

# PANEL PACKET

October 2018



Employment Training Panel



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# M e m o r a n d u m

To: Panel Members

From: Stewart Knox  
Executive Director

Subject: **Directions Meeting Sites**

Date October 26, 2018

The Employment Training Panel will meet on **Friday, October 26, 2018 at 9:30 a.m.**

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

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

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

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

- Take **Hwy 5 South**
- Exit on **“J” Street to 11<sup>th</sup> St.**
- Turn Left on **11<sup>th</sup> Street**
- Turn Left on **I Street**
- **1001 I Street**

### **From San Francisco**

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



# M e m o r a n d u m

To: Panel Members

Date October 26, 2018

From: Stewart Knox  
Executive Director

Subject: **Future Meeting Sites**

<p><i>October 26, 2018</i></p>	<p><b>California Environmental Protection Agency (Cal/EPA)</b>  <b>Time: 09:30 AM</b>  <b>Sierra Hearing Room, 2nd Floor</b>  <b>1001 I Street, Sacramento, CA 95814</b></p>
<p><i>NOVEMBER</i></p>	<p><b>NO PANEL MEETING IN NOVEMBER</b></p>
<p><i>December 7, 2018</i></p>	<p><b>California Environmental Protection Agency (Cal/EPA)</b>  <b>Time: 09:30 AM</b>  <b>Coastal Hearing Room, 2nd Floor</b>  <b>1001 I Street, Sacramento, CA 95814</b></p>
<p><i>January 25, 2018</i></p>	<p><b>California Environmental Protection Agency (Cal/EPA)</b>  <b>Time: 09:30 AM</b>  <b>Sierra Hearing Room, 2nd Floor</b>  <b>1001 I Street, Sacramento, CA 95814</b></p>



## Employment Training Panel

**STATE OF CALIFORNIA  
EMPLOYMENT TRAINING PANEL**  
California Environmental Protection Agency  
1001 I Street  
Sierra Hearing Room, Second Floor  
Sacramento, CA 95814  
September 28, 2018  
(916) 327-5640

### **PANEL MEMBERS**

Barry Broad  
Chair

Janice Roberts  
Vice-Chair

Gloria Bell  
Member

Cheryl Akin  
*Ex-Officio* Member

Gretchen Newsom  
Member

Rick Smiles  
Member

Ernesto Morales  
Member

Ali Tweini  
Member

### **Executive Staff**

Stewart Knox  
Executive Director

Michael A. Cable  
Legal Counsel

**STATE OF CALIFORNIA  
EMPLOYMENT TRAINING PANEL**  
California Environmental Protection Agency  
1001 I Street, Sierra Hearing Room, Second Floor  
Sacramento, CA 95814  
September 28, 2018

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

Chairperson Barry Broad called the meeting to order at 9:33 a.m.

**II. ROLL CALL**

Present

Gloria Bell - **\*left at 1:00 p.m.**

Barry Broad

Janice Roberts

Ernesto Morales

Ali Tweini

Rick Smiles - **\*left at 1:45 p.m.**

Cheryl Akin

Gretchen Newsom

Executive Staff Present

Stewart Knox, Executive Director

Legal Counsel

Michael A. Cable

**III. AGENDA**

A brief overview of the Agenda was made, and it was questioned whether anyone has any changes to the Agenda. No changes were suggested or made.

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

Motion carried, 8 - 0.

**IV. MINUTES**

It was questioned whether there were any changes and/or additions that need to be made to the Minutes from August 24, 2018. No changes were suggested or made.

ACTION: Ms. Roberts moved and Ms. Bell seconded the motion that the Panel approve the Minutes from the August 24, 2018 meeting.

Motion carried, 8 - 0.

## V. REPORT OF THE EXECUTIVE DIRECTOR

Mr. Knox reported that today's Panel Meeting concerns projects totaling just over \$20.6M, with approximately \$1M in Delegation Orders, for a grand total of just over \$21M.

It was reported that the following people were in attendance to present Proposals: Anna Nastari, San Francisco Bay Area Regional Office Manager; Diana Torres, San Diego Regional Office Manager; and Jana Lazarewicz, Sacramento Regional Office Manager.

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

It was reported, regarding Core Funds for Fiscal Year (FY) 2018/19: today the Panel will consider another \$20M with an additional \$1M approved by delegation order; that upon the Panel approving the just over \$68M in projects for this year, ETP will have approximately \$34.6M for the remainder of FY 2018/19.

It was reported, regarding Delegation Orders: that all such project proposals are capped at \$75K; that all such project proposals are to be approved by the Executive Director on a continuous flow basis; and that the 43 projects subject to Delegation Orders for today's Panel Meeting total just over \$1M.

It was reported, regarding 2018/19 total program funding to date: that approximately 580 projects have been submitted to the Panel, with a value of just over \$100M; and if all project proposals for today's Panel Meeting are funded today, that the Panel will have approved 214 projects, with a value of just over \$68M.

It was reported, regarding applications for contracts that are remaining in the Regional Offices: Single Employer Contract requests are at \$45M in demand, with \$19M in allocation; Multiple Employer Contract (MEC) requests are at \$9M in demand, with \$8.5M in allocation; Small Businesses requests are at \$5.5M in demand, with \$4.0M in allocation; Critical Proposals are at \$525K in demand, with \$2.6M in allocations; and Apprenticeship programs are at \$4.0M in demand, with \$0 in allocation. Overall demand is approximately \$64+M.

It was reported that the number of total projects in FY 2018/19 in the Regional Offices is 246; that the total number of projects currently in the Applications and Assessment Unit is 104; and that the number of total projects is 350.

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

In order to best utilize resources as we move through the fiscal year, staff is focusing on development of priority projects. This is our standard process. There is no prohibition to funding non-priority projects. Those non-priority projects that are actively being developed will continue through the process. But, given the volume of pre-applications to be worked,

staff is focusing on the projects that meet the Panel's priorities as identified in the Panel's 18/19 Strategic Plan first.

## **VI. LEGISLATIVE UPDATE**

A Legislative Update memorandum was provided to Panel Members. It was reported that there are a lot of bills on Workforce Development and Cannabis; as well as two bills that directly impact ETP:

AB 2420, which adds soft skills training to ETP's legislative mandate. It was reported that ETP remains neutral and does not oppose AB 2420.

A reminder about the passage of SB 97 in 2017, which increased the mandatory minimum number of training hours of CNAs, and allocated \$2.5M from our program to assist in this training demand, we need to increase the flexibility of the new hires within MECs.

ETP will be allowing new hire trainees on MEC projects for CNA training. CNAs may also be served through existing channels, as Retrainee Job Creation trainees in SEs or as retrainees in both MEC and SE projects.

ETP will also be allowing the new hire numbers to be added post-execution via Modification and/or Amendment, of course if more funds are added they will have to present to Panel as an Amendment. MECs not serving the CNA population may request the ability to aid new hires to their projects on a case-by-case basis, subject to Executive Staff approval.

## **VII. MOTION TO ADOPT CONSENT CALENDAR PROJECTS**

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

Chairperson Broad asked for a motion to adopt Consent Calendar Items #1 through #15.

Ambulanz Health, LLC.....	\$199,680
AME Healthcare, Inc.....	\$ 93,610
Burrtec Waste Industries, Inc.....	\$ 25,000
Erickson-Hall Construction Co.....	\$187,200
Golden Star Technology, Inc.....	\$179,400
In Steps, Inc.....	\$185,250
Levy Premium Foodservice Ltd.....	\$199,676
Medway Plastics Corporation.....	\$ 93,288
Natera, Inc.....	\$199,290
Quality Controlled Manufacturing.....	\$ 99,840
<b>Rabobank, National Association (PULLED)</b> .....	\$ 0
State Center Community College District.....	\$110,088
Tarlton and Son, Inc.....	\$186,030
The Gap, Inc.....	\$171,120
The Mochi Ice Cream Co.....	\$116,480

**ACTION:** Ms. Roberts moved and Mr. Tweini seconded the motion to approve the consent calendar for Items #1 through # 15.

Motion carried, 8 – 0.

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

Legal Counsel, Michael Cable had nothing to report to the Panel this month.

### **BRIEF NOTE FROM CHAIRMAN BROAD:**

I just want to make one comment before we proceed to the presentation on the STEPS program. I really want the message to go out to our community. The economy has been growing for a very long time, in a recovery since 2008. Eventually, there will be some kind of slow down or hopefully not a deep recession or anything like that but there is an economic cycle and what goes up eventually corrects itself. We have increased our reimbursement rate for the first time since, I think, it was 2006. As you can see from what Stewart has said, we have used a lot of our funds for the fiscal year already. A significant reason for that is that we are spending more money per project because we have a higher reimbursement rate. That reimbursement rate is certainly overdue with that increase. However, if we go, if the economy starts to contract, our funds, our available funding can drop quickly in a recession. So I just want people to understand that if that starts to happen, we are not going to wait for it to drop to the bottom and then have to do very drastic things. We may have to do – there are many ways to do it – we may have do things that will spread the money around if we have a reduced budget, because employers are not – there is higher unemployment, negative reserve and employers don't pay the ETP tax, and so forth. So what can happen, just so you understand this, what happens to government generally in a recession is that for a year after the economy begins to contract because taxes are collected in arrears, the tax collection looks good, even though in the current year the tax base is shrinking. Which means that the following year you could be in a very powerful perilous position; because suddenly was looked like healthier tax revenues dropped precipitously. So we have to be prepared for that and anticipate that and we don't want to let that happen to our program. So if that happens, we are going to be forced to look at measures that will spread the money around, like reducing caps or other things that will make sure that our training dollars that are available, are dispersed to as wide a group of workers and employers seeking training as possible.

