Requested Amount: $30,186
- In-Kind Contribution: $33,524

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate	Business Skills, Commercial Skills, Computer Skills, OSHA 10/30	38	8 - 60	0	$702	$15.60
				Weighted Avg: 27			
2	Retrainee Job Creation Initiative SB <100 Priority Rate	Business Skills, Commercial Skills, Computer Skills, OSHA 10/30	3	8 - 60	0	$1,170	*$12.77
				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 regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

- Reimbursement Rate: Job #'s 1 & 2: $26 SB Priority
- County(ies): Riverside
- Occupations to be Trained: Administrative Staff, Supervisors, Field Staff, Shop Staff, Managers, Owner
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #1: $0.10 per hour

SUBCONTRACTORS

- Development Services: Welsh Advisors assisted with the development of this project for a flat fee of $3,675
- Administrative Services: Welsh Advisors will also assist with administration of the project for payment not to exceed 13% of payment earned.
- Training Vendors: In-house and vendors to be determined.

OVERVIEW

Founded in 2000, Glazing Concepts, Inc. (Glazing Concepts) (http://www.glazing-concepts.com) began as a two-man operation in glass and window manufacturing. The Company is now a full service commercial glass manufacturing contractor. Glazing Concepts offers specialized services and products including custom aluminum wall systems, aluminum sun shades, glass

canopies, storefront installation and remodel, entry doors, hardware and exterior glass wall design. Customers range from commercial to residential with companies such as the Red Lion Hotel, CVS Pharmacy, Kohl's, churches and office buildings. The Company has two locations in Sacramento and its headquarters in Corona. Training will only occur at the Corona location.

The Company performs jobs of all sizes with the majority of the projects focused on commercial glass installations. In the next year, the Company expects significant growth with the start of two major long-term projects to begin in late 2016. These projects include a $1M project in the Gas Lamp District in San Diego, on the construction of new condominiums. The second $2M project is still in negotiations but is expected to start before the end of the year.

Glazing Concepts creates and installs custom glass products specialized for a particular customer's needs. Each job requires different and varied skills. Thus, a relatively constant change in project management and employee allocation within the Company has resulted. There is need for constant training to ensure staff are able to perform each new job.

Retrainee-Job Creation

Due to growth from the two large projects starting this year, the Company expects to hire three new Shop and Field Staff (Job Number 2). Trainees must be hired within the three-month period prior to the Panel approval or during the term of the contract. Trainees will be subject to a lower post-retention wage. Trainees will be hired into "net new jobs" as a condition of contract.

This training will focus on equipment training, installation, fabrication and quality control. Training will occur in a classroom/laboratory setting, with an intensive training during the first few weeks of employment. Therefore, new employees are expected to receive in excess of 45 hours of training during the training period of this Agreement.

Training Plan

Glazing Concepts will provide company-wide training, however the supervisors, field and shop staff require the most training for the specialized, technical projects the Company works on. This training will focus on commercial skills, including fabrication and installation skills, equipment operation, sealant systems, quality assurance, and OSHA 10/30. Training will also be provided for the Company's administrative staff in topics ranging from project management, payroll systems, and job invoicing. This training will ensure that the administrative staff can effectively manage and bill jobs.

Business Skills: Training will be offered to Administrative Staff, Managers, Supervisors and the Owner. Training will include project management, vendor performance management, excel training, payroll services and invoicing. Additionally, Managers will receive on leadership skills training to improve communication and improve quality.

Commercial Skills: Training will be offered to Supervisors, Field and Shop Staff. Training will include safety, equipment operation, sealant systems and quality control skills. Training will ensure staff can meet customers' specialized needs.

Computer Skills: Training will be offered to all occupations. For Administration Staff, training will include payroll computer system and Bluebeam, the Company's file sharing system. For Field Staff, training will include AutoCAD design software and the project management software, ProContractor.

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

Glazing Concepts will provide OSHA 10/30 training for staff that regularly performs glass manufacturing and installing in the field and shop.

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

- Project Management
- Microsoft Excel Intermediate
- Payroll Services
- Invoicing Process
- Vendor Performance Management
- Lien Management
- Leadership Skills

COMMERCIAL SKILLS

- Fabrication Skills
- Installation Skills
- Equipment Operation
- Sealant Systems
- Quality Control
- General Safety

COMPUTER SKILLS

- AutoCAD
- Bluebeam
- Amcheck Payroll System
- Procontractor

OSHA 10/30

- OSHA 10
- OSHA 30

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

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

DELEGATION ORDER

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Hollandia Produce, LP

Agreement Number: ET17-0211

Approval Date: October 3, 2016

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

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Agriculture Priority Industry: ☒ Yes ☐ No
Counties Served:	Santa Barbara, Ventura	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 149	U.S.: 149	Worldwide: 149
Turnover Rate:	8%		
Managers/Supervisors: (% of total trainees)	20%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$14,976		$0	$0		$14,976

In-Kind Contribution:	100% of Total ETP Funding Required	$16,041

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Imp., Hazardous Mat., Mgmt. Skills, Mfg. Skills, Literacy Skills	64	8-200	0	$234	*$15.60
				Weighted Avg: 13			

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

Minimum Wage by County: $15.60 per hour for Santa Barbara and Ventura counties

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

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

Up to $2.46 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Production Staff		28
Maintenance Staff		10
Supervisor		8
Manager		5
Administration Staff		10
Driver		3

INTRODUCTION

Founded in 1970, Hollandia Produce, LP (Hollandia) is a family-owned agricultural company that specializes in hydroponic and organic greenhouse-grown leafy greens such as butter lettuce, upland cress and 3-n-1 lettuce. Hollandia is headquartered in Carpinteria and has an additional facility in Oxnard. Training will take place at both locations. The Company qualifies for standard retraining under the out-of-state competition provisions as a food crops grower.

Hollandia provides premium quality produce to major supermarket chains, wholesale distributors, and food service wholesalers. The Company's Live Gourmet® products are harvested with their roots intact to preserve freshness, and the lettuce is packaged in a unique clamshell that functions as a mini-greenhouse. As living plants, these products have long-

lasting freshness that retains flavor and color much longer than comparable varieties of produce.

PROJECT DETAILS

This is Hollanida's third ETP Agreement in five years. The previous ETP project focused on preparing staff for the opening of a new location in Oxnard. The proposed training will include approximately 30% more trainees and will focus on upgrading the skills of the existing workforce, integrating new employees, and implementing process improvements to enhance product quality and overall efficiency. Some curriculum courses are repeated from the last Agreement; however, no trainee will receive duplicate training.

Following the successful expansion into the Oxnard facility, Hollandia is continuing to experience rapid growth and is finalizing negotiations for a future third location. As it has grown, the Company has identified the need to develop employee skills to keep certain functions in-house, which were previously outsourced. Training in this Agreement will focus on employees at the Company's existing facilities.

Hollandia must build the skills of its maintenance and production teams. The Company has plans to invest approximately $100,000 in new packaging and manufacturing equipment designed to automate its existing facilities. As the Company continues to improve its production capabilities, training is essential to help employees develop the skills to work independently and efficiently. Hollandia plans to provide extensive Continuous Improvement and Management Skills training to ensure that its leadership team can effectively lead during times of rapid growth and industry changes.

Training Plan

The proposed training will be provided at the Company's locations in Carpinteria and Oxnard. Training will be delivered by in-house subject matter experts and training vendors to be identified during the contract term.

Business Skills (15%) - Training will be offered to all occupations. Training will focus on customer service, marketing, inventory control and financial strategies. This training is intended to improve customer relations and stimulate sales growth.

Computer Skills (15%) – Training will be offered to all occupations. Employees will receive training in the functionality and capabilities of the Company's Manufacturing Resource Planning (MRP) system. Trainees will develop the software navigation and resource planning skills to perform their jobs more efficiently. In addition to MRP training, workers will receive in Microsoft Office applications and computer networking training to improve office productivity.

Continuous Improvement (25%) – Training will be offered to all occupations. These modules will help workers develop the skills needed to improve productivity, decision-making, and project management. Frontline leadership skills training will help promote team-driven results.

Hazardous Materials (5%) – Training will be offered to Drivers, Supervisors/Managers Production and Maintenance Staff,. Trainees will learn safe handling and cleaning procedures for hazardous chemicals and waste.

Management Skills (15%) – Training will provide Supervisors/Managers with leadership, motivation, problem solving, and communication skills to enable them to become effective leaders in a high performance workplace.

Manufacturing Skills (20%) – Training will be offered to Production and Maintenance Staff. Trainees will gain the skills and knowledge to operate and maintain equipment, ensure product quality, and implement best practices in the areas of product production and food/materials handling.

Literacy Skills (5%) – Vocational English as a Second Language training will help Production Staff improve their job-related reading, writing, and comprehension. This training will improve trainees' communication skills and help them perform their jobs with greater confidence and proficiency.

Commitment to Training

Hollandia spends approximately $20,000 annually on training. Ongoing company-funded training includes new-hire orientation, anti-harassment, first aid and CPR, and forklift skills. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  Hollandia's Human Resource and Administration personnel will manage the scheduling, tracking, and reporting of all ETP-funded training. The project team will be comprised of eight employees available to assist in all aspects of the training program.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET13-0326	Carpintaria	03/08/13 – 03/07/15	$29,312	$12,342 (42%)*
ET11-0115	Carpinteria	11/08/10 – 11/07/12	$49,504	$32,229 (65%)**

*ET13-0326: The Company reports that it was not properly staffed at the time to adequately organize and manage the training program. The Company now has a new Human Resources Manager, as well as administrative support personnel in place at both the Carpinteria and Oxnard locations to ensure project success. The Company also has participation commitment from all levels of management to ensure program objectives are met and clearly communicated. The Company is requesting funding in this proposal that is consistent with prior earnings.

**ET11-0115: During the contract term, the Company initiated the process of purchasing a new farming location. The planning stages (environmental survey, climate data analysis, etc.) for the new facility consumed a significant amount of time and effort. The administrative burden of the acquisition took a toll on the Company's ability to schedule training, which led to a temporary suspension of training for its leadership team September 2011. The Company continued to provide shortened classes to frontline employees in essential skills such as Equipment Operation and Good Manufacturing Practices. The Company was able to resume its leadership series of classes by the middle of 2012, but there wasn't sufficient time remaining in the contract to maximize the available funding. The Company reports that the

business transaction for its third facility involves the acquisition of an existing operation, resulting in a more simplified operational transition that is far less likely to impact performance on the proposed project.

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
- Identifying Customer Needs
- Marketing
- Financial Strategies
- Inventory Control
- Conflict Management

COMPUTER SKILLS
- Microsoft Office (Intermediate)
- Manufacturing Resource Planning
- Computer Networking

CONTINUOUS IMPROVEMENT
- Teambuilding
- Production Operations/Workflow
- Decision Making
- Leadership Skills
- Project Management

HAZARDOUS MATERIALS
- Hazardous Chemical Cleaning/Handling
- Hazardous Waste Cleaning

MANAGEMENT SKILLS (Managers/Supervisors only)
- Coaching/Leadership
- Motivation
- Decision Making
- Delegation
- Planning
- Problem Solving
- Communication

MANUFACTURING SKILLS
- Equipment Maintenance
- Operation and Control
- Critical Thinking
- Troubleshooting
- Quality Control Analysis

LITERACY SKILLS*
- VESL: Language Skills: Writing, Reading, and Comprehension

*Literacy Training cannot exceed 45% of total training hours per trainee.