Mr. Broad asked for a motion to approve the Consent Calendar.

Ms. Bell asked and Mr. Broad confirmed that No. 11 was pulled from the Consent Calendar.

Ms. Roberts made the motion to approve the consent calendar. Mr. Tweini seconded the motion. Motion carried, 8 – 0.

## **IX. PRESENTATION ON STEPPS**

Lis Testa explained that the STEPS Grant stands for Summer Training and Employment Program for Students. This was a grant funded through the Department of Rehabilitation. ETP entered into an interagency agreement with the DOR to train students with disabilities from age 16 to 21 in pre-vocational training and paid work experience. We gave out six awards for a total of \$1.5M, we have four of the awardees here today to present. To date, they have served 280 students, training them over 6,000 hours in pre-vocational training,

resume skills, interview skills, job search, all of those things, and gave almost 35,000 hours of paid work experience to the students so far. Some of the students have received full time work placements from their STEPS grant placement, so this is really changing lives. Ms. Testa thanked the DOR for taking the initiative and their extreme generosity in providing the funding for this grant. Ms. Testa recognized the following persons: Joe Xavier, DOR Director; Kelly Hargreaves, DOR Chief Deputy Director; Mark Erlichman, Assistant Deputy Director of the Vocational Rehabilitation Center Support Branch; and Michelle Alford-Williams, Manager II, of the Workforce Development and Business Relations section.

## **VERDUGO**

Verdugo Workforce Development Board was invited to provide a presentation. With Verdugo Workforce Development Board, present were: Judith Velasco, Executive Director; Kim Edelman, Executive Director, Professional Development Center at Glendale Community College; Karine Grigoryan, Executive Director with the Glendale Youth Alliance; Tony Tartaglia, Board of Trustees, Glendale Community College; and Senator Anthony J. Portantino, 25<sup>th</sup> District.

Mr. Broad welcomed everyone and thanked the Department of Rehabilitation. Mr. Broad specially thank Senator Portantino for coming today.

Ms. Velasco thanked ETP and explained that the Verdugo Workforce Development Board has a history of serving individuals with disabilities, so this program was a natural extension of their existing programs. Ms. Velasco stated that the program at Verdugo was so successful because of these dynamic partnerships. Verdugo works very closely with the Department of Rehabilitation, their field office staff, as well as the Glendale Community College and Glendale Youth Alliance.

Senator Portantino stated that this program has made a difference in people's lives and will continue to do so. The STEPS grant has helped over 60 students during the summer of 2018, getting pre-vocational skills training and paid work experiences. The demand has been great and there is over 100 who have applied for this program again. The City of Glendale actually has the infrastructure in place to collaborate between the Verdugo Workforce Development Board, the Professional Development Center at Glendale Community College, and the Glendale Youth Alliance, so there is a collaboration of agencies, both non-profit and governmental, working together and it really makes a difference. The proven record of these organizations, coupled with the demand in the community is a compelling reason to continue serving students by continuing to fund this program. The many positive testimonials from students has shown how valuable the STEPS program has been in helping the disabled youth learn to work, readiness skills, gain on-the-job training and can contribute to the community. As you all know, just being around this cohort of people is uplifting in and of itself, watching them thrive and excel, just magnifies that excitement. Senator Portantino strongly urged everyone to continue funding this program as it will grow and help even more young people.

Ms. Velasco then presented a video of the STEPS program in action, which highlighted the major activities that the students underwent.

Mr. Tartaglia, Trustee at Glendale Community College, expressed thanks, and stated that this was a collaboration of many agencies here in Sacramento, as well as in Glendale.



## **RICHMOND WORKFORCE DEVELOPMENT BOARD**

Ms. Testa introduced Rosemary Viramontes, Project Coordinator, and Bouakhay Phongboupha, Senior Employment Program Specialist, from the Richmond Workforce Development Board, who provided a PowerPoint presentation about their story of what they did in Richmond.

Ms. Viramontes thanked everyone and stated they were really fortunate to have been awarded \$100K to serve 20 students who have disabilities. Ms. Viramontes continued with the PowerPoint presentation, providing information about Richmond, their facility, and their program.

Ms. Phongboupha provided information about the workshops and STEPS students, and showed pictures of the students participating in the program.

Ms. Viramontes added that all 22 students that were placed, that was was their first time ever having a job.

Ms. Phongboupha showed a graduation picture with participants holding certificates.

## **SETA PRESENTATION**

Ms. Testa introduced the Sacramento Employment & Training Agency, otherwise known at SETA: Roy Kim, Deputy Director; Terri Carpenter, Workforce Development Manager; Becky Hansen, Supervisor, Youth Programs; Lauren Mechals, Workforce Development Professional; Shameek Ford, Workforce Development Professional; and STEPS Youth Participants Tommy and Troy Hamm.

Ms. Carpenter gave a presentation and explained that SETA Sacramento Works is the workforce development board in Sacramento. Ms. Carpenter stated they do a number of youth initiatives. Through their year-round youth employment program, they are already serving youths with disabilities, but the STEPS program and funding allowed them to triple the amount of youths that they were able to serve.

Tommy Hamm and Troy Hamm appeared before the Panel to describe their experience and express their appreciation for the program.

## **SAN JOAQUIN COUNTY WDB**

Ms. Testa introduced Elena Mangahas, Division Manager, Alfredo Mendoza, Staff Analyst III, and Faye Olympia, Lead Case Manager, of the San Joaquin Workforce Development Board, who gave a presentation about their program in San Joaquin.

Ms. Mangahas thanked everyone and explained the success of their program.

Ms. Olympia explained the STEPS program and shared some of her experiences having worked with the summer youth. Ms. Olympia stated instead of 19 high schools, they were able to tap into 26 high schools, one community college and one CSU. They expected to

coordinate with 20 businesses, but they ended up with about 30 private sector work sites, including 17 businesses.

Ms. Olypmia spoke about the youths accomplishments, and shared a video about how the program worked for the kids.

Mr. Mendoza spoke about the program as well and how well the program works.

Mr. Broad asked if any Panel members had any thoughts or questions.

Mr. Tweini thanked everyone for their presentations today, especially the two young people.

Ms. Newsom noted how emotional the presentations were to receive, and commented on how they demonstrated the positive impact the program has on participants; helping them to advance in their lives and careers.

Ms. Roberts thanked everyone for the presentations, and explained how this program really helps disabled people in California.

Mr. Broad thanked everyone for coming to the meeting, and stated that the presentations were a good reminder that work brings people dignity.

## **X. COMMITTEE REPORT TO PANEL**

Ms. Newsom reported that our policy committee met yesterday and discussed lower wage incentives. Where they come from, why do we have them, whether or not we can adjust the wage requirements during the legislature and regulations updates. It was a brief discussion but very impactful so we will be bringing forward in a future full panel meeting the data and impact of removing the retrainee job creation and lower wage incentives during a strong economy. We also discussed legislation and regulations updates. We reviewed the procedures and timelines for each area of the updates and stakeholders are encouraged to send ideas and suggestions to Ms. Testa, our policy and program advisor, and Michael Cable, our Chief Legal Counsel. Ms. Newsom explained that if anyone has ideas on what needs to be changed legislatively or by regulations, please give those ideas to Ms. Testa or Mr. Cable so we can take a comprehensive look at it. Thank you.

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

### **Single Employers**

#### **Tab #16 – AeroVironment, Inc.**

Ms. Torres presented a proposal on behalf of AeroVironment, Inc., (AeroVironment) in the amount of \$364,000. Founded in 1971 and headquartered in Monrovia, AeroVironment primarily designs, develops, manufactures and supports the operation of Unmanned Aircraft Systems (UAS) and tactical missile systems. These systems provide situational awareness, multi-band communications, force protection and other mission effects.

Primary customers are the United States Department of Defense and dozens of allied nations. Customers also consist of law enforcement and first responders. Training will take

place at the company's five Simi Valley locations, and the Company headquarters in Monrovia. This will be AeroVironment's first ETP Agreement.

Ms. Torres introduced Grace Diloires, CPSM, C.P.M., Continuous Improvement Specialist, Sr., and Michelle Rychener, Vice President Training Reimbursement Services.

Mr. Tweini thank Ms. Diloires for her presentation. He thanked her for having 10% of Veterans in their workforce.

**ACTION:** Ms. Roberts moved and Ms. Bell seconded the motion for approval of the proposal for AeroVironment, Inc., in the amount of \$364,000.

Motion carried, 8 - 0.

### **Tab #17 – Beachbody, LLC**

Ms. Torres presented a proposal on behalf of Beachbody, LLC (Beachbody), in the amount of \$312,000. Founded in 1998, Beachbody is provider of fitness, nutrition and weight loss programs. The company has four main product lines: digital streaming fitness programs, digital nutrition programs, nutritional products and fitness DVDs. The company's comprehensive approach of combining fitness, nutrition and online community support to help people transform their lives has empowered over 23 million customers to date.

Beachbody creates and markets fitness and weight loss programs with brand names such as 80 Day Obsession®, 21 Day Fix®, Insanity®, P90X®, Focus T25®, PiYo®, Body Beast®, and Hip Hop Abs®. These programs combine challenging workouts with easy-to-follow diet guidelines and nutritional supplements, including its health shake called Shakeology®.

Headquartered in Santa Monica, Beachbody has locations in Utah, New York, and two other California locations in Westlake Village and El Segundo. The proposed training will be provided to employees in Beachbody's locations in Santa Monica, Westlake Village and El Segundo.

Ms. Torres introduced Nancy Madrid, Talent Development Specialist; and Corey Kreeck, Vice President, Organization Development.

Mr. Tweini said he noticed that there was only retraining of trainees. Wanted to confirm that there was no job creation.

Mr. Kreeck said there was a significant amount of job creation. They are taking current employees and moving them into new roles.

**ACTION:** Ms. Roberts moved and Ms. Bell seconded the motion to approve the proposal for Beachbody, LLC in the amount of \$312,000.

Motion carried, 8 - 0.

## **Tab #18 – Performance Food Group, Inc.**

Ms. Torres presented a proposal on behalf of Performance Food Group, Inc. (PFG), in the amount of \$217,100. Founded in 1987 and located in the City of Industry, PFG is an assembly food service distribution operation specializing in Italian and Italian-American food products, equipment, food related products and non-food items. The company carries and distributes its own signature brands as well as competing brands of products such as baked goods, USDA meats, poultry, condiments, cleaning supplies, serving items, trays and paper goods. The company delivers more than 125,000 products to 85,000 customer locations on a daily basis. Major customers include Subway, Butterball, Campbell's, Coca Cola, General Mills, Kellogg's and Kraft Foods.

Headquartered in Richmond, Virginia, the company has two facilities in California, one in Livermore and one in the City of Industry. In this proposal, PFG requests ETP funding to train 270 full-time employees and 35 full-time, newly hired employees (Job Creation at the City of Industry location, where all the training will take place.

Ms. Torres introduced Sergio Madrid, Vice President of Human Resources; and Judith Kriegsmann, President/CEO of Judith's Training Services.

Ms. Roberts commented that she saw that this was right-sized and that was great. Mr. Roberts asked Ms. Kriegsmann to continue assisting them and to make sure the company has everything they need to make this contract successful.

Ms. Bell asked how long Mr. Madrid had been with Performance Food Group.

Mr. Madrid responded he has been with the company for 6 months.

Ms. Bell inquired as to how Ledger Transportation was connected to PFG.

Mr. Madrid responded that they are a similar service distribution company. They operate in a similar capacity that PFG does just on a smaller scale. They service Northern California and PFG services Southern California.

Mr. Tweini commented on how pleased he was that they have many veterans in their program.

Ms. Bell asked if this was Mr. Madrid's first ETP contract.

Mr. Madrid stated that he it was not his first. He has worked with ETP before.

**ACTION:** Ms. Bell moved and Mr., Tweini seconded motion to approve the proposal for Performance Food Group, Inc., in the amount of \$217,100. fourth ETP Agreement.

Motion carried, 8 - 0.

## Tab #19 – Vitas Healthcare Corp., of California

Ms. Torres presented a proposal on behalf of Vitas Healthcare Corp., of California, (Vitas) in the amount of \$899,080. Founded in 1978, Vitas Healthcare Corporation of California (Vitas) ([www.vitas.com](http://www.vitas.com)), is a provider of hospice services to both adult and pediatric patients. Vitas focuses on non-curative hospice care for the terminally-ill and offers two levels of services: hospice care and palliative care. Hospice Care is a collaborative approach in providing comfort to patients and their families as well as preserving dignity while offering options and choices that go far beyond accepted medical standards. Palliative Care is a complement to the patient's medical treatment, by way of managing pain and alleviating symptoms to improve quality of life and providing emotional and spiritual support in dealing with difficult medical issues. The Company's patients have a wide range of life-limiting illnesses including: cancer; stroke; heart, lung, liver and kidney diseases; Multiple Sclerosis; Amyotrophic Lateral Sclerosis; Alzheimer's; and Acquired Immune Deficiency Syndrome. Vitas works closely with patients, families, and attending physicians and partners with hospitals, nursing homes and community-based organizations. The Company, is a wholly owned subsidiary of Chemed. Training will take place at 13 Vitas facilities located in: Encino, Camarillo, Covina, Irvine, Lancaster, Lathrop, Milpitas, Walnut Creek, Riverside, San Diego, San Mateo, Sacramento and Torrance.

Ms. Torres introduced Karen Peterson, RN, BS, Vice President, Chief Nursing Officer; and Judith Kriegsman, President, Chief Executive Officer of Judith's Training Services.

Mr. Broad asked if they actually provide service in the home or an institutional setting.

Ms. Peterson responded that most patients are in their own homes, but a home might be a nursing home or an assisted living facility. She went to explain that there are other higher levels of care that maybe 5% of patients would require that type of care. This would be in an in-patient unit or hospital setting.

Ms. Roberts asked about the number of chaplains they employ. Her concern was that 51 chaplains seemed a bit high. Is this normal?

Ms. Peterson responded that Chaplains are part of the interdisciplinary team. The interdisciplinary team consists of RNs, LVNs, social workers, chaplains, physicians, hospice aides, volunteers and other therapists. The chaplain is part of the team. She went on to explain that by regulation, they need to have a counselor as part of the team.

Ms. Roberts wanted clarification that the Chaplains act as counselor and act in the same category.

Ms. Peterson indicated that yes it is the same.

Mr. Broad asked a follow up question wanting to know if the chaplains were lay chaplains, ordained ministers from different religions.

Ms. Peterson stated that yes, they are ordained from different religions and they also have chaplain education so it helps them be non-denominational. She further confirmed that the training was non-denominational.

Mr. Broad said that the government cannot support/fund religion.

ACTION: Ms. Roberts moved and Ms. Bell seconded the motion for approval of the proposal for Vitas Healthcare Corp. of California in the amount of \$899,080.

Motion carried, 8 - 0.

### **Tab #20 – WWF Operating Company, LLC dba Whitewave Foods Company (WWF)**

Ms. Torres presented a proposal on behalf of WWF Operating Company, LLC dba Whitewave Foods Company (WWF), in the amount of \$332,800. Founded in 1996, and headquartered in Broomfield, Colorado, WWF Operating Company, LLC dba Whitewave Foods Company (WWF) ([www.whitewave.com](http://www.whitewave.com)), manufactures, markets, distributes and sells branded plant-based (almond, soy bean, coconut and cashew) foods and beverages, coffee creamers, frozen desserts, premium dairy and organic products. The Company has manufacturing facilities located in Texas, Virginia, New Jersey, Florida, Utah, New York, Oregon, Europe and one facility in California, City of Industry, where all training will take place. WWF produces natural and organic beverages, which include Horizon®, the leading national organic dairy brand; and Silk®, the national category leader in natural and organic plant-based beverages including Silk®, Soymilk Silk®, PureAlmond, Cashew Silk®, and Silk® PureCoconut. WWF also makes International Delight®, Earthbound Farms® organic produce, Vega One®, SoDelicious® frozen desserts, Wallaby Yogurt® and Land O'Lakes® liquid dairy products. Customers include retail and drug stores, super markets and wholesale food distributors.

Ms. Torres introduced David Vorhees, Site Manager.

Ms. Bell asked for clarification if Dannon owns Whitewave or Whitewave owns Dannon.

Mr. Vorhees said Dannon is owned by Whitewave. It was communicated as a merger but was an acquisition. They became a new entity in the United States, known as Dannon North America, and in itself became a B Corp.

Ms. Bell asked about Earthbound Farms.

Mr. Vorhees stated that Earthbound Farms is still a part of their organization. It's more of a stand-alone entity from the Core organization which is Dairy and Plant based beverages, but still part of their organization.

Mr. Tweini commented that there were no veterans in this proposal but indicated they he did see some programs that were for veterans as well attending a couple of job fairs to attract the veterans. He requested that next time they come up on a proposal that they need to include the number of Veterans currently employed.

Ms. Roberts is concerned since this is their 4<sup>th</sup> contract with ETP and the 320 employees that have already been trained, and requested a clarification as to how many of those 320 will be retrained and if the training is for a different position.