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

DELEGATION ORDER

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

M&G Duravent, Inc.

Agreement Number: ET17-0242

Approval Date: September 28, 2016

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

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Veterans	Industry Sector(s):	Manufacturing Priority Industry: ☒ Yes ☐ No
Counties Served:	Solano	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		
Number of Employees in:	CA: 361	U.S.: 468	Worldwide: 468
Turnover Rate:	19%		
Managers/Supervisors: (% of total trainees)	8%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$99,984		$0	$0		$99,984

In-Kind Contribution:	100% of Total ETP Funding Required	$156,288

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, Continuous Improvement, Manufacturing Skills, PL- Manufacturing Skills	188	8-200	0	$522	*$15.60
				Weighted Avg: 29			
2	Retrainee Priority Rate Veterans	Business Skills, Continuous Improvement, Manufacturing Skills, PL- Manufacturing Skills	3	8-200	0	$616	*$15.60
				Weighted Avg: 28			

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

Minimum Wage by County: Job Numbers 1 & 2: $15.60 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
Trainees in Job Numbers 1 & 2 may use up to $3.10 per hour to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Production Staff		110
Maintenance Staff		28
Administrative Staff		20
Engineer		15
Manager		15
Job Number 2 (Veterans)		
Production Staff		3

INTRODUCTION

Founded in 1956 and located in Vacaville, M&G Duravent, Inc. (M&G), a subsidiary of M&G Group, specializes in manufacturing venting systems and HVAC components, distributing to private HVAC companies throughout the US. Training will take place at the Vacaville facility.

PROJECT DETAILS

M&G needs to reduce production waste and improve client satisfaction. M&G has developed a training plan that will focus on increasing production quality, product knowledge and customers service.

Training will focus on the principles of 5S, waste reduction and customer service skills. The 5S system is a system of standards that will encourage production efficiency throughout the facility. Waste reduction training will allow the facility to save on production costs by decreasing errors. Customer service training will allow M&G to provide a better experience for their customers and expand their client base.

Training Plan

Business Skills (15%): Training will be provided to all staff to enhance customer service and increase facility efficiencies. Courses will include Production Analysis, Business Operations and Customer Service skills. Training will increase trainee skills and increase promotional opportunities for Production and Administrative Staff.

Manufacturing Skills (25%): Training will be provided to Production Staff, Maintenance Staff and Managers to increase production knowledge and efficiency. Courses include Basic Andon Procedures, Stop and Notify and Pull System and Kanban.

Continuous Improvement (60%): Training will be offered to all staff to ensure safe and efficient working conditions. Courses include Problem Solving, Continuous Flow and Improving Standardized Work. Training will reduce production waste.

Productive Laboratory

M&G will provide productive lab (PL) training to 100 Production Staff on the operation and troubleshooting of equipment including Swage Machine, Press Punch, Electro-Mechanical Rivet Machine and Resistance Spot Weld Machine. This training will occur at a much slower pace than regular production, resulting in high defects. A subject matter expert will conduct Training. The trainer will first demonstrate how to use the equipment and then supervise trainees using the equipment. The trainer will validate trainee competency after training is completed.

M&G has requested a 1:2 trainer-to-trainee ratio. This is due to trainees working in teams of 2 when working on a machine. PL training will be capped at 10 hours per trainee.

Commitment to Training

M&G has an annual training budget of $277,000 per facility. Training includes new-hire orientation, staff development, job specific training and safety training.

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

- Training Infrastructure

  M&G has a detailed training plan and six staff members dedicated to administering this project. In addition, M&G has contracted with Integrated Solutions to help with administration. M&G will use a combination of internal and external trainers who are experts in the Manufacturing industry.

Veterans Program

The Panel has established a higher reimbursement rate and other incentives for training California veterans. M&G is committed to hiring and creating promotional opportunities for Veteran Staff. M&G actively recruits veterans.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

M&G retained Integrated Solutions of Redwood City to assist with development of this proposal for a fee of $3,500.

ADMINISTRATIVE SERVICES

M&G has also retained Integrated Solutions to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

M&G has retained Ydatum Inc. in Danville to provide Lean Manufacturing and Operational Management training services.

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Production Analysis
- Error Analysis
- Time Management
- Communication
- Reporting Variances
- Business Operations
- Customer Service

CONTINUOUS IMPROVEMENT

- Reducing Waste
- Continuous Flow
- Improving Standardized Work
- Problem Solving
- Quality and Compliance
- Quality Management System

MANUFACTURING SKILLS

- Basic Andon Procedures
- 5S
- Pull system and Kanban
- Production Safety

Productive Lab Hours (Trainer-to-trainee ratio 1:2)

0-10

MANUFACTURING SKILLS

- Forklift Training
- Swage Machine Operation and Troubleshooting
- Punch Press Operation
- Electro-Mechanical Rivet Machine Operation
- Resistance Spot Weld Machine Operation

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

Note: Reimbursement for retraining is capped at 200 total hours per-trainee, regardless of method of delivery. PL is capped at 10 hours per-trainee.

DELEGATION ORDER

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Microdyne Plastics, Inc.

Small Business

ET17-0240

Approval Date: October 3, 2016

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

CONTRACTOR

- Type of Industry: Manufacturing

  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees

  California: 65

  Worldwide: 65

  Number to be trained: 38

  Owner ☒ Yes ☐ No
- Out-of-State Competition: Competitors Outside CA
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 10%
- Repeat Contractor: ☒ Yes ☐ No

FUNDING

- Requested Amount: $38,532
- In-Kind Contribution: $38,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100	Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills	38	8-60	0	$1,014	*$15.60
				Weighted Avg: 39			

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

- Reimbursement Rate: Job #1: $26 SB Priority
- County(ies): San Bernardino
- Occupations to be Trained: Production, Maintenance, Office Administration, Sales, Engineering & Support, Manager/Supervisor, Owner
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #1: $3.00 per hour

SUBCONTRACTORS

- Development Services: Anderson Business Coaching (ABC) in Redlands assisted with development for a flat fee of $1,995.
- Administrative Services: ABC will also provide administration services for an amount not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

OVERVIEW

Founded in 1975 and located in Colton, Microdyne Plastics, Inc. (www.microdyneplastics.com) (Microdyne) is a plastic molding company. The Company offers specialized services and expertise in high-quality precision molded plastic injection mold design, precision mold making, close-tolerance injection molding and comprehensive inspection services, therefore providing a complete custom manufacturing experience. Microdyne operates in numerous markets, and has a wide variety of customers in fields such as precision medical devices, electronic components, subassemblies, opto-electronic components and containers. In addition to customized molds for its clients, Microdyne also owns molds for a variety of standard consumer containers. The Company has facilities in Colton. Colton will participate in this Agreement.

Since the succession of ownership from the founder to his daughter in 2015, the Company has undergone a variety of changes. The new leadership hired a new quality manager to centralize quality assurance functions of its three internal departments (Injection Molding, Blow Molding, and Tooling Departments), which previously had their own individual quality assurance process. New strategic plans were also developed for marketing, sales, cross–training between plastics along with processes and equipment upgrades. Training in this proposal will focus on these areas.

Training Plan

This is Microdyne's fourth ETP Agreement. For this proposal, the Company will focus training on continuous improvement, lean manufacturing, and reinforcing the principles of 5S introduced in their prior ETP Agreements. Employee skills and abilities will be strengthened. Employees will be encouraged to develop skills and expertise in preparation for career opportunity for upper mobility within the Company. Training will be delivered as follows:

Business Skills - Training will be offered to Office Administration, Sales Staff, Managers/Supervisors and Owner. Trainees will learn skills to successfully make decisions, achieve strategic goals and market persuasively. Training will help frontline workforce, managers and supervisors to become more effective leaders.

Computer Skills - Training will be offered to Sales Staff, Engineering, Office Administration, Maintenance Staff, Managers/Supervisors and Owner. Training will provide skills to use and navigate the Company's Sage Computer Software system which will manage and track the product flow throughout the facility.

Manufacturing Skills - Training will be offered to Maintenance and Production Staff responsible for making and delivering the product. Training will improve processes, delivery and turnaround time.

Continuous Improvement - Training will be offered to all staff to enhance workplace organization, achieve process efficiency and quality system compliance. This training will also serve as a foundation to effective implement LEAN throughout the organization.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET15-0226	Colton	07/28/14-07/27/16	$40,950	$38,796 (95%)

Exhibit B: Menu Curriculum

Class/Lab Hours

8 - 60 Trainees may receive any of the following:

BUSINESS SKILLS
- Sales Skills
- Leadership Skills
- Management and Supervision

COMPUTER SKILLS
- Sage Computer Software

CONTINUOUS IMPROVEMENT
- 5 S
- Team Building

MANUFACTURING SKILLS
- Reduction of Scrap and Rework
- First Time Quality

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

DELEGATION ORDER

Retrainee - Job Creation Training Proposal for:

Morgan-Gallacher, Inc. dba Custom Chemical Formulators, Inc.

Small Business

ET17-0223

Approval Date: September 15, 2016

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

CONTRACTOR

- Type of Industry: Manufacturing
  Services
  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  California: 43
  Worldwide: 43
  Number to be trained: 34
  Owner ☒ Yes ☐ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 10%
- Repeat Contractor: ☒ Yes ☐ No

FUNDING

- Requested Amount: $25,844
- In-Kind Contribution: $40,684

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate	Business Skills, Computer Skills, Continuous Improvement, HazMat, Manufacturing Skills	30	8-60	0	$754	$16.48
				Weighted Avg: 29			
2	Retrainee SB <100 Priority Rate Job Creation Initiative	Business Skills, Computer Skills, Continuous Improvement, HazMat, Manufacturing Skills	4	8-60	0	$806	*$13.73
				Weighted Avg: 31			

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

- Reimbursement Rate: Job #'s 1 & 2: $26 SB Priority
- County(ies): Los Angeles
- Occupations to be Trained: Distribution/Production Staff, Sales Staff, Administration Staff,Supervisor/Manager, Owner
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #1: $3.83 per hour Job #2: $1.08 per hour

SUBCONTRACTORS

- Development Services: Training Funding Source (TFS) in Seal Beach assisted in development for a flat fee of $2,900.
- Administrative Services: TFS will also provide administration services for a fee not to exceed 13% of payment earned.
- Training Vendors: N/A

OVERVIEW

Morgan-Gallacher, Inc. dba Custom Chemical Formulators, Inc. (CCFI) (www.customchem.com) is a powder production manufacturing plant located in Santa Fe Springs. The location consists of a main warehouse and three production buildings. Services provided include powder and liquid chemical blending, contract labeling and packaging, repackaging, and chemical product development.

Under the Company's prior ETP Agreement training was provided in "small packaging", a service that requires staff's close attention to detail in the use of a much smaller container. This training will continue for newly-hired workers and specific departments with a high level of accountability for inventory. Workers will receive additional training to extract information from their computer system, Chempax, to maintain an accurate inventory system.