Mr. Vorhees responded that since the first contract 40 new employees were hired and the site continues to grow through investments and new capabilities. Since their first contract

they invested almost \$70M on the site. They have obtained new equipment which the employees need to be trained on.

Ms. Roberts wanted to know if their past contracts were the same, other than the 40 new hires or are they retraining the same employees under different skills around the facility.

Mr. Vorhees said that was correct. As they continue to development new systems on the sites new capabilities, new equipment, all of those employees need to continue to be retrained as the technology continues to change.

Ms. Roberts stated that they need to start to figure out training their employees without the ETP funding. Her concern is that because it is their fourth contract and they have only made it to 78%. She asked if they needed help to reach 100%.

Mr. Vorhees responded that they planned on an expansion and that got put on hold because of business changes and, therefore, the expansion did not occur.

**ACTION:** Ms. Bell moved and Mr. Tweini seconded the motion for approval of the proposal for WWF Operating Company, LLC dba Whitewave Foods Company in the amount of \$332,800.

Motion carried, 8 - 0.

## **Tab #21 – Castro Valley Health, Inc., dba CVH Home Health Services**

Ms. Nastari presented a proposal on behalf of Castro Valley Health, Inc., dba CVH Home Health Services (CVH), in the amount of \$468,000. Founded in 2005 and headquartered in San Ramon, Castro Valley Health, Inc. dba CVH Home Health Services (CVH) ([www.cvhcare.com](http://www.cvhcare.com)), with its affiliates - Parinas General Corporation dba CVHCare and CVHCare Holdings, Inc., offers a comprehensive, patient-centered post-acute home health care program. Its services are designed to support a patient's transition from an inpatient acute-care hospital to a long-term, acute-care hospital or skilled-nursing facility (SNF). ETP-funded training will be delivered at CVH's locations in Rancho Cordova, Burlingame, San Jose, Burbank and San Ramon in addition to clinical training in the field.

Ms. Nastari introduced Richard Swartzbaugh, MPA JD, Chief Human Resource Officer; Bill Parker, CEO, National Training Services.

Ms. Roberts asked if Mr. Swartzbaugh had been involved in any other ETP contracts, with this or any other companies.

Mr. Swartzbaugh confirmed that he had worked on other ETP contracts with another company, Grand Care, a home health agency. He had two prior successful experiences with ETP.

Ms. Roberts commended Mr. Swartzbaugh for reviewing the dollar amount and right-sizing it accordingly. Ms. Roberts commented that she felt right-sizing the proposal would help with its success.

Mr. Tweini thanked Mr. Swartzbaugh and their CEO for working with veterans and their own service to the country.

**ACTION:** Ms. Roberts moved and Mr. Smiles seconded the motion for approval of the proposal for Castro Valley Health, Inc., dba CVH Home Health Services in the amount of \$468,000.

Motion carried, 8 - 0.

### **Tab #22 – Genentech USA, Inc.**

Ms. Nastari presented a proposal on behalf of Genentech USA, Inc., (Genentech), in the amount of \$650,000. Founded in 1976 and based in South San Francisco, Genentech USA, Inc. (Genentech) (Company) ([www.gene.com](http://www.gene.com)) develops, manufactures, and commercializes medicines to treat patients with serious or life-threatening medical conditions. Genentech is a company with a global market and a significant development pipeline. A few product examples include Herceptin® to treat breast cancer, TAMIFLU® to treat influenza, and Boniva® to treat osteoporosis. Genentech provides its products to medical professionals and patients worldwide.

Genentech's goal is to use genetic engineering and advanced technologies to manufacture medicines that address unmet medical needs. Genentech also invests in its workforce to enhance productivity, maintain low turnover rate, and recruit top notch employees.

The Company's focus on capital investment in research, equipment and facilities, and in training, is matched by its dedication to patients. Genentech works to ensure comprehensive access to its medicines through innovative distribution strategies such as the Genentech Access to Care Foundation (GATCF). This Foundation helps deliver the Company's medicines to eligible patients who do not have insurance, who are underinsured, or whose health care plan will not pay for their medicine. The Company reports that it has helped over 1.5 million patients access its medicines over the last 20 years.

Ms. Nastari introduced Carol Wells, Senior Director, Commercial Training and Development; Julianna Kirby, Director of Client Services, Training Funding Partners.

Ms. Roberts commented on what a great contract this was with the high wages.

**ACTION:** Ms. Newsom moved and Mr. Tweini seconded the motion for approval of The proposal for Genentech USA, Inc., in the amount of \$650,000.

Motion carried, 8 – 0.

### **Tab #23 - Intuitive Surgical, Inc.**

Ms. Nastari presented a proposal on behalf of Intuitive Surgical, Inc. (ISI), in the amount of \$670,800. Founded in 1995 and headquartered in Sunnyvale, Intuitive Surgical, Inc. (ISI) ([www.intuitivesurgical.com](http://www.intuitivesurgical.com)), with its affiliate, Intuitive Surgical Operations, Inc. (ISOI) manufactures surgical robots used across cardiac, urology, gynecologic, colorectal, pediatric and general surgical disciplines. ISI is the parent company that primarily focuses on sales/marketing, and its subsidiary, ISOI primarily focuses on manufacturing. ISI has



locations in Georgia, Mississippi, Virginia, Connecticut, North Carolina, Mexico, Switzerland, Germany, Korea, India and Japan. ETP-funded training will be delivered to ISI and ISOI employees that work at its Sunnyvale headquarters.

ISI has four generations of da Vinci® Surgical System: the Xi, Si, S and standard, used in general laparoscopic surgery. Hospitals worldwide use the da Vinci® system to perform minimally invasive surgery, which reduces incidence of complications, post-operative recovery time and length of hospital stay. ISI is advancing this system's new platforms - imaging, advanced instruments, da Vinci® SP and its diagnostic platform.

This is ISI's fourth ETP Agreement, and the fourth in five years. Previous training focused on continuous improvements, introduction/features of new products, technician-focused training and new products. This training will focus on emerging technologies, engineering design, and development of new products/technologies such as ISI's next-generation robotics, 3D vision, SureForm 60TM stapler and SmartFireTM technology, and its newly FDA approved da Vinci® SP for urologic procedures. Some of the training courses listed in the proposed curriculum are repeated. However, coursework under the prior Agreement will not be duplicated.

Ms. Nastari introduced Megan Gage, Manager, Employee Development (Global Talent Development); Michelle Rychener, Vice President, Training Funding Partners.

Mr. Tweini thanked Ms. Gage for the 18 veterans who will be training.

Ms. Roberts expressed her concerns about this being a repeat contractor, and mentioned that this would be their 4<sup>th</sup> contract. Ms. Roberts indicated that she wants to apply the "Repeat Contractor" rule here, because last time they asked for \$477K and now they are asking for \$670K; so Ms. Roberts is proposed to drop it down 15%. Ms. Roberts made a motion to approve subject to a 15% reduction.

Mr. Broad asked if they were agreeable to that.

Ms. Gage said they were in agreement with the 15% reduction.

**ACTION:** Ms. Roberts moved and Ms. Bell seconded the motion to reduce the amount requested by 15% for the proposal of Intuitive Surgical, Inc., making the new amount \$570,180.

Motion carried, 8 - 0.

#### **Tab #24 – Sunset Aviation LLC dba Solarius Aviation**

Ms. Nastari presented a proposal on behalf of Sunset Aviation LLC dba Solarius Aviation (Solarius Aviation), in the amount of \$293,300. Established in 2009 and headquartered in Petaluma, Sunset Aviation LLC dba Solarius Aviation (Solarius Aviation) ([www.solairus.aero](http://www.solairus.aero)) is a US-based, private-aviation services company that assists aircraft owners with safe, reliable, and efficient management and operation of their aircraft. The Company's services are customized to meet individual travel and financial requirements and support flight operation with a high standard of safety and personalized service, regardless of location of aircraft. ETP-funded training will be delivered at Solarius Aviation's Petaluma headquarters and at out-of-state, flight-simulator school locations.

Ms. Nastari introduced Mark Dennen, Chief Financial Officer; A.K. Thakore, President of Saisoft.

Mr. Broad asked for clarification as to who owns the planes.

Mr. Dennen confirmed that they do not own the planes. They are a full service management company. Mr. Dennen went on to explain they do 100% of everything; the pilots are their employees but assigned to specific aircrafts. Mr. Dennen stated they possess 160 planes and have locations throughout the country. He further explained that the training would be for the planes here in California only.

Ms. Roberts commented that she understood now why there are not a priority industry.

Mr. Tweini thanked him for employing 32 veterans.

**ACTION:** Ms. Roberts moved and Mr. Tweini seconded the motion for the approval of the proposal on behalf of Sunset Aviation LLC dba Solarius Aviation in the amount of \$293,300.

Motion carried, 8 – 0.

#### **Tab #25 – Ajinomoto Foods North America, Inc.**

Ms. Torres presented a proposal on behalf of Ajinomoto Foods North America, Inc. (AFNA), in the amount of \$398,008. Ajinomoto Foods North America, Inc. (AFNA) ([www.ajinomotofoods.com](http://www.ajinomotofoods.com)) is a wholly-owned subsidiary of Ajinomoto North America Holdings, Inc. AFNA manufactures and markets high quality specialty ethnic frozen foods and appetizers for direct consumers, commercial restaurants and foodservice operations from 10 plants in 8 states. The Company's products are sold across every distribution channel including foodservice, grocery and warehouse clubs. Headquartered in Ontario, AFNA has three locations in California (Ontario, Hayward and San Diego). All three locations will participate in training.

Ms. Torres introduced Dave Lambert, Senior Manager, Health & Safety; Meggie Chapman, Managing Director/Partner with Economic Incentives Advisory Group.

Mr. Broad asked if they were retraining new people for the new tortilla manufacturing production line.

Mr. Lambert confirmed this was taking place. Mr. Lambert went on to say that they produce the Jose Olay brand and they make their own tortillas in-house for them, for tostadas, enchiladas, and burritos. Everything is made in-house.

Mr. Lambert said that Ajinomoto has 10 plants in the United States. They have an Italian branch in Illinois. They make all the Jose Olay brand foods and all of Ajinomoto labeling type A brand foods.

Mr. Tweini asked if they reach out to veterans for jobs, are there any programs they use for veterans.

Mr. Lambert indicated that at the plant level in San Diego and Hayward they hold job events on a continuous basis to hire veterans. They also work with temp agencies in the area as well.

Mr. Tweini requested data regarding how many veterans they employ.

Mr. Lambert stated that when they bought Tyson Foods earlier this year in San Diego, Tyson laid off 600 employees and when they started in April they hired back 350 of their previous employees and began a 2-week period of training. Training continues daily. New employees go through a week of training in the classroom and then out on the floor to receive additional training. As to the number of veterans he did not have the exact data. Mr. Lambert is a veteran himself, and in the corporate office they approximately 20 veterans there.

Ms. Roberts indicated that it was a great contract. She asked if they had looked at some of the GoBiz incentives with Cal Competes and the new employment tax credit. She felt the company would definitely qualify based on the new hires and expansion investment.

Mr. Chapman stated that they would be looking into those things.

**ACTION:** Ms. Roberts moved and Ms. Smiles seconded the motion for the approval of the proposal on behalf of Aijinomoto Foods North America, Inc., in the amount of \$398,008.

Motion carried, 8 – 0.

### **Tab #26 – Auto Center Auto Body, Inc., dba Fix Auto**

Ms. Torres presented a proposal on behalf of Auto Center Auto Body, Inc., dba Fix Auto (Fix Auto), in the amount of \$399,950. Founded in 1984, Auto Center Auto Body, Inc. dba Fix Auto (Fix Auto) ([www.fixauto.com](http://www.fixauto.com)) provides automotive collision and mechanical repair including sales of associated parts and accessories, and facilitates towing and rental car services relevant to vehicle repairs. The Company serves consumers, insurance companies and fleet accounts. The Company has preferred partnerships with insurance companies including State Farm, Farmers, USAA, CSAA, Allstate, Geico, Progressive, Allied Nationwide, among others. Including its headquarters in Yorba Linda, Fix Auto currently maintains 10 facilities in Southern California: Orange (7); Riverside (1); and San Bernardino (2) Counties. All locations will participate in training.

Ms. Torres introduced Shelly Bickett, Owner/Chief Financial Officer; Jennifer Cajas, Human Resource Manager; Jill Meeuwsen of Synergy Management Consultants, LLC.

Ms. Roberts had questions on the commission structure. Ms. Roberts wanted to know why not just pay the technicians a base wage versus, how many tires are changed, how many engines are worked on, and so forth.

Ms. Meeuwsen stated that for many years there is what is called a “flat rate system” in the auto industry. If the estimate contains 10 hours on it and they do the job in 2 hours, they still get paid for the 10 hours estimated.

Ms. Bickett said it is a common practice in the industry for technicians and refinish technicians to be 100-150% efficient. This is why we see the huge commissions.

Ms. Meeuwsen went on to say that the estimates come from the insurance companies. They write the estimates. It is based on book time, proficiency, training, ability to have good tools, training and processes. The system has been around for years and not likely to change in the near future.

Mr. Broad stated that he has spent half of this year working on legislation involving the flat rate system with the insurance companies and how they pay for this and reimburse it. It is very complicated involving many issues.

Ms. Newsom was concerned about Jobs 2 and 3, the job creation and the lowering of wages for the newly hired veterans. It is nearly half of what they typically pay.

Ms. Bickett explained they have a wage graduation. She indicated that they do employ veterans – she estimated the number to approximately 10. Ms. Bickett stated it depends on their skill level, but not all veterans will come in at the low level.

Mr. Broad confirmed that they are not paying veterans any less than someone who has comparable skills.

**ACTION:** Ms. Roberts moved and Ms. Akin seconded the motion for the approval of the Proposal of Auto Center Auto Body, Inc., dba Fix Auto in the amount of \$399,950.

Motion carried, 8 – 0.

### **Tab #27 – Service Champions, Inc.**

Ms. Torres presented a proposal on behalf of Service Champions, Inc. (SCI), in the amount of \$304,200. Founded in 2000, with one location in Orange County, Service Champions, Inc. (SCI) ([www.servicechampions.com](http://www.servicechampions.com)) specializes in installing, diagnosing, and repairing Heating, Ventilation and Air Conditioning (HVAC) systems. SCI's sole location in Brea will participate in training under this project. The Company qualifies for funding under Special Employment Training (SET) guidelines as a priority industry specialty contractor not facing out-of-state competition. This will be the second Agreement between ETP and SCI, the second in the last 5 years.

Ms. Torres introduced John S. Hoven, General Manager; Julianna Kirby, Director of Client Services, Training Funding Partners.

Ms. Newsom asked about the bonus construction. Her concern is what happens if they don't receive the bonus; will they still meet the ETP minimum post retention wage.

Mr. Hoven explained that they have about 5 different levels of compensation where the technicians and installers can earn, not only through commissions, but also through bonus.

Ms. Kirby stated that if someone didn't meet the post retention wage, it would not be reported to ETP.

Ms. Newsom was also concerned that some of the commercial skills were duplicative of apprenticeship programs. She asked why they don't use local apprenticeship models to provide the training.

Mr. Hoven explained that there is not much carryover on the residential side to the commercial side. It's about educating the consumers on the commercial side, even new construction, where it is the physical act as opposed to being in someone's home.

Ms. Kirby said they looked into apprenticeship programs available for HVAC but did not feel that they would be beneficial, and they would probably have to retrain.

**ACTION:** Ms. Roberts moved and Mr. Smiles seconded the motion for the approval of the proposal of Service Champions, Inc., in the amount of \$304,200.

Motion carried, 8 – 0.

### **Tab #28 – Walter Anderson Plumbing dba Anderson PH&A – WITHDRAWN**

### **Tab #29 – A. Teichert & Son, Inc.**

Ms. Lazarewicz presented a proposal on behalf of A. Teichert & Son, Inc. (Teichert), in the amount of \$694,980. Founded in 1887 and headquartered in Sacramento, A. Teichert & Son, Inc. (Teichert) ([www.teichert.com](http://www.teichert.com)) is a construction company that builds infrastructure such as freeways, commercial and industrial site work, parks, and airports. Services include grading, asphalt paving, concrete curbs and sidewalks, underground pipelines and joint utility installations. Additionally, Teichert produces construction materials such as aggregate rocks, sand, gravel, asphaltic concrete and ready-mixed concrete. Training will be conducted at Teichert's facilities in Alameda, El Dorado, Fresno, Merced, Nevada, Placer, Sacramento, San Joaquin, San Bernardino, Stanislaus, Sutter, Tulare, Yolo and Yuba counties, all of which will participate in the training proposal.

Ms. Lazarewicz introduced Noreen Engelhardt, Senior Human Resources Business Partner; Steve Duscha, Consultant.

Ms. Roberts is concerned because the amount of the proposal is double the amount of the previous proposal; it also jumps from 470 employees to 810. Ms. Roberts want to make sure that they have the right infrastructure in place to achieve 100%.

Ms. Engelhardt responded that they have had a 17% increase in employment over the last couple of years since the previous contract. When calculated it came to a 20% increase in training hours. They have since started an operation called Teichert University where they are training all of the employees in various areas of their business to improve the process and procedures. This is a big driver for the increase in hours, in addition to the PG&E work they are doing, which requires additional training because of the specialty areas.

Mr. Broad mentioned they had in their proposal foreman and leadership training and asked for clarification on this.

Ms. Engelhardt responded that they do a large amount of safety training because of what they do as a company, but everyone is trained: foreman, superintendents, the craft employees below them, as well as the non-craft employees.

Mr. Broad asked about the pipeline training and is it supplementary training that you would have in an apprenticeship program – is it advanced training.