CCFI has new leadership, Executives and Managers, who plan to implement new processes to increase sales, efficiencies, strategic planning, and better overall management of the Company. Recent changes include CCFI's joining the National Association of Chemical Distributors (NACD) which has specific operational requirements. Trainees must learn and implement new processes to ensure compliance with NACD standards.

All employees will be required to participate in training. Trainees will receive Continuous Improvement, Hazardous Materials, Computer, Manufacturing, and Business Skills training to streamline processes. Distributions/Production Staff will learn to better utilize tools, computer software, and equipment to minimize errors in the production process. Through Computer Skills training, trainees will learn to streamline data, and be knowledgeable of production queues, lead times, projected shipping dates, and financial reports.

Training Plan

CCFI customers demand quicker lead times, real-time inventory reporting, and compliance with ISO standards. The curriculum topics address customer demand through improved office and communication skills, and increased efficiencies and manufacturing capabilities.

Business Skills: Training will be offered to Administration Staff, Sales Staff, Supervisors/Managers, and the Owner to improve project management and customer relations. Course topics include Performance Indicators, Supply Chain, and Customer Service.

Hazardous Materials: Training will be offered to Distribution and Production Staff, and Supervisors and Managers. Trainees will learn the proper way to handle hazardous materials in a safe manner.

Computer Skills: Training will be offered to all occupations to ensure staff can utilize computer programs such as Microsoft Office and Chempax (MRP System).

Manufacturing Skills: Training will be offered to Distribution/Production Staff, Supervisors/Managers and the Owner. Staff will learn to operate new equipment as well as new processes increase efficiency and productivity.

Continuous Improvement: Training will be offered to all occupations to improve productivity and work processes. Distribution and Production Staff will receive Process and Productivity Improvement training. Managers, Administration and Sales Staff will receive Decision Making, Problem Solving, and Leadership training.

Job Creation

CCFI has committed to hiring 4 new employees (Job Number 2). CCFI customers continue high demand for quicker turn around times. To meet this business need, CCFI will increase its workforce to meet higher product levels and quicker shipping times. Occupations to be hired include Distribution/Production, Administration, and Sales Staff. Newly-hired workers will receive basic training in company sales strategies and business methodologies, company products, and equipment operation (blending/filling/packaging). Trainees will also receive Computer and Business Skills training to learn company software programs and new company goals to increase efficiency.

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

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET14-0352	Santa Fe Springs	04/28/14-04/27/16	$49,920	$25,523 (51%)

Training was not delivered as planned. Mid-way through the Agreement the CCFI contract representative was terminated and a new staff designated to head the ETP project. The number of training sessions provided decreased, and training was not properly documented.

CCFI is now better organized. Staff members assigned to manage training during the end of ET14-0352 received training on ETP requirements. Since they will be a part of the training process from beginning till end, the Company has a much better chance at earning 100% of ETP funding. Workers are now familiar with ETP record keeping requirements. This proposal has been right-sized to reflect prior project earnings.

Exhibit B: Menu Curriculum

Class/Lab Hours

8-60 Trainees may receive any of the following:

BUSINESS SKILLS

- Business Key Performance Indicators
- Communication Skills
- Computerized Scheduling
- Cost Accounting, Manufacturing and Pricing Control
- Concierge Customer Service
- Inventory Management
- Open Order Tracking & Planning
- R&D/Product & Application Knowledge
- Supply Chain
- Sales & Marketing Strategy
- Standard Operating Procedures

COMPUTER SKILLS

- MRP/ERP- Chempax
- MS Office- Excel, Access, Etc.

CONTINUOUS IMPROVEMENT

- Change & Culture Management
- Coaching & Mentoring
- Decision Making
- Leadership
- National Association of Chemical Distributors (NACD) Process
- Planning
- Problem Solving/Root Cause Analysis
- Process & Productivity Improvement

HAZARDOUS MATERIALS

- Hazardous Materials Handling

MANUFACTURING SKILLS

- Equipment Operation
- Operations Process
- Quality improvement
- Production Troubleshooting

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

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

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Newport Strategic Search, Inc. dba The Newport Group

Small Business

ET17-0243

Approval Date: September 26, 2016

ETP Regional Office: San Diego **Analyst:** H. Bernard

CONTRACTOR

- Type of Industry: Services

  Priority Industry: ☐ Yes ☒ No
- Number of Full-Time Employees

  California: 27

  Worldwide: 31

  Number to be trained: 19

  Owner ☐ Yes ☒ No
- Out-of-State Competition: Competitors Outside CA
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 4%
- Repeat Contractor: ☐ Yes ☒ No

FUNDING

- Requested Amount: $17,138
- In-Kind Contribution: $16,891

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100	Business Skills, Commer'l Skills, Computer Skills	19	8 - 70	0	$902	$18.46
				Weighted Avg: 41			

- Reimbursement Rate: $22 SB Non-Priority
- County(ies): San Diego
- Occupations to be Trained: Executive Recruiter, Practice Lead
- Union Representation: ☐ Yes ☒ No
- Health Benefits: N/A

SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: N/A

OVERVIEW

Founded in 1995, Newport Strategic Search, Inc. dba The Newport Group (Newport Group) (www.newportsearch.com) is an executive search firm specializing in the recruitment and placement of difficult-to-find technical and senior management positions across North America. Industries include construction; energy, oil and gas; life sciences, real estate and IT. The Company is headquartered in Encinitas and has offices in Orange County, CA, Washington D.C., Florida and Texas. Only the Encinitas location will participate in training.

The Newport Group's customers are experiencing a deficit of qualified candidates for open executive positions. Recruiting candidates has becoming increasingly difficult due to a gap between the high level skills the employer requires and the skills current candidates possess. Consequently, Newport Group is challenged to meet its customers hiring needs.

To address this challenge, the Company has determined it must change its internal Executive Recruiter role. Previously Executive Recruiters were split into two teams; one team of recruiters would work with customers seeking job candidates. The second team would work with job candidates. Newport has decided to combine the functions to establish "full-desk" recruiters. This shift to combined responsibilities means the Executive Recruiter is the sole specialist for their own portfolios. They are now responsible for building their own networks for both the

customers and the job candidates. As such, they are expected to find and fill their own jobs. Because many newly hired Executive Recruiters are new to recruiting, they must be thoroughly trained in dual function skills.

Training Plan

Training will be provided by in-house experts. To prepare the Executive Recruiters, the Company has implemented an extensive 8-week training plan focused on recruitment skills and internal procedures. This training includes software, internal procedures, telephone skills, sales & marketing skills, communication and time management skills.

The Company also provides in-house monthly training sessions. These monthly training sessions are designed to ensure that incumbent Executive Recruiters and Practice Leads are current on new market industry and recruiting trends. These sessions also include communication skills and updates to software systems.

Business Skills: Training will be offered to all occupations. This training will include telephone, organization, communication and customer service skills. Additionally, training in leadership and teambuilding will ensure staff is performing in well-functioning teams.

Commercial Skills: Training will be offered to all occupations. This training will focus on the recruiting and marketing skills for the newly hired Executive Recruiters and the Practice Leads.

Computer Skills: Training will be offered to all occupations. This training will focus on software platforms including social networking, Application Tracking System (internal database) and ZoomInfo, which gives the staff access to current company information.

Modifications

Trainee Hours Cap

Newport Group is requesting an increase to the standard range of hours for Small Business projects from 60 to 70.

Many of the Company's newly hired recruiters require extensive training. Newport Group expects to perform an average of 66 training hours per trainee. However, depending on the skill level of recruiters, some could receive training up to 70 hours per person.

Contract Term

Newport Group is planning to hire its 10 new Executive Recruiters over the next 12-18 months. To ensure that the Company has enough time to hire and train all new staff, it requests a two year contract term.

RECOMMENDATION

Staff recommends approval of this proposal.

Exhibit B: Menu Curriculum

Class/Lab Hours

8 - 70 Trainees may receive any of the following:

BUSINESS SKILLS

- Telephone Skills
- Time Management Skills
- Organizational Skills
- Negotiation Skills
- Communication Skills
- Customer Service Skills
- Leadership Skills
- Teambuilding

COMMERCIAL SKILLS

- Marketing Skills
- Recruitment Skills

COMPUTER SKILLS

- Social Networking
- Application Tracking Systems
- ZoomInfo
- One Source

Note: Reimbursement for retraining is capped at 70 total training hours per trainee, regardless of the method of delivery.

DELEGATION ORDER

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

NL&A Collections, Inc.

Small Business

ET17-0246

Approval Date: October 3, 2016

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

CONTRACTOR

- Type of Industry: Manufacturing
  Wholesale Trade
  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  California: 23
  Worldwide: 50
  Number to be trained: 16
  Owner ☒ Yes ☐ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☒ Yes ☐ No
- Turnover Rate: 15%
- Repeat Contractor: ☒ Yes ☐ No

FUNDING

- Requested Amount: $22,048
- In-Kind Contribution: $15,300

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, Manufacturing Skills	16	8-60	0	$1,378	$16.48
				Weighted Avg: 53			

- Reimbursement Rate: $26 SB Priority
- County(ies): Los Angeles
- Occupations to be Trained: Accounting Staff, Customer Service/Sales Representative, Production Staff, Operations Staff, Shipping/Warehouse Staff, Design R & D Staff, Quality Control & Repair Staff
- Union Representation: ☐ Yes ☒ No
- Health Benefits: $0.95 per hour

SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: N/A

OVERVIEW

NL&A Collections, Inc. (NOVA) (www.novaofcalifornia.com) is a design and manufacturing business located in Huntington Park. NOVA products include lamps, wall décor and accent furniture. NOVA clientele include department stores, furniture retailers, home improvement stores and online retailers.

Over the last year, NOVA has continued to revise its design esthetic to increase its appeal to customers. New NOVA customers are more tech savvy and prefer environmentally responsible products. As a result, the Company expanded its design options to appeal to these customers. Through training, staff will strengthen their skills and learn new techniques and computer software programs used by NOVA to complete orders in a timely manner.

Training Plan

This will be Nova's fourth ETP project in the last five years. Previous training focused on a new ERP System, website, and new materials and product lines. Training in this proposal will focus on Computer Skills training in newly updated features to the Company's CRM System (Hub Spot). To ensure a smooth transition, all employees must receive training on Hub Spot. New features include user interface, key terminology, personal preferences and defaults, calendar set-up and productive tips. No worker trained under prior ETP Agreement will receive the same training courses under this Agreement.

NOVA will introduce a new option to allow clients to customize products. Staff will receive training on the Mix and Match Program to understand customer options and maximize sales by increasing the number of customized products sold compared to NOVA readymade box items. In addition, trainees must learn new functions and codes to process customized orders, automate the payment system, and determine the cost of assembly for customized products from the program (Accounting Staff).

Manufacturing Skills training will enable the Company to implement new packing requirements for customized products. NOVA's ERP System will customize boxes to minimize and eliminate freight damage during product shipment. Training courses such as New Parts and Material Training will also decrease product assembly defects. Training will be delivered by in-house instructors.

Business Skills: Training will be offered to all occupations to increase product knowledge and maximize sales. Courses include Quality and Product Compliance, Sales Skills and Product Knowledge.

Computer Skills: Training will be offered to all occupations to ensure workers are familiar with up-to-date software. Curriculum topics such as 3-D Printing, Freight Claim Training, and Hub Spot training will teach staff to efficiently use software programs.