Ms. Engelhardt responded that it is on the pipeline side. It's called operational/operator qualification training that needs to be done.

Mr. Tweini thanked them for their veterans program.

**ACTION:** Ms. Roberts moved and Ms. Bell seconded the motion for approval of the proposal of A. Teichert & Son, Inc., in the amount of \$694,980.

Motion carried, 8 – 0.

### **Tab #30 – Bay Alarm Company**

**\*\*NOTE: Ms. Newsom recused herself from this proposal.**

Ms. Lazarewicz presented a proposal on behalf of Bay Alarm Company (Bay Alarm), in the amount of \$739,700. Founded in 1946 and headquartered in Concord, Bay Alarm Company (Bay Alarm) a subsidiary of BALCO Holdings, Inc., ([www.bayalarm.com](http://www.bayalarm.com)) is the largest independently owned and operated security company in the United States. The Company offers a full range of security products to approximately 100,000 residential and commercial customers across California, including burglar and fire alarm systems, access control and video surveillance.

Ms. Lazarewicz introduced Rebecca Volokh, Training & LMS Administrator; Julianna Kirby, Consultant, National Training Services.

Ms. Roberts mentioned that this contractor has received \$2M of ETP funding over the last five years, and explained how there used to be a 50% reduction right off the top. Ms. Roberts made a motion to approve the contract, subject to a 15% reduction and the Repeat Contractor Rule.

**ACTION:** Ms. Roberts moved and Ms. Bell seconded the motion that this contract be Reduced 15% for the proposal of Bay Alarm Company reducing the amount to \$628,745.

Motion carried, 8 – 0.

**Panel Member Gloria Bell left the meeting at 1:00 p.m.**

## **Multiple Employer Contracts**

### **Tab #31 – Glendale Community College PDC**

Ms. Torres presented a proposal on behalf of Glendale Community College PDC (GCC), in the amount of \$1,760,872. Founded in 1927, Glendale Community College Professional Development Center (GCC) ([www.pdcfgcc.com](http://www.pdcfgcc.com)) provides customized, job-specific training for businesses and workers through its Professional Development Center. This will be GCC's 40th ETP Agreement, the seventh within the last five years. GCC has trained more than 37,000 workers from 5,000 Southern California employers of which 82% were small business employers and 90% were Panel-recognized priority industries.

In this proposal, participating employers qualify as priority industries in manufacturing, aerospace, warehousing, transportation/logistics and other companies facing out-of-state competition. These employers have expressed a need for training because they are struggling to keep up with technology and competitors. These employers have also expressed the need to build employees' skills to work in a continuously changing environment. Many are investing in automated systems and software packages to increase productivity, efficiency, and accuracy. Some employers are reorganizing operations to meet procurement, development and technology changes.

Ms. Torres introduced Kimberly J. Edelman, Executive Director; Dr. Michael Ritterbrown, Vice President, Instructional Services CIO; Tony Tartaglia, Member, Board of Trustees.

There were no questions from the Panel.

**ACTION:** Mr. Tweini moved and Ms. Roberts seconded the motion for approval of the proposal for Glendale Community College PDC in the amount of \$1,760,872.

Motion carried, 7 - 0.

### **Tab #32 – J & R Film Co., Inc. dba Moviola Education Center**

Ms. Torres presented a proposal on behalf of J & R Film Co., Inc., dba Moviola Education Center (Moviola) in the amount of \$437,850. Founded in 1926 and located in Burbank, J & R Film Co., Inc. dba Moviola Education Center (Moviola) ([www.moviola.com](http://www.moviola.com)) is a private, for profit, training center. Moviola provides training for workers in the entertainment industry, as well as the following services: post production of films and television, industry expendable sales, rental and support of non-linear editing systems, post production edit bays and offices, and workflow design. All participating employers are companies in the film, television and networking industry. This will be the Moviola's eighth ETP Agreement, and the second in the last five years.

Ms. Torres introduced Jim Turner, Principal Instructor, Training Operations Manager.

There were no questions from the Panel.

**ACTION:** Ms. Roberts moved and Mr. Tweini seconded the motion for approval of the proposal for J & R Film Co., Inc., dba Moviola Education Center

in the amount of \$437,850.

Motion carried, 7 - 0.

### **Tab #33 – Managed Career Solutions, Spc. – NOT APPROVED**

Ms. Torres presented a proposal on behalf of Managed Career Solutions, Spc. (MCS), in the amount of \$295,939. Founded in 1987, Managed Career Solutions, Spc. (MCS) ([www.mcscareergroup.com](http://www.mcscareergroup.com)) provides workforce development services in Los Angeles County. These services include outreach, intake, case management, job training and job placement for adults and dislocated workers, with priority service to veterans. The Company assists in providing trainees with skills to help maintain gainful employment based on their education, work history and interest.

Ms. Torres introduced Phil Starr, Executive Director.

Mr. Broad asked about the post retention wage in Job 1 spending \$6K for job 1, \$5,699 for Job 2. A lot of money to train a minimum wage worker.

Mr. Starr responded that the wage the veteran earns is much higher than that.

Mr. Broad asked why the post retention wage wasn't higher.

Ms. Torres responded that the wage table for the veterans is \$14-\$19/ hour. That's the ETP table, which is a floor.

Mr. Knox said it's a minimum wage. That's the minimum the contractor needs to hit in order to get paid.

Mr. Broad went on to say that he feels that if ETP is spending \$6K to train, then they should have to hit the higher wage, whether it be \$14/hour or \$20/hour. That higher amount should be the post retention wage, not \$13.60/hour.

All Panel members voiced they felt it was a lot of money to train low wage workers.

Ms. Newsom asked and Mr. Knox confirmed that there are multiple barriers to employment. It has a couple of different sections.

Mr. Broad wanted to know what the multiple barriers were for those particular job applicants.

Mr. Starr responded by saying there were two groups of people they propose to serve. One are veterans – this group is at the higher wage and not described as a multiple barrier. The group he said is multiple barrier are people looking at the certified nurse's system training. Mr. Starr went on to explain that the typical student might be someone who has been on temporary assistance. Mr. Starr explained they are helping them complete a GED to high school diploma; helping them reach their literacy standard so they can take the training. Mr. Starr also explained that they often have profound child care and other issues, and may have a disability as well. Mr. Starr said they have worked with people who have mental health issues, but can do CNA training; they physically are able to do it but may have disability



issues. They work with their counselors to help manage their training. A lot of extensive services are provided to the multiple barrier participants.

Mr. Broad voiced his concern with the range of hours for training, 8 to 260 hours of training. Mr. Broad wanted to know how many hours will they actually train.

Mr. Starr responded that the normal range of training is 160 hours. This is the classroom and field room training is performed at the hospital site. Additional hours beyond this would be whatever other training is deemed necessary to make the individual employable. Job readiness training is available which could be an additional 10 to 20 hours. Mr. Starr said that it is very rare that someone would go beyond 200 hours.

Mr. Broad went back to Job 1, he asked what a veteran protection agent does.

Mr. Starr responded that they work closely with a VIP that needs executive security protection. Advanced Security Concepts train veterans to work in that kind of environment. Essentially, they are bodyguards.

Mr. Broad asked how many hours of training is this.

Mr. Starr responded typically training hours have gone up to 160 hours. They are paid well above state minimum wage. With benefits at a minimum of \$15/hour.

Mr. Broad wanted to know if their post retention wage could be more than \$15/hour.

Mr. Starr agreed with that.

Ms. Newsom asked for clarification as to the statement that \$15/hour is benefits.

Mr. Starr responded with benefits it might be \$14-\$14.25/hour when we do add on benefits. He confirmed that they do get health care. He went on to say that health care costs them \$400/month per employee. Mr. Starr stated it should have value.

Panel Members stated that this contract was not a clean contract in that it requires modifications; and Panel Members also stated their concern as to the amount of money, \$6k, it was costing them train CNAs.

Ms. Roberts stated that no other health care contract paid that much for their training. She also felt uncomfortable with the amount being doubled from the previous contract.

Mr. Starr said they were asking for the same amount to train veterans, but they were requesting an additional 50% for the CNAs. Mr. Starr stated that they are asking for the same grant for the veterans as they did last time.

Mr. Broad said he feels this contract should be put over to the next panel meeting or the one after that. He feels that proposal is not ready.

Mr. Tweini requested that they put exact language in the proposal in regards to veterans.

Mr. Broad made a motion to put this proposal over for reconsideration by staff in order to confirm the actual training hours that will be necessary; to clarify what the training costs really should be; and, particularly for Job #1, that the post retention wage be a post retention wage consistent with some sense of the cost of training.

**ACTION:** Mr. Broad moved and Mr. Smiles seconded the motion to put this proposal over to the panel meeting for Managed Career Solutions, as put forth above.

Motion carried, 7 - 0.