Manufacturing Skills: Training will be offered to Production, Operations and Shipping/Warehouse Staff in new packing processes for products created via the Mix and Match Program. Cross training on assembly will increase the number of workers able to assemble multiple NOVA products.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

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

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET16-0248	Huntington Park	10/23/15-10/22/16	18	17	17

Based on ETP Systems, 922 reimbursable hours have been tracked for potential earnings of $22,256 (95% of approved amount). The Contractor projects final earnings of 95% based on final payments that are currently being reviewed by ETP Fiscal Unit.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET14-0215	Huntington Park	11/18/13-11/17/14	$31,460	$23,088 (73%)
ET13-0159	Huntington Park	09/19/12-09/18/13	$45,240	$28,469 (62%)

ET13-0159: As a first time Contractor, the Company did not fully understand recordkeeping requirements or correctly document training. Trainees also did not meet the minimum wage and were found ineligible for reimbursement.

Following this contract, the Company assigned an employee to coordinate ETP training and work with the ETP Analyst to better understand and meet ETP requirements. As a result, training was documented correctly, and only trainees who met the minimum wage requirement were enrolled.

Exhibit B: Menu Curriculum

Class/Lab Hours
8-60

Trainees may receive any of the following:

BUSINESS SKILLS

- Customer Service & Support
- Freight Claim
- Hub Spot CRM System
- Sales
  - Mix & Match Program
  - Product Knowledge
  - Product Management
  - Post-Sales/Warranty Training
- Quality & Product Compliance

COMPUTER SKILLS

- Accounts Payables
  - Direct Labor & Material Interaction for Mix & Match Assembly
  - Incentive Management
  - Commission and Royalty Structure
- Accounts Receivables
  - ODBS Module
  - Training on Collections and Factoring w/Third Party
- General Ledger
  - Journal & Register Mgmnt for Mix & Match Assembly Project
  - Inventory Reconciliation for New Parts over 500 Pieces
  - Depreciation and Amortization Auto Function
- Incorporating ‘‘Blown Glass’’ in Design Process
- 3D printing
- Photoshop to Create Mix & Match Design Program
- ODBC Module
- Netsuite
- EDI/ERP System
- E-Store
  - Automated Sales Order
  - Shipping
  - Customer Support
  - Payment Processing via Merchant Accounts
- Inventory Export
- Partner Center Access Control
- New Ports-Mix & Match Program
- Hub Spot Training
  - Account Management
  - Activity Management
  - Calendar Set-Up/Email
  - Marketing Module
  - Opportunity Management
  - Quote Generation
  - Order Generation
  - Records
  - Task Assignment

MANUFACTURING SKILLS

- Assembly Training (Mix & Match)
- Item Set-Up
- Inventory Planning
- Parts/Material Training
- Work Order Flow
- Packaging/Packing Training
- Warehouse Management

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

DELEGATION ORDER

Training Proposal for:

NONGSHIM America, Inc.

Agreement Number: ET17-0226

Approval Date: September 19, 2016

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

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Manufacturing Priority Industry: ☒ Yes ☐ No
Counties Served:	San Bernardino	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 330	U.S.: 350	Worldwide: 5,000
Turnover Rate:	0%		
Managers/Supervisors: (% of total trainees)	17%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$16,200		$0	$0		$16,200

In-Kind Contribution:	100% of Total ETP Funding Required	$25,511

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		
	Retrainee Priority Rate	Business Skills, Computer Skills, Manufacturing Skills, OSHA 10/30	100	8-200	0	$162	$16.34
				Weighted Avg: 9			

Minimum Wage by County: $15.60 for San Bernardino County in Job 1.
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
Accounting		5
Sales and Marketing		36
General Administration Staff		3
Human Resources/Labor Coordination Staff		6
Manager		3
General Manager		5
Supervisor		10
Research and Development		4
Quality Assurance		4
Production/ Logistics		24
TOTAL:		***100***

INTRODUCTION

NONGSHIM America, Inc. (www.NONGSHIMUSA.com), (NONGSHIM) is a food manufacturing company specializing in Korean cuisine. In 1971 NONGSHIM first began exporting instant noodles from Korea to Los Angeles, later establishing a United States branch (1994), NONGSHIM AMERICA, which became a wholly owned subsidiary. In 2005 the production plant in Rancho Cucamonga was opened, which now produces 300 million packs of instant noodles annually.

Since beginning production in the US in 1995, NONGSHIM has experienced a 13.5% average sales growth per year. This continued growth resulted in NONGSHIM's expansion of its

manufacturing capacity. In addition, the Company has become innovative with its products, introducing new flavors and new products to maintain consumer interest and gain market share. NONGSHIM's products are distributed to retail and wholesale stores all over the country and parts of Canada. Presently, NONGSHIM has established branches in Chicago, New Jersey and Canada.

In 2013, NONGSHIM underwent a major change in its corporate structure which halted most of the training planned during that period which also impacted their ETP Agreement with a low performance. The new management prioritized to give employees time to adjust to the new corporate structure and to revisions on work scopes and did very minimal training during that period to make the transition as smooth as possible for the Company. The new CEO believed that extensive training will be more effective and retained by employees once they are well adapted to the internal changes that occurred in the Company. For this proposal, NONGSHIM has created a new employee development and training plan based on the new management's goals and in accordance to employees' input on training needs based on the results of a recently conducted company-wide training-need assessment.

This is NONGSHIM's second ETP Agreement. While the first Agreement focused on Continuous Improvement, this proposal will introduce and train employees on improved processes, modernized business systems, and new equipment to upgrade employee skills and attain a high performance workplace. NONGSHIM continues to improve its processes to meet customer demands on time, while remaining cost effective. The Company needs to train staff in SAP Info System/GNFOS software system, Food Manufacturing Process, Production Operation and Procedures, Leadership Skills, Problem Solving, and Interpersonal Communication.

Training will take place at the Company's facility in Rancho Cucamonga. NONGSHIM is eligible for standard retraining as a priority industry facing Out-of-State Competition.

PROJECT DETAILS

The Company is introducing new processes and procedures. Training will focus on Business Skills and Manufacturing Skills, Production Equipment Usage, and Production Operation Procedures and Processes. The skills and best practices employees will gain will assist in improving processes, increasing customer service levels, and reducing equipment downtime.

Certified Safety Training

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

Commitment to Training

NONGSHIM has an annual training budget of $100,000 for mandatory training, employee orientation, basic safety training, sexual harassment prevention and first aid training. ETP funds will not displace the Company's existing financial commitment to training. Safety training is, and will continue to be provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  NONGSHIM is ready to start training upon project approval. Training will be provided at the Rancho Cucamonga facility by in-house staff and vendors. NONGSHIM has assigned 1 personnel in Human Resources and 2 personnel from Training Team department dedicated to scheduling and tracking the training and who will function as the point of contact with ETP.

Training Plan

The proposed training will provide employees with enhanced skills and knowledge of food handling, process improvement, and professional and technical skills development. Employees will learn to work efficiently, meet customer expectations, and respond to change.

Business Skills (40%): This training will be offered to Accounting, Sales and Marketing Staff General Administration, HR/Labor Coordination, Research and Development, Quality Assurance, Managers and Supervisors. Training will focus on Interpersonal Communication, Business Operations and Procedures, Team Building, Sales, Marketing and Negotiating Skills. Trainees will learn to resolve complaints, identify problems, and propose solutions that exceed customer expectations. Customer satisfaction will result in increased demand for NONGSHIM products.

Computer Skills (20%): This training will be offered to all occupations. Trainees will learn to navigate the SAP Info software system. Training will also include the proper usage of software screens and functions for maximum benefit.

Manufacturing Skills (30%): This training will be offered to Production, Quality Assurance, Supervisors and Logistics staff to gain skills and knowledge of the Company's manufacturing and production processes to ensure product quality and implement best practices in product manufacturing.

OSHA 10/30 (10%): This training will be offered to Production, Quality Assurance, Research and Development and Logistics. OSHA 30 training will be provided to Managers/Supervisors to ensure a safe work environment.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET13-0146	Rancho Cucamonga	09/06/12 – 09/05/14	$99,900	$16,242 (16%)

The major reorganization in 2013 impacted all aspects of the Company. Training was halted as the Company necessarily focused on adjusting to changes that were implemented company-wide, from a new management system to redefining employee work in accordance with the new corporate structure. The new management prioritized to give employees time to adjust to the transition which included adapting to revisions on work scopes and company policies which gave them very minimal opportunity to conduct training as planned during this period. The new CEO believes that training is essential to the Company but will be more effective and easily retained by employees once they are well adapted to the internal changes caused by new management in the Company.

Now that the reorganization is complete, NONGSHIM will prioritize training and will provide a structured training plan that is coordinated and supported by all department heads and the management.

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

- Sales and Negotiating Techniques
- Accounting
- Marketing
- Presentation Skill
- Business Writing
- Product Knowledge
- Problem Solving
- Business Performance, Operation and Procedure
- Interpersonal Communication
- Leadership
- Motivation and Team Building
- Coaching

COMPUTER SKILLS

- Systems Application Product (SAP) / Info System (GNFOS)
- Adobe Creative Suite 4 (CS4)
- MS Office Advance

MANUFACTURING SKILLS

- Food Manufacturing Process
- Production Operation Procedures and Process
- Production Equipment Operation

OSHA 10/30

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

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

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

DELEGATION ORDER

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

RETRAINEE - JOB CREATION

Training Proposal for:

POM Wonderful Holdings, LLC dba POM Wonderful

Agreement Number: ET17-0250

Approval Date: October 10, 2016

ETP Regional Office: Sacramento **Analyst:** J. Lazarewicz

PROJECT PROFILE

Contract Attributes:	Retrainee Veterans	Industry Sector(s):	Manufacturing Priority Industry: ☒ Yes ☐ No
Counties Served:	Fresno, Los Angeles	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 330	U.S.: 330	Worldwide: 7,000
Turnover Rate:	10%		
Managers/Supervisors: (% of total trainees)	10%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$97,850		$0	$0		$97,850

In-Kind Contribution:	100% of Total ETP Funding Required	$221,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Continuous Impv., Mfg. Skills, OSHA 10/30, PL – Mfg. Skills	165	8-200	0	$522	*$11.70
				Weighted Avg: 29			
2	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Impv., Mfg. Skills, OSHA 10/30, PL – Mfg. Skills	30	8-200	0	$288	*$16.48
				Weighted Avg: 16			
3	Retrainee Veteran Job Creation	Business Skills, Computer Skills, Continuous Impv., Mfg. Skills, OSHA 10/30, PL – Mfg. Skills	5	8-200	0	$616	*$12.77
				Weighted Avg: 28			

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

Minimum Wage by County: **Job Number 1:** $11.70 per hour in Fresno County;
Job Number 2: $16.48 per hour in Los Angeles County; and
Job Number 3: $12.77 per hour in Fresno County, $13.73 per hour 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 $1.70 per hour for Job Number 1 and up to $3.25 per hour for Job Number 2 may be used to meet the Post Retention Wage. For Job Number 3, up to $2.62 per hour (Fresno County) and up to $3.25 per hour (Los Angeles County) may be used to meet the Post Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1 (Retrainees)		
Administrative Staff		15
Customer Service Staff		5
Engineer		10
Manager/Supervisor		10
Production/Support Staff		125
Job Number 2 (Retrainees)		
Administrative Staff		13

Customer Service Staff		5
Engineer		1
Manager/Supervisor		5
Production/Support Staff		6
Job Number 3 (Veteran Job Creation)		
Administrative Staff		1
Engineer		1
Manager/Supervisor		1
Production/Support Staff		2

*The lowest end of this range will move up to $10.50 on January 1, 2017 consistent with State minimum wage law.

INTRODUCTION

Founded in 2000 and headquartered in Los Angeles, POM Wonderful Holdings, LLC dba POM Wonderful (POM) (www.pomwonderful.com) is a wholly owned subsidiary of The Wonderful Company LLC. POM is a food and beverage manufacturer (its products are sold worldwide) that produces a line of natural 100% pomegranate juices available in its iconic “double bubble” bottle. Brand names include POMx, LITE POM, and POMx Tea. POM has two locations, Los Angeles and Del Rey. Both facilities will participate in training.

PROJECT DETAILS

POM is improving operating efficiency and production capacity through the use of a new Lean Manufacturing system interface called Wonderful Improvement Network (WIN). Through WIN, POM trainees will receive learn how to expand their skill level, improve product quality, reduce waste, and gain transferable skills.

POM wants to create opportunities for advancement by developing and promoting employees in-house. To this end, the Company will provide Continuous Improvement such as 5S, Kaizen Events and Six Stigma.

Training Plan

Business Skills (15%): Training will be provided to Customer Service Staff. Topics will include accounting, business processes, communication skills, goal setting, performance coaching, and product knowledge. Training is intended to increase customer satisfaction and sales.

Computer Skills (5%): Training will be provided to Managers/Supervisors and Customer Service Staff. Topics will include computerized inventory, internal customer applications, and MS Office. Training will expand employees’ knowledge of computer programs to respond promptly to customer needs, provide on-time deliveries, and improve sales.

Continuous Improvement (40%): Training will be provided to all occupations. Topics will include Critical Thinking Skills, Kaizen Events, Problem Solving and Resolution, Team Building, and Six Sigma/Lean Manufacturing. These topics will improve operational efficiency, reduce costs, and build stronger teams.

Manufacturing Skills (30%): Training will be provided to Production Staff. Topics include Case Packers, Food Safety, Juice Filling Equipment, Plastic Injection Molding, and Labeling Systems. Trainees will also be cross-trained on all machines. This will result in efficient equipment operation that will reduce operating costs.

Productive Laboratory (PL) – Manufacturing Skills (5%)

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

PL training will supplement Class/Lab training to strengthen employees' understanding of production tasks on each specific piece of equipment. PL will be delivered to 30 Production Staff on operating procedures of various equipment that require specialized skills to operate such as fruit labeling/handling equipment, beverage equipment, bottle making equipment, juice extraction equipment, and filling equipment. The trainer will observe the trainee and offer coaching and mentoring throughout the process. Trainees will be deemed competent after a specificied number of successful completions.

POM is requesting 60 hours at a 1:3 trainer-to-trainee ratio in Manufacturing Skills. The Company requires a higher trainer-to-trainee ratio due to the limited number of equipment and trainers. Most of the equipment run on extended shifts throughout the day so optimizing training time when equipment is available is necessary. Production may be reduced by as much as 20% during training.

Certified Safety Training

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

This training will be provided to Managers/Supervisors and Production Staff. The goal is to give Managers/Supervisors the knowledge to maintain a safe work environment; and to show Production Workers how they can be actively involved in reducing injuries on the job.

High Unemployment Area

The 170 trainees in Job Numbers 1 and 3 work in Fresno County, a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%.

- Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. POM is requesting a 25% wage modification (from $15.60 per hour to $11.70 per hour) for trainees in Job Number 1 only.

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.

POM has grown steadily by 10% in the last two years. To support this growth, POM is expanding their business capacity by adding newly hired employee to an existing function.

POM has committed to hiring five new employees as shown in Job Number 3 (Veterans). 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.

Veterans Program

The Panel has established a higher reimbursement rate and other incentives for training California veterans. POM plans to hire five Veterans as a part of their full-time workforce (Job Number 3).

Commitment to Training

ETP funds will not displace the existing financial commitment to training. POM's annual training budget per facility is approximately $262,000 for new-hire orientation, OSHA-mandated training, sexual harassment prevention, and first aid training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  National Training Company, Inc. will assist with ETP project administration. POM has also assigned staff members as administrative coordinators to schedule training, collect training rosters, and submit training rosters to the administrative subcontractor for data entry into ETP systems. All original rosters and any other pertinent records will be maintained at POM's Del Rey facility.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET13-0407	Del Rey	06/24/2013–06/23/2015	$99,720	$0 (0%)

ET13-0407: In 2013, POM determined that it needed to implement new Continuous Improvement techniques to improve product quality and safety. This was the focus of training under ET13-0407. The Agreement was terminated early (02/27/14) with no billing or performance on the contract. The shift toward higher quality standards required the implementation of new operating procedures. However, these new standards were not being implemented by the management team. For this reason, training was put on hold. Since then, the management team has been replaced, including a new Director of Continuous Improvement. The current management team fully supports the training plan proposed here.

DEVELOPMENT SERVICES

POM retained National Training Company, Inc. in Irvine to assist with development of this proposal for a flat fee of $5000.

ADMINISTRATIVE SERVICES

POM also retained National Training Company in Irvine, CA to perform administrative services in connection with this proposal for a fee not to exceed 13% of funds earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

CONTINUOUS IMPROVEMENT

- 5S
- Critical Thinking Skills
- Kaizen Events
- Leadership Skills
- Measuring for Success
- Problem Solving and Resolution
- Six Stigma
- Lean Manufacturing
- Team Building
- Safety Leadership

COMPUTER SKILLS

- Computerized Inventory
- Internal Customer Applications
- MS Office (Intermediate and Advanced)

MANUFACTURING SKILLS

- Bottle Making Equipment
- Case Packer
- Compliance Tracking
- Electrical Systems
- Emergency Planning
- Extraction Equipment
- Standard Operating Procedures
- Equipment Cross-Training
- Equipment Drive Systems
- Equipment Maintenance/Repair Skills
- Equipment Set-Up and Testing
- Food Safety
- Forklift Certification
- Good Manufacturing Practices
- Inventory and Raw Materials
- Juice Filling Equipment
- Labeling Systems
- Palletizer
- Pick & Capping Systems
- Plastic Injection Molding
- Sorting Systems
- Tray Packer

BUSINESS SKILLS

- Accounting Skills
- Business Processes
- Communication Skills

- Goal Setting
- Product Knowledge

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10 (Requires completion of 10-hour course)
- OSHA 30 (Requires completion of 30-hours course)

PL Hours

0-60

MANUFACTURING SKILLS (1:3 Trainer-to-Trainee Ratio)

- Fruit Labeling/Handling Equipment
- Beverage Equipment
- Bottle Making Equipment
- Juice Extraction Equipment
- Filling Equipment

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

DELEGATION ORDER

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Quality Metal Spinning and Machining, Inc. dba QMS

Small Business

ET17-0247

Approval Date: October 13, 2016

ETP Regional Office: San Francisco Bay Area **Analyst:** C. Hoover

CONTRACTOR

- Type of Industry: Manufacturing
  Services
  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  California: 17
  Worldwide: 17
  Number to be trained: 21
  Owner ☒ Yes ☐ No
- Out-of-State Competition: NAICS Code Eligible 333517
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 0%
- Repeat Contractor: ☐ Yes ☒ No

FUNDING

- Requested Amount: $25,116
- 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 SB <100	Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills	21	8-60	0	$1,196	$17.02
				Weighted Avg: 46			

- Reimbursement Rate: Job #1: $26 SB Priority
- County(ies): Santa Clara
- Occupations to be Trained: Administration/Support Staff, Technical Staff, Production Staff, Superviors/Managers & Owners
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #1: $0.52 per hour

SUBCONTRACTORS

- Development Services: Sallyanne Monti Consulting in San Francisco assisted with development of this proposal for a flat fee of $1,000.
- Administrative Services: Sallyanne Monti Consulting will also assist with Administration of this proposal for a fee not to exceed 13% of funds earned.
- Training Vendors: Jaydeep Pathak, Quality Consultant (ISO)
  Altoviya, LLC in Daly City will provide Continuous Improvement Training for a fee to be determined.

OVERVIEW

Founded in 1967, Quality Metal Spinning and Machining, Inc. dba QMS www.qmsshields.com is a family owned business that custom designs and manufactures metal-spun parts for multiple industries. QMS is a leader in supplying high-quality precision spun and machined parts for leading manufacturers in the semiconductor, electronics and aerospace industries. QMS is a supplier to Applied Materials, LAM Research, GoogleX and Hitachi.

In order to keep up with customer demand, QMS is requesting ETP funding as it implements new initiatives and processes. Customers increasingly demand feature-rich products, tighter tolerances and quicker turnaround times. This requires QMS to have established and repeatable, fully-integrated processes that will ensure quality in every part. Suppliers like QMS needs to have state-of-the-art machines and skilled workers to operate them. Consequently, QMS has purchased new equipment. In addition, customers demand quick and efficient ways of placing, tracking and receiving orders, and they expect the ultimate in customer care.

QMS needs to upgrade employee skills (including two owners). In-house trainers and training vendors will deliver training in Continuous Improvement, Computer Skills, Manufacturing Skills, and Business Skills. Training will take place at the Company's Palo Alto facility. Other vendor sites in California will be registered and approved per ETP guidelines.

Training Plan

As QMS implements new initiatives and processes that upgrade employee skills, equipment and software, the Company will work closely with the City of Palo Alto's Hazardous Waste Program to develop safeguards to ensure environmental safety and work to find biodegradable alternatives to chemicals used throughout its facility. QMS will train employees and implement the following:

- Customer-technology demand- Google X and Hitachi Global Storage Technologies
- Supply high-tech parts to new customers- Vacuum Process Engineering and Cool Dry
- New technology and equipment- Mazak INTEGREX e-1600V/10 machine for 5-axis machining and milling, ROMI C Series Heavy Duty CNC (computer numeric control) Lathes machine, WENZEL LH 1210 CMM (3D coordinate measuring machine) and a Crown WAV50-118 Work Assist Vehicle
- New software upgrades- SOLIDWORKS 2016, Mastercam X9, MODUS 2, JobBOSS 2016, QuickBook 2016 Premier and Microsoft Windows Server 2016
- Quality Implementation- ISO 9001:2015 (train-the-trainer program)

In addition, the Company's training plan includes a train-the-trainer program for key employees for Business Skills, Continuous Improvement and Computer Skills. A two-year contract term is needed to bring trainers to competency who will then deliver training to others in the Company. The Business Skills and Computer Skills need to be aligned first, so that upgraded skills are in place prior to mapping out the Continuous Improvement processes. An 18-21 month training window is needed to effectively implement value-added training that incorporates immediate results. This OMS requires a two year contract term.