### **Tab #34 – Riviera, Inc. dba The Enterprise U**

Ms. Torres presented a proposal on behalf of Riviera, Inc. dba The Enterprise U (The Enterprise U), in the amount of \$949,655. Riviera, Inc. dba The Enterprise U (The Enterprise U) ([www.theenterpriseU.com](http://www.theenterpriseU.com)) was founded in 2001 to help companies, governments, and individuals acquire and sustain a competitive advantage through learning. The Enterprise U provides training services, consulting, coaching and software solutions to clients in the industries of manufacturing, entertainment, technology, logistics, and biotechnology.

Ms. Torres introduced Winny HO, Executive Director.

There were no questions from the Panel.

**ACTION:** Ms. Roberts moved and Mr. Tweini seconded the motion for approval of the proposal for Riviera, Inc., dba The Enterprise U in the amount of \$949,655.

Motion carried, 7 - 0.

### **Tab #35 – Workforce Development Corporation of Southeast Los Angeles County, Inc., dba Southeast Los Angeles County Workforce Development Board**

Ms. Torres presented a proposal on behalf of Workforce Development Corporation of Southeast Los Angeles County, Inc., dba Southeast Los Angeles County Workforce Development Board (SELACO), in the amount of \$611,566. Workforce Development Corporation of Southeast Los Angeles County, Inc. dba Southeast Los Angeles County Workforce Development Board (SELACO) ([www.selacowdb.com](http://www.selacowdb.com)) was formed in 1983. SELACO specializes in providing business solutions for employers seeking the resources to provide upskill training for existing and new employees. SELACO provides services to 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. SELACO also works collaboratively with employers, economic SELACO September 28, 2018 ET19-0268 ETP 130 - MEC (06/27/18) 4 of 7 development agencies, and labor organizations to address the challenges of business growth and employee retention.

The proposed training will be provided primarily to manufacturing employers; however, companies from additional business sectors facing out-of-state competition are also expected to participate. Training will be provided statewide; however, most of the training is expected

to take place in Los Angeles and Orange Counties. This will be SELACO's seventeenth ETP Agreement.

Ms. Torres introduced Kathryn L. Ford, Director of Fund Development; Larry Lee, Business Services Manager; Kevin J. Kucera, Area Director, Business Representative; and Joaquin Moreno, Journeyman.

There were no questions from the Panel.

**ACTION:** Ms. Roberts moved and Mr. Tweini seconded the motion for approval of the proposal for Workforce Development Corporation of Southeast Los Angeles County, Inc. dba Southeast Los Angeles County Workforce Development Board in the amount of \$611,566.

Motion carried, 7 - 0.

### **Tab #36 – Alameda County Electrical Industry Apprenticeship and Training Trust**

Ms. Nastari presented a proposal on behalf of the Alameda County Electrical Industry Apprenticeship and Training Trust (Alameda Electrical Trust), in the amount of \$695,580. The Alameda County Electrical Industry Apprenticeship and Training Trust (Alameda Electrical Trust) ([www.595jatc.org](http://www.595jatc.org)) is a joint labor-management organization between the Northern California Chapter, National Electrical Contractors Association and the Local 595 International Brotherhood of Electrical Workers. Founded in 1946, the Trust provides funds for training in electrical-inside wiring for Apprentice, Pre-Apprentice and Journeyman.

Ms. Nastari introduced Dan Holgate, Journeyman Instructor; Jan Borunda, Project Coordinator, Cal Labor Fed.

There were no questions from the Panel.

**ACTION:** Ms. Newsom moved and Messrs. Tweini and Smiles seconded the motion for Approval of the proposal for Alameda County Electrical Industry Apprenticeship and Training Trust in the amount of \$685,580.

Motion carried, 7 - 0.

Mr. Broad wanted to remind the Panel we have to the two year budget with these multiple employers so this is for the next two years.

### **Tab #37 – Bay Area Counties Roofing and Waterproofing Industry Apprenticeship Training Fund.**

Ms. Nastari presented a proposal on behalf of Bay Area Counties Roofing and Waterproofing Industry Apprenticeship Training Fund (Bay Area Roofers) in the amount of \$949,386. Bay Area Roofers is a joint trust serving three apprenticeship programs. It is funded through collective bargaining between signatory employers with the Associated Roofing Contractors of the Bay Area Counties, Inc., and three union locals of the United Union of Roofers,

Waterproofers, and Allied Workers: Local 40 West Bay Counties; Local 81 East Bay & North Bay Counties; and Local 95 Santa Clara Counties.

East union local has its own collective bargaining agreement and its own Joint Apprenticeship Training Committee (JATC). Each JATC sponsors an apprenticeship program approved by the Division of Apprenticeship Standards (DAS). The Bay Area Roofers JATC is responsible for training approximately 660 Apprentices and 1,470 Journeymen in 14 Northern California Counties. This will be their 5<sup>th</sup> Agreement with ETP and the first time it has a defined cohort of Veteran Apprentices (Job No. 2) to track this JATC's long-time commitment to training Veterans.

Ms. Nastari introduced Dan Smith, Director of Training; and Steve Duscha, Consultant.

There were no questions from the Panel.

**ACTION:** Ms. Roberts moved and Mr. Tweini seconded the motion to approve the Proposal for Bay Area Counties Roofing and Waterproofing Industry in the amount of \$949,386.

Motion carried, 7 - 0.

### **Tab #38 – Chaffey Community College**

Ms. Torres presented a proposal on behalf of Chaffey Community College (Chaffey) in the amount of \$949,954. Founded in 1883, Chaffey Community College District (Chaffey) ([www.chaffey.edu](http://www.chaffey.edu)) is a two-year public community college. Chaffey provides training at four campuses in San Bernardino County: Chaffey Community College District September 28, 2018 ET19-0239 ETP 130 - MEC (06/27/18) 4 of 10 the main campus and headquarters in Rancho Cucamonga; an Information Technology Center in Chino; and two Industrial Technical Learning Centers (InTech) in Fontana.

Chaffey is eligible for ETP funding as a public training agency. This will be the eighth Agreement between ETP and Chaffey, the fifth in the last five years.

In prior ETP projects, Chaffey served and maintained relationships with manufacturing, logistics, distribution, and healthcare industry groups in the Inland Empire (Riverside and San Bernardino Counties), San Diego, eastern Los Angeles, and northern Orange Counties. In this proposal, training will be provided to participating employers located statewide.

Training will target large and small businesses facing out-of-state competition. Training is focused on technical, computer, literacy, quality, leadership, and business skills customized by each participating employer's needs.

Ms. Torres introduced Sandra Sisco, Director Economic Development; Karena Jimenez, Grant Liaison with Chaffey Community College.

Ms. Sisco made a standing offer for the ETP Panel Members to come out to the Tech Learning Center to check it out.

Mr. Broad suggested we hold a Panel Meeting at the Tech Learning Center. Mr. Broad also asked if the workers from Borax were driving to the facility or were they going to their location for training.

Ms. Sisco responded that they were developing a Hybrid through a technical program called Amitron which is in demand by manufacturing for the industrial, electrical and mechanic programs. She went to say they are partnering with Barstow Community College. All of this is still in development.

Ms. Sisco further stated that the reason is Tech Learning Center is because of ETP, which is a relationship 20 years in the making.

Ms. Newsom confirmed that in the proposal the apprenticeship evaluation does not duplicate the efforts of other apprenticeships in the area.

**ACTION:** Ms. Roberts moved and Ms. Newsom seconded the motion for approval of the proposal for Chaffey Community College in the amount of \$949,954.

Motion carried, 7 - 0.

**\*\*NOTE: Rick Smiles left the Panel meeting 1:45 p.m.**

### **Tab #39 – San Bernardino Community College District**

Ms. Torres presented a proposal on behalf of San Bernardino Community College District (SBCCD), in the amount of \$1,799,868. Founded in 1926, San Bernardino Community College District (SBCCD) ([www.sbccd.org](http://www.sbccd.org)) is one of 72 College Districts in the state of California. The District consists of two colleges: Crafton Hills College in Yucaipa; and San Bernardino Valley College in San Bernardino. Located in the city of San Bernardino, SBCCD provides academic instruction leading to a certificate, terminal degree, or transfer to a four-year college. In addition to the physical campuses, the District also operates and manages the Economic Development & Corporate Training (EDCT). Also located in the city of San Bernardino, EDCT provides customized not-for-credit training to incumbent workers employed by local businesses and community-based organizations.

The proposed training will target workers from large and small priority and non-priority business with out-of-state competition. Training will also be provided to employers lacking out-of-state competition under the Panel's SET program. In the past, most employers are located in San Bernardino and Riverside Counties, however, training in this proposal extends to companies located statewide.

Ms. Torres introduced Robert Levesque, MPA, Interim Director, Economic Development & Corporate Training; Deanna Graybiel, Interim Director, Workforce Development.

There were no questions from the Panel.

**ACTION:** Ms. Roberts moved and Mr. Tweini seconded the motion for approval of the Proposal for San Bernardino Community College District in the amount of \$1,799,868.

Motion carried, 6 – 0.