Training will be delivered in Class/Lab and E-Learning, as outlined below:

Business Skills - This training will be offered to Administration/Support Staff and Supervisors/Managers. Administration/Support Staff will receive training on Marketing

Strategies for Growth to learn to identify, pursue and service new industries while identifying value-added opportunities for the existing customer base. Administration/Support Staff will also receive training on order processing and customer care, and product knowledge in the development of new areas of business. Supervisors/Managers will receive training on Performance Management for the allocation and management of resources.

Computer Skills - This training will be offered to Technical Staff, Production Staff and Administration/Support Staff. Solidworks 2016 training will be delivered to Technical Staff who will be able to take a product from concept to finished product while maintaining efficiency and profitability. Production Staff will receive training in Mastercam X9, to have the latest skills for creating and cutting parts. Technical Staff and Production Staff will be trained on JobBOSS 2016 in the latest procedures for quote processing, inventory control and job-shop scheduling. Administration/Support Staff will receive training on QuickBooks 2016. Technical Staff will receive training on MODUS 2 (ERP- enterprise resource planning software), and to deploy and maintain Microsoft Windows Server 2016. Administration/Support Staff will also receive training on Ariba, Hitachi's Global Storage Technologies' chosen software program for receiving orders and managing accounting.

Manufacturing Skills - This training will be offered to Technical Staff and Production Staff. Production Staff will be trained on the Mazak INTEGREX e-1600V/10 (5-axis milling and machining) machine, the ROMI C Series Heavy Duty CNC Lathes machine and the WENZEL LH 1210 CMM as appropriate to their job responsibilities. Production Staff will also be trained to program these machines to ensure repeatable manufacturing processes, to minimize waste and to optimize productivity. Technical Staff will receive training to troubleshoot and maintain the machines, and to build quotes for products produced on the new machines, and on advanced-inspection techniques for parts produced by the new machines.

Continuous Improvement - This training will be offered to key employees across all occupations. This select staff will align existing processes to the new technology and products being implemented. While also embracing the new processes, they will increase productivity, efficiency and profitability through the integration of manufacturing capabilities and technology by aligning quality systems to the new ISO 9011:2015 standard in a train-the-trainer program.

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
- Performance Management
- Sales, Marketing & Customer Service Strategies for Growth

COMPUTER SKILLS
- Ariba
- JobBOSS 2016
- Mastercam X9
- Microsoft Windows Server 2016
- MODUS 2 (ERP- enterprise resource planning)
- QuickBooks 2016
- Solidworks 2016

CONTINUOUS IMPROVEMENT
- Process Management for New Initiatives
- ISO 9001:2015 Basics

MANUFACTURING SKILLS
- Mazak INTEGREX 5-axis Milling and Machining Techniques
- Advanced CNC Lathe Programming Techniques
- Advanced CMM Programming Techniques
- Advanced QA Techniques
- Equipment Operations for Growth
- Production Techniques for Growth
- Safe Operation of Crown WAV50-118 (Work Assist Vehicle)

E-Learning Hours
8-40

BUSINESS SKILLS
- Performance Management
- Sales, Marketing & Customer Service Strategies for Growth

COMPUTER SKILLS
- Ariba
- JobBOSS2016
- Mastercam X9
- Microsoft Server 2016
- MODUS 2 (ERP- enterprise resource planning)
- QuickBooks 2016
- Solidworks 2016

CONTINUOUS IMPROVEMENT
- Process Management for New Initiatives
- ISO 9001:2015 Basics

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

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.

DELEGATION ORDER

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Panel Amendment #2 Proposal for:

Quality Refrigeration Company, Inc.

Agreement Number: ET16-0297

Amendment Effective Date: August 15, 2016

Approval Date: October 10, 2016

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

CURRENT PROJECT PROFILE

Contract Type:	SB <100 Retrainee	Industry Sector(s):	Services	
Counties Served:	Los Angeles, San Diego	Repeat Contractor:	☐ Yes	☒ No
Union(s):	☐ Yes ☒ No	Priority Industry:	☐ Yes	☒ No
Current Contract Term:	November 18, 2015 to November 17, 2017	Substantial Contribution:	☐ Yes	☒ No

CURRENT FUNDING

Current Funding
$23,760

AMENDMENT FUNDING

Requested Funding	Total Funding
+$23,760	$47,520

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	SB Retrainee	Comm'l. Skills, Computer Skills, OSHA 10/30, Hazardous Mat., **Business Skills**	18	8-**120**	0	**$2,640**	$15.93
				Weighted Avg: **120**			

Minimum Wage by County: $15.97 per hour in Los Angeles County; $15.93 per hour in San Diego County
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☒ Yes ☐ No
$5.82 per hour may be used to meet the Post-Retention Wage in Job Number 1

Wage Range by Occupation	
Occupation Title	Wage Range
Technician	
Supervisor	

INTRODUCTION

Founded in 1950, Quality Refrigeration Company, Inc. (QRCI) specializes in marine, commercial and industrial refrigeration and air conditioning sales and service. Its customer base includes commercial shipping, cruise lines, fishing companies, oilrig platforms, passenger vessels, tugs and shipyards, along with industrial customers such as refineries, industrial bakeries, manufacturing facilities, supermarkets and seafood processing facilities.

The Company operates worldwide, performing installation and service on air conditioning and refrigeration systems on ships. It keeps an extensive inventory valued at more than $500,000 in parts and equipment between the Wilmington and San Diego locations. Its inventory also includes hard-to-find parts for outdated equipment.

QRCI also performs diagnostics, installation, service and repair of various refrigeration and air conditioning equipment such as compressors, chillers, condensers, heat exchangers, fan coils, plate freezers, ice machines, air conditioners, cooling towers, refrigerators, and water-cooled systems.

AMENDMENT DETAILS

QRCI is requesting to increase the weighted average hours and the range of hours by 60 since the Company has already exhausted its current ETP training funds. This will increase the Average Cost per Trainee by $1,320 (from $1,320 to $2,640) for Job Number 1 and the Total Funding amount by $23,760 (to $47,520).

Currently, QRCI is training its workers in refrigeration products, industry changes, various operations and maintenance requirements of refrigeration and air conditioning equipment, MAS 200/Sage Business Management System (the Company's Enterprise Resource Planning (ERP)

system), and California Building Energy Efficient Standards (CBEES) requirements (CBEES sets standards for commercial refrigeration and requires higher levels of efficiency from air conditioning and refrigeration systems). The 60 additional hours will allow the Company to offer more in-depth training topics, including new types of equipment and controls; zone set-up within buildings to ensure that only occupied portions are systematically cooled; and automation of processes through the ERP system to improve access, workflow and overall staff communication skills.

Contractor is also requesting to add Business Skills training to the curriculum as well as additional course topics in Commercial Skills. Business Skills will be provided to all occupations focusing on customer service, planning, sales strategies, leadership, and team building.

SUMMARY OF PRIOR MODIFICATIONS/AMENDMENTS

- Modification #1: Increased the term end date by 1 year (from 11/17/2016 to 11/17/2017)

RECOMMENDATION

Staff recommends approval of this Amendment.

CURRENT CONTRACT PERFORMANCE

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

Agreement No.	Approved Amount	Term	No. Trainees (Average)	No. Completed Training	No. Retained
ET16-0297	$23,760	11/18/2015–11/17/2017	110	5	0

Based on ETP Systems, QRCI has provided 1,026 hours for potential earnings of $22,572 (95% of the Agreement amount). The Contractor projects final earnings of 100% by October 2016 based on training in progress.

Exhibit B: Menu Curriculum

Class/Lab Hours
8-**120**

Trainees may receive any of the following:

COMMERCIAL SKILLS

- Chillers
- Compressors
- Condensers
- Customer Relations
- Electronic Devices and Controls
- Energy Efficient Building Management Systems Metering Devices
- Evaporators
- Health Codes
- HVAC Split Systems
- HVAC Package Systems
- Ice Machines
- Marine Systems
- Preventative Maintenance
- Refrigeration
- Refrigeration Troubleshooting
- Refrigerants Leaks and Recharging
- Thermostats
- Variable Speed Drives
- Water Circuitry
- Walk-In Refrigeration
- **Processes & Procedure**
- **Regulation Updates**

COMPUTER SKILLS

- Enterprise Resource Planning
- Financial/Accounting
- Microsoft Office

HAZARDOUS MATERIALS

- Hazardous Materials Handling

OSHA 10/30

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

BUSINESS SKILLS

- **Customer Service**
- **Planning**
- **Leadership**
- **Team Building**
- **Team Management**
- **Process Improvement**
- **Quality Improvement**

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

Note: Reimbursement for retraining is capped at **120** total hours per-trainee, regardless of method of delivery.

DELEGATION ORDER

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

Splay, Inc.

Agreement Number: ET17-0239

Approval Date: September 19, 2016

ETP Regional Office: San Francisco Bay Area **Analyst:** C. Hoover

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing Priority Industry: ☒ Yes ☐ No
Counties Served:	Alameda, Santa Clara	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 350	U.S.: 350	Worldwide: 350
Turnover Rate:	12%		
Managers/Supervisors: (% of total trainees)	4%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$69,300		$0	$0		$69,300

In-Kind Contribution:	100% of Total ETP Funding Required	$83,194

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, Computer Skills, Cont. Imp.	70	8-200	0	$990	$17.02
				Weighted Avg: 55			

Minimum Wage by County: $17.02 per hour for Alameda and Santa Clara counties
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe
Up to $2.00 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administration/Finance/Buyer Staff		12
Operator/Mold Maker/Production Staff		12
Technician/Lead		12
Support/Marketing/Sales Staff		6
Engineer/Product Manager/IT Staff		15
Supervisor		8
Manager		5

INTRODUCTION

Founded in 1955 and headquartered in San Leandro, Splay, Inc. (Splay) (www.ksplastic.com) manufactures plastic injection molding for consumer products, life-sustaining medical components, and close-tolerance, high-tech parts for electronic applications. Splay's capabilities range from tool construction and molding to full assembly of plastic parts for the automotive, pool and spa, toy, consumer goods, gaming, aerospace, electronics, industrial, medical and computer industries. Customers include Zodiac Industries, International Game Technology, Green Toys, Ikea, Beckman Instruments, Tesla, Polymeric Technologies, Clamp Swing, Inc. and Oracle.

Due to technology upgrades, changes in industry standards, customer demand and process improvements, the plastic injection molding industry has evolved a vast array of products for many industries. The Company must cross-train employees on molds, mold-designs, machining and new computer software upgrades. In addition, training in Lean manufacturing (Kaizen principles & 5S), ISO 9001 (quality management systems) and ISO 14001

(environmental management systems) is necessary to improve the manufacturing process and lower costs.

The Company's four San Leandro facilities will participate in ETP training.

PROJECT DETAILS

Training will help develop employees' skill sets and advance employee career pathways within the Company. Without ETP funding, the training would not be available to employees.

Training Plan

Training will be delivered via Class/Lab by in-house subject matter experts in the following:

Computer Skills (10%): Training will be offered to Engineers and IT Staff, Managers, Supervisors, Support, Marketing and Sales Staff in Splay's new internal computer system and database tools - QAD and SolidWorks. Training will be delivered on MS Office and on Microsoft upgrades - Access, Excel, Word (intermediate/advanced). In addition, Manufacturing Resource Planning training will be delivered.

Manufacturing Skills (70%): Training will be offered to Production Staff, Technicians and Leads to cross-train on new manufacturing procedures and equipment. Engineers will be trained on new design processes to create new manufacturing processes to reduce waste and costs. Supervisors and Managers on the manufacturing floor will also receive training in new products and processes. ISO 1400 and ISO 9001 certification training will be provided to Production Staff.

Continuous Improvement (20%): Training will be offered to all occupations in best manufacturing practices, teambuilding, product quality improvements, identification and resolution of production issues and elimination of waste. Lean manufacturing principles will lead to reduced costs, improved efficiency and increased productivity. Leadership and coaching skills will help Managers and Supervisors support the Company's goals and objectives. Training will assist Engineers, Support, Marketing and Sales Staff to provide better customer service, expand sales, develop marketing strategies and manage projects efficiently.

Commitment to Training

ETP funds will not displace the company's existing financial commitment to training. The Company's training budget averages $27,500 annually per CA facility, which includes new hire orientation, temporary worker training, compliance training, health & safety, and basic computer skills. Splay currently funds all training in mandated safety regulations, sexual harassment prevention and executive development programs.

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

- Training Infrastructure

Partnering with Managers at each facility, Splay's Human Resources' team will oversee all training. This staff will assist the consultant and administrative subcontractor - California Training Association (CTA) with ETP tracking, enrolling, drops, invoices, reports, modifications and roster compliance. In-house experts will deliver training at each facility. Some training will also occur in conference rooms at certain facilities with display capabilities.

Impact/Outcome

Splay must provide extensive skills' training to Production Staffs on how to use and maintain its various manufacturing equipment. The Company's process is to certify all Production Staff on each machine prior to allowing them to operate equipment or work independently. To ensure Splay's products and services consistently meet its customer's requirements, Manufacturing Equipment Certification - ISO 9001 is a best known standard and a tool for the Company to ensure quality is consistently being improved. In addition, ISO 14001 certification will be part of the Company's Continuous Improvement training.

Temporary to Permanent Hiring

Splay intends to train two workers in Job Number 1 under Panel guidelines for the Temporary-to-Permanent program. The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. According to Splay, the average time for "converting" temporary workers into full-time permanent employment is three to six months. Once the temporary employees are converted to permanent status, they are eligible for health benefits.

These trainees must be determined eligible to participate in ETP-funded training before the start of training, while on payroll with the temporary agency. (Unemployment Insurance Code Section 10201(c).) However, the retention and post-retention wage requirements cannot be satisfied until after they have been hired by KSI. Until then, Splay will not receive progress payments.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

CTA in Rocklin assisted with development of this proposal for a flat fee of $2,500.

ADMINISTRATIVE SERVICES

CTA will also perform administrative services in connection with this proposal for 13% of the 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

- Assembly Procedures
- Drawings for Assembly
- Equipment Maintenance
- Electric Static Discharge
- Kaizen Principles
- KanBan Principles
- Material Handling
- Operating Production Equipment
- Product Design/Engineering Tools
- Product Quality Control
- Warehouse/Inventory Procedures
- Workflow/Scheduling
- Production Checklists
- Document Control
- Process Control
- Calibration Procedures
- Workstation Orderliness
- On Site Calibrations
- Work Instruction
- Corrective Action Data Entry
- Control of Drawings
- Cycle Count Testing

COMPUTER SKILLS

- Database Tools (QAD, SolidWorks)
- Manufacturing Resource Planning
- Microsoft Access, Project Tools, Dynamics
- Microsoft Tools Excel & Word (Intermediate/Advanced)

CONTINUOUS IMPROVEMENT

- 5S: Sort, Set, Shine, Standardize, Sustain
- Handling Difficult Situations--Conflict Management
- HPWT – High Performance Work Teams
- ISO 14001/ISO 9001
- Leadership / Coaching Skills
- Lean Processes
- Problem Solving
- Product/Process Improvement
- Quality Improvements
- Root Cause Analysis
- Statistical Process Control
- Team Updates for Process Improvement
- Customer Service

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

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

DELEGATION ORDER

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

Training Proposal for:

ThyssenKrupp Materials, LLC dba ThyssenKrupp Aerospace

Agreement Number: ET17-0230

Approval Date: September 13, 2016

ETP Regional Office: North Hollywood **Analyst:** L. Vuong

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing Services Warehousing Wholesale Trade Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		
Number of Employees in:	CA: 317	U.S.: 2,500	Worldwide: 2,900
Turnover Rate:	16%		
Managers/Supervisors: (% of total trainees)	15%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$82,080		$0	$0		$82,080

In-Kind Contribution:	100% of Total ETP Funding Required	$101,938

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., Haz. Materials, Mfg. Skills	76	8-200	0	$1,080	$16.48
				Weighted Avg: 60			

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

Minimum Wage by County: $16.48 per hour for Los Angeles County.
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe
Up to $2.98 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Coordinator		5
Driver		3
Maintenance Staff		3
Material Control Staff		6
Planning Staff		1
Quality Assurance Staff		4
Production Staff		42
Manager/Supervisor		12

INTRODUCTION

Founded in 2006, ThyssenKrupp Materials, LLC dba ThyssenKrupp Aerospace (ThyssenKrupp Aerospace) (www.thyssenkruppaerospace.com), is wholly-owned by ThyssenKrupp Materials NA, Inc. ThyssenKrupp Aerospace is a wholesale distributor and a manufacturer providing a full line of raw materials including aluminum, stainless steel, titanium, brass, bronze, nickel and copper alloys to the aerospace manufacturing, automotive, medical and healthcare, oil, and gas and energy industries. The Company also offers supply chain management, third party logistics and tooling management services.

Headquartered in Southfield, Michigan, the Company has six facilities in California (two in Santa Fe Springs, Fresno, Hayward, Montebello and Los Angeles). The Company also has locations nationwide with facilities in Canada and Mexico. This proposal will target workers at the Santa Fe Springs facility. This is ThyssenKrupp Aerospace's first ETP Agreement.

PROJECT DETAILS

ThyssenKrupp Aerospace is currently experiencing significant growth in sales and its workforce. Customer demands and expectations are also increasing. Over the past year, ThyssenKrupp Aerospace shipped nearly 28 million pounds of processed plates, with a 26% increase in overall production volume. The Company anticipates a continued increase in business in the coming year. To meet production demands and remain competitive, ThyssenKrupp Aerospace recently added a new shift, which includes 17 new employees and a new training coordinator to support the Company's business growth. In addition, the Company recently invested approximately $1.3 million dollars in new equipment, including Schelling High Volume Automation Conveyor System, MetalSaw Cell Automation System, ERBO Chip Collection System and Sheet Handling Monorail System.

ThyssenKrupp Aerospace is striving to become a value-focused, customer-driven, a high performance workplace. The Company is committed to upgrading workers skills; implementing new processes and becoming more efficient. Employees will be cross-trained to increase productivity. To remain competitive, promote growth, attract new customers and drive internal change, ThyssenKrupp has implemented a Career Pathways Program focused on individual training needs to promote staff development for career advancement.

Training Plan

ETP funds will help the Company deliver formalized training for the first time. Training will help ThyssenKrupp Aerospace upgrade worker job skills, increase customer services, improve the efficiency and quality of production, design a quick turn-around delivery system, bring maintenance team function in-house, adapt to new equipment and support the Company's continued growth.

Training will take place at the Company's facility in Santa Fe Springs. Training will be provided by in-house subject matter experts. Vendors will be identified, if needed. Courses will be delivered via Class/Lab and Videoconference as outlined below:

Business Skills (15%): Training will be offered to all occupations. Training will provide workers the necessary skills to increase knowledge and perform their jobs more effectively and possible to help transition staff to a high performance workplace.

Computer Skills (5%): Training will be offered to all occupations to effectively utilize the Company's existing automated systems, to support and manage overall business operations.

Continuous Improvement (20%): Training will be offered to all occupations to facilitate and meet the Company's growth objectives. Trainees will learn skills to improve individual performance, foster process improvement and enhance quality at all level throughout the facility.

Hazardous Materials (5%): Training will be offered to occupations. Trainees will learn proper techniques, knowledge and communication on handling various metal components and other materials throughout the process.

Manufacturing Skills (55%): Training will be offered to all occupations. Trainees will gain the skills and knowledge to operate and maintain production equipment, ensure product quality and implement best practices in operations and processes.

Commitment to Training

ThyssenKrupp Aerospace has an annual training budget of $39,000 for its Santa Fe Springs facilities. In the past, the Company has provided training in general safety, federal and state mandated training, job-specific skills and company-wide procedures. ETP funding will allow ThyssenKrupp Aerospace to provide well-designed, goal-oriented company-wide training to sustain growth and enable the Company to remain competitive. With ETP funding, the Company will be able to implement changes throughout the organization and meet its goals. Once the ETP program has concluded, ThyssenKrupp is committed to continuing the quality and frequency of employee training.

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

- Training Infrastructure

Training is scheduled to begin upon Panel approval. ThyssenKrupp Aerospace has designated a Coordinator and a Lean Champion Staff to oversee ETP training and administrative responsibilities including managing, scheduling, delivery and documentation of training. ThyssenKrupp Aerospace will also utilize a third party administrator for enrollment, data tracking and invoicing.

Impact/Outcome

ThyssenKrupp Aerospace anticipates that approximately 35 trainees in multiple occupations will be trained and company certified in Forklift, Sideloader and Career Pathways Program. Certified trainees will be able to operate equipment/machine safely without supervision. Additional certified and qualified employees will help the Company increase and expand business and remain competitive. The employees will also have the opportunities to increase career advancement within the Company.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

CBRE, Inc. in Los Angeles assisted with development for a flat fee of $5,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS
- Leadership Skills
- Get the Most of the Meetings
- Motivate Employees Successfully
- Working Smarter
- Problem Solving
- Presentation Skills
- Communication Skills
- Train-the-Trainer

COMPUTER SKILLS
- Microsoft Office Suite – Intermediate/Advance
- Warehouse Management Systems

CONTINUOUS IMPROVEMENT
- Lean/Six Sigma
- 5S/6S Principles
- Kaizen Training/AIWs
- Gemba/Waste Walks

HAZARDOUS MATERIALS
- Metal Components
- Chemical
- Hazardous Materials/Waste

MANUFACTURING SKILLS
- Powered Industrial Truck Skills (forklift, sideloader, reach truck scissorlift)
- Equipment Operation
- Crane Operations
- Material Handling/Material Stacks (Center of Gravity)
- Quality Assurance
- International Traffic in Arms Regulations Compliance
- Planning & Production Planning
- Transportation & Logistics Coordination
- Maintenance

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

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

DELEGATION ORDER

Critical Proposal
Retrainee - Job Creation
Training Proposal for:

Virun, Inc.

Small Business

ET17-0221

Approval Date: September 26, 2016

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

CONTRACTOR

- Type of Industry: Biotechnology/Life Sciences

  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees

  California: 15

  Worldwide: 15

  Number to be trained: 25

  Owner ☐ Yes ☒ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 5%
- Repeat Contractor: ☐ Yes ☒ No

FUNDING

- Requested Amount: $33,150
- In-Kind Contribution: $28,201

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100	Business Skills, Computer Skills, Cont. Imp., HazMat, Literacy Skills, Mgmnt. Skills, Mfg. Skills	13	8-60	0-8	$1,170	$16.48
				Weighted Avg: 45			
2	Retrainee SB <100 Job Creation Initiative Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, Literacy Skills, Mgmnt. Skills, Mfg. Skills	10	8-60	0-8	$1,560	*$15.00
				Weighted Avg: 60			

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

- Reimbursement Rate: Job #'s 1 & 2: $26 SB Priority
- County(ies): Los Angeles
- Occupations to be Trained: Administration Staff, Production Staff, Science Officers, Supervisor/Manager
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #1: $1.48 per hour

SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: To Be Determined

Critical Proposal

This Proposal for Virun, Inc. (Virun) has been designated a Critical Proposal by the Governor's Office of Business and Economic development based on VIirun's planned business expansion and commitment to adding new jobs in California.

OVERVIEW

Formed in 2003 and headquartered in Walnut, Virun (www.virun.com) is a Nutra-BioSciences® company that specializes in formulating difficult-to-dissolve ingredients for the food, beverage and health supplement markets.

Since inception, Virun has developed over 100 liquid and powdered concentrate variants, and filed more than 50 patents and patent applications world-wide that focus on delivering these ingredients safely and effectively. Virun has successfully branded many of its own compounds and ingredients, including OmegaH2O® Omega-3 EPA DHA and CoenzymeClear™ CoQ10, PQQwater™ PQQ, and AstaXH2O®. Virun-formulated products are carried in niche markets such as Whole Foods, Erewhon, Krogers, and the European and Asian marketplaces.

The proposed training will enable Virun to upgrade the skills of its existing workforce, integrate new employees, and implement process improvements designed to enhance business productivity and efficiency.

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 March 2016, Virun moved into a new 10,000 square foot building in Pomona. The facility features new stainless steel production tanks, tripling its previous production capacity. Virun also invested in a $300,000 bottling line, and will bring its co-packaging function in-house. Virun has also added cold storage, a new spray-dryer, and an exponentially larger laboratory to the facility.

The Company has committed to hiring 10 new employees (Job Number 2). The date-of-hire for all trainees will be within the three-month period before contract approval or within the term-of-contract. Trainees will be hired into “net new jobs” as a condition of contract.

Training Plan

The majority of training will be delivered via class/lab; however, a small percentage of training will be conducted via computer-based training (CBT). Specified CBT courses will provide scheduling flexibility to develop skills.

Training will be provided at the Pomona facility by a combination of in-house experts and outside vendors in the following:

Business Skills: Training will be offered to Supervisors/Managers, Science Officers and Administrative and Production Staff. These skills are needed to better serve customers and ensure that staff is capable of handling its current and future growth.

Computer Skills: Training will be offered to Supervisors/Managers, Science Officers and Administrative Staff. Overall skills in software including Microsoft Excel, Windows 10 and inventory control will help staff analyze and determine customer needs, recognize industry trends and control costs.

Continuous Improvement: Training will be offered to Science Officers, Administrative and Production Staff. Employee development is critical to recognize staff strengths and weaknesses to improve productivity.

Hazardous Materials: Training will be offered to Supervisors/Managers, Science Officers and Production Staff. As a biotechnology company, employees are continually exposed to food and beverage ingredients and chemicals which require safe handling, and proper testing and management for increased efficiency of production.

Management Skills: Training will be offered to Supervisors/Managers in leadership, teambuilding and communication. Training is critical to manage and drive the growth of the company, as well as control turnover and training costs.

Manufacturing Skills: Training will be offered to Supervisors/Managers, Science Officers and Production Staff. It is crucial that all employees with any exposure to product manufacturing have training in all steps of the process.

Literacy Skills: Training will be offered to Science Officers, Production and Administrative Staff. It is necessary for Virun employees to have the language skills necessary to communicate effectively with other employees, scientific and supervisory staff, and VIRUN customers.

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

- Batchmaster
- 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 Development Process
- Time Management
- Up-Selling and Cross-Selling
- Work Processes/Procedures

COMPUTER SKILLS

- eCommerce
- Electronic Document Control
- Microsoft Office
- Project Management

CONTINUOUS IMPROVEMENT

- Problem Solving
- Team Building
- Quality Concepts
- Total Quality Management
- Production Scheduling
- Production Operations/Workflow
- Process Improvement
- Decision Making
- Strategic Planning
- Evaluations
- Monitoring

HAZARDOUS MATERIALS

- Hazardous Materials Handling
- Hazardous Chemicals Cleaning/Handling
- Hazardous Waste Cleaning
- Food Processing Health Risks

- Forklift Training
- Lockout/Tagout Methodology
- Industrial Hazards Training

MANAGEMENT SKILLS (Manager/Supervisors Only)

- Leadership
- Decision Making
- Motivation
- Teambuilding
- Administration
- Coaching
- Conflict Management

MANUFACTURING SKILLS

- Basic Production Skills
- Good Manufacturing Processes
- Inspection Techniques
- Lean Manufacturing (5S, Visual Controls, Value Stream Mapping, Kaizen)
- Picking/Packing/Shipping/Receiving
- Problem Solving/Six Sigma Process Controls
- Process/Quality Improvement
- Quality Assurance Procedures
- Root Cause Analysis/Corrective Action
- Equipment Operation/Maintenance/Troubleshooting
- Inventory Controls
- Warehouse Controls
- PLS Programming

LITERACY SKILLS

- Industry-Specific Vocabulary
- Basic Report Writing for English Learners

CBT Hours

0 - 8

COMPUTER SKILLS

- MS Office
  - Excel (3.5 hours)
  - Microsoft Project (2.25 hours)
  - Microsoft Publisher (2.5 hours)

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

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. Literacy Skills is capped at 45% of total training hours per trainee.

DELEGATION ORDER

RETRAINEE - JOB CREATION

Training Proposal for:

Wittman Enterprises, LLC

Agreement Number: ET17-0248

Approval Date: October 13, 2016

ETP Regional Office: Sacramento **Analyst:** J. Lazarewicz

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative	Industry Sector(s):	Services Priority Industry: ☐ Yes ☒ No
Counties Served:	Sacramento	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 120	U.S.: 120	Worldwide: 120
Turnover Rate:	10%		
Managers/Supervisors: (% of total trainees)	7%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	**Total ETP Funding**
$89,000		$0	$0		$89,000

In-Kind Contribution:	100% of Total ETP Funding Required	$120,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee	Business Skills, Comm'l Skills, Computer Skills, Mgmnt Skills	108	8 - 200	0	$750	*$16.10
				Weighted Avg: 50			
1	Retrainee Job Creation	Business Skills, Comm'l Skills, Computer Skills	5	8-200	0	$1,600	*$13.42
				Weighted Avg: 80			

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

Minimum Wage by County: Job Number 1: $16.10 in Sacramento County; Job Number 2 (Job Creation): $13.42 for Sacramento County.

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

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

Up to $3.60 per hour may be used to meet the Post-Retention Wage in Job Number 1; and up to $1.92 per hour in Job Number 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Accounting Staff		17
Medical Coding/Billing Staff		27
Administrative Staff		10
Customer Service Representative		30
Support Staff		10
Quality Assurance Staff		6
Supervisor		6
Manager		2
Job Number 2-Job Creation		
Customer Service Representative		5

INTRODUCTION

Founded in 1991 and located in Rancho Cordova, Wittman Enterprises, LLC (Wittman) (www.webillems.com) provides medical coding and billing services including custom electronic submission of claims. The Company also offers fire and false alarm billing, first responder and assessment billing (treat-no-transport), and custom data analysis. The Company provides services to non-profit organizations, and municipal and special district agencies in the Emergency Medical Services (EMS) industry.

Wittman is eligible for standard retraining as a company primarily engaged in providing services directly to customers located both inside and outside of California as outlined under 22CCR Section 4416 (d)(3).

Need for Training

Wittman has adapted to the ever-changing medical billing environment by modifying and adding services to meet specialized needs. The Company's commitment to employee education has positioned it operate successfully in a climate of increased governmental regulations and third party contracting.

Medical billing and coding is a growing industry that requires a broad skillset. Training will focus primarily on an in-house Training and Quality Assurance Initiative program. The program implements modern training methods, updated for Wittman's current business model. The Company also provides training to Medical Coders to become certified by the National Academy of Ambulance Coding, Inc. as Certified Ambulance Coders. Continuing education is also as needed to maintain this certification.

In addition, Wittman is training all Medical Coders on the International Statistical Classification of Diseases and Related Health Problems 10th Revision (ICD-10). Training topics include auditing, charting, coding, insurance and related billing.

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.

The Company has grown steadily by 8% in the last two years. To support this growth, the Company is expanding their business capacity by adding newly hired employees to an existing function.

Wittman has committed to hiring five Customer Service Representatives (Job Number 2). The date-of-hire for all Job Creation trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

PROJECT DETAILS

Training Plan

Training will be delivered via class/lab by in-house experts and outside vendor in the following:

Business Skills (5%): Training will be offered to all occupations in customer service and communication skills. This training is intended to support Wittman's commitment to excellent customer service and ensuring that each customer receives a personalized approach.

Commercial Skills (80%): Training will be offered to all occupations. Topics include Medical Coding, Auditing, Medicare/Medicaid, ICD-10 and Ambulance Billing. Training will provide the skills needed for trainees to keep pace with the ever-changing medical billing environment.

Computer Skills (10%): Training on Novitas, Noridian, Zoll, and Docuware software programs will be offered to all occupations. Training will provide skills for trainees to effectively utilize specialized reports as necessary to perform job functions.

Management Skills (5%): Training will be delivered to Managers. Management training will focus on the development of management's leadership skills. Trainees will receive training in Team Building, Decision Making, and Leadership.

E-Learning

Wittman utilizes online training as a delivery method, to provide course topics to trainees, conducted by outside vendors. Training is provided online by a live instructor and delivered to trainees located at the Company's location in Rancho Cordova. Due to the cost of sending trainees out-of-state, this delivery method is cost effective and suitable for the employer and trainees. E-learning will only be used for the Ambulance Coder Certification course.

Commitment to Training

Wittman currently has an annual training budget of $86,000, which includes sexual harassment prevention, workplace violence prevention and new-hire orientation.

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

- Training Infrastructure

The Company has two staff members dedicated to uploading and maintaining rosters. Training schedules will be developed on a monthly basis to allow management to schedule training.

Impact/Outcome

Training will increase production capacity and facilitate growth to stay competitive.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

National Academy of Ambulance Coding, Inc. of Mechanicsburg, PA, will provide some Commercial Skills training via E-learning. Other trainers 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
- Business Communication
- Business Fundamentals
- Customer Service
- Data Entry
- Standard Operating Procedures

COMMERCIAL SKILLS
- Anatomy
- Medical Terminology
- ICD-10
- New Client Transition
- First Responder Clients
- Errors and Exceptions Reporting
- HIPPA
- Medical Billing
- Medicare/Medicaid
- Ambulance Billing
- Industry Specific Terminology
- Certified Ambulance Coder

COMPUTER SKILLS
- Zoll
- Docuware
- Noridian
- Novitas

MANAGEMENT SKILLS (Managers/Supervisors Only)
- Team Building
- Leadership
- Effective Meetings for Leaders
- Decision Making
- 7 Habits of Highly Effective Managers

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