## **Tab #40 AND 41 – California Field Ironworkers Apprenticeship Training and Journeyman Retraining Fund – Northern California and Southern California**

Ms. Lazarewicz presented a proposal on behalf of California Field Ironworkers Apprenticeship Training and Journeyman Retraining Fund – Northern California (NorCal Ironworkers) and Southern California (SoCal Ironworkers). The amount requested for Northern California is \$949,786. The amount requested for Southern California is \$948,818.

### **NorCal Ironworkers**

The California Field Ironworkers Apprenticeship Training and Journeyman Retraining Fund – Northern California (NorCal Ironworkers) ([www.universityofiron.org](http://www.universityofiron.org)) seeks funding to train Journeyman, Apprentice, and Pre-Apprentice Ironworkers who primarily work in Solano, Contra Costa, San Francisco, San Jose, Fresno, and Sacramento counties. NorCal Ironworkers operates training centers equipped with the newest training aids and technology in Sacramento, Fresno, San Francisco, San Jose and Benicia.

The training centers are a partnership created in collective bargaining between four International Brotherhood of Ironworker local unions (Local 118 in Sacramento, Local 378 in Benicia, Local 155 in Fresno, and Local 377 in San Francisco); and some 600 signatory employers. The four local JATCs sponsor three Ironworker apprentice programs as funded through the central trust. This is NorCal's fifth ETP Agreement, and the fifth in the last five years.

### **SoCal Ironworkers**

The California Field Ironworkers Apprenticeship Training and Journeyman Retraining Fund (SoCal Ironworkers) ([www.universityofiron.org](http://www.universityofiron.org)) seeks funding to train Journeyman and Apprentice Ironworkers in Southern California. SoCal Ironworkers has served the industry's training needs since 1946. A total of 4,907 Ironworker Journeymen work in the area. The central training facility is located in La Palma, where Journeymen and Apprentices from throughout Southern California attend training. A second training facility is located in San Diego.

The Training Centers are a partnership between three International Brotherhood of Ironworker local unions (Local 433 in the City of Industry and San Bernardino; Local 416 in Norwalk; and Local 229 in San Diego) and signatory employers. Each local acts as an apprenticeship program sponsor, in partnership with signatory employers, under three separate Ironworker Joint Apprenticeship Training Committees created through collective bargaining. Each program is separately registered with the Division of Apprenticeship Standards (DAS). This is SoCal Ironworkers fifth ETP Agreement; and the fourth in the last five years.

Ms. Lazarewicz introduced Dick Zampa, Apprenticeship Director; Jan Borunda, Consultant for both of these proposals.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Mr. Tweini seconded the motion for approval of the Proposal for California Field Ironworkers Apprenticeship Training and Journeyman Retraining Fund – Northern California in the amount of \$949,786.

ACTION: Ms. Roberts moved and Mr. Tweini seconded the motion for approval of the Proposal for California Field Ironworkers Apprenticeship Training and Journeyman Retraining Fund – Southern California in the amount of \$948,818.

Motion carried, 6 – 0.

## **Tab #42 - San Joaquin County Economic Development Association**

### **WITHDRAWN**

### **AMENDMENTS**

#### **Tab #43 - Studio Arts, Ltd.**

Ms. Torres presented and amended proposal on behalf of Studio Arts, Ltd., (Studio Arts), in the amount of \$348,877. Founded in 2001, Studio Arts, Ltd. (Studio Arts) ([www.studioarts.com](http://www.studioarts.com)) is a private training company for high-tech, computer-based software and hardware for the motion picture, television and post-production industries located in Los Angeles. The school serves motion picture and television production, visual effects, game, production design, mobile entertainment, educational entertainment and online gaming, set design, prop-making, and model-making companies in Southern California.

Ms. Torres introduced Eric Huelsman, President.

There were no question from the Panel.

ACTION: Ms. Newsom moved and Ms. Roberts seconded the motion for approval of the Proposal for Studio Arts, Ltd., in the amount of \$348,877.

Motion carried, 6 – 0.

## **XII. GENERAL PUBLIC COMMENT**

No comments from the general public.

## **XII. MEETING ADJOURNMENT**

Meeting adjourned at 1:53 p.m.

## Single Employer Contractor

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

- Unless funded under Special Employment Training (SET), a single employer must face out-of-state competition.
- A single employer must be subject to the Employment Training Tax.
- The employer must also make an “in kind” contribution toward the cost of training, as follows: 1) 100 or fewer employees, at least 50% of the ETP-funded amount; 2) more than 100 employees, at least 100% of the ETP-funded amount.
- The employer must provide union letters of support for employees who are represented. The employer should also be able to show how the training will enhance job security and improve opportunities for advancement.
- A single employer must establish the need for the particular training curriculum proposed.
- The employer must establish its ongoing commitment to training and represent that ETP funds will not displace existing resources.
- All single employer contracts are capped at \$900,000.

These features apply to core program funding.



## Multiple Employer Contractor

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

- Up to 8% of program costs may be approved as additional funding for recruitment, placement and assessment activities. For New Hire training, the MEC may receive up to another 4% (total 12%). These costs must be justified.
- The project may be retraining or new hire training, or a combination of both. Training may take place at the worksite or a training center, or both.
- All MECs are capped at \$950,00/\$1.8M\*

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

### *Retraining*

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

### *New Hire Training*

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

These features apply to core program funding.

## Delegation Order Process

- The Panel has delegated authority to the Executive Director, without consultation with the Panel Chair, to approve (1) small business (100 or fewer employees) for \$75,000 or less, and (2) single proposals for \$75,000 or less.
- This procedure allows projects to be approved on a flow basis. This process recognizes the need for just-in-time training, and reduces or eliminates the need for a Consent Calendar.
- An ETP130 and Curriculum is prepared for each proposal. They are reviewed and approved after the Executive Director signs off. The effective date will be the date specified by the Field Analyst and if no date is specified, the earliest effective date of contract is the day after the project is approved by the Executive Director.
- A copy of approved Delegation Orders is included in each month's Panel Packet, for projects approved prior to the Panel meeting, as an information item.



**Training Proposal for:**  
**Bay Area Video Coalition, Incorporated**  
**Agreement Number: ET19-0283**

**Panel Meeting of:** October 26, 2018

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

**Analyst:** S.Wang

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee SB <100 SET	Industry Sector(s):	MEC (H) Multimedia/Entertainment (51+) Services (61,71,72,81,92)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Francisco, Alameda, Marin, San Mateo	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$172,110		\$11,932 8%		\$184,042

In-Kind Contribution:	50% of Total ETP Funding Required	\$356,320
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Advanced Technology	37	8-200	0	\$1,028	\$18.22
				Weighted Avg: 37			
2	Retrainee	Advanced Technology	72	8-200	0	\$1,230	\$18.22
				Weighted Avg: 50			
3	Retrainee/Priority SB<100	Advanced Technology	62	8-60	0	\$862	\$18.22
				Weighted Avg: 31			
4	SET Priority SB<100	Advanced Technology	6	8-60	0	\$667	\$22.77
				Weighted Avg: 24			

**Minimum Wage by County:** Job Number 1-3: San Francisco, Alameda, Marin, San Mateo County - \$18.22/hr. Job Number 4: San Francisco, Amameda, Marin, San Mateo County - \$22.77/hr.  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Participating employers provide health benefits; however, they will not be used to meet the ETP-Required Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Art Director		7
Associate Producer		30
Designer		25
Editor		20
Production Artist		30
Senior Production Manager		10
Videographer		15
Video Producer		10
Web Producer		30

**INTRODUCTION**

Founded in 1977 and located in San Francisco, Bay Area Video Coalition, Incorporated (BAVC) (<https://www.bavc.org/>) provides vocational advanced technology media training to Digital Media Professional! Designers, Producers, Editors, Programmers, IT Support, Communications, and Office Administrators. BAVC strives to make advanced technology accessible to all media makers and to empower artists, educators, storytellers, youth, and technologists to promote social justice. BAVC serves priority and non-priority industries such as: advertising agencies, software developer

facilities, nonprofits, video production studios, entertainment companies (LucasFilm, Pixar, etc.), museums, television stations, and many online businesses such as Groupon, Sephora, and Baidu. This will be BAVC's twelfth ETP Agreement, the fourth within the last 5 years.

## **Veterans Program**

Though there is not a veterans component in this project, BAVC's participating employers actively recruit Veterans.

## **PROJECT DETAILS**

Under the previous Agreements, BAVC trained its participating employers on various technology updates and applications to keep current with industry advancements and customer demands. In this new proposal, BAVC seeks funding to develop trainees' advanced technology skills with usage of the latest versions of multi-media software.

Employers often receive requests from customers for services in particular technology specifically to video footage, websites, mobile applications, graphic design or animation. Additionally, technology is constantly changing with yearly program updates. To remain current with software and meet customer demands, participating employers must train staff to work with sophisticated software applications such as timeliness and key frames in animation and motion graphics. Trainees will also be cross-trained on new technology such as drone videography, virtual and augmented reality platforms, and Adobe Creative Cloud.

## **Training Plan**

Training will include the following:

**Advanced Technology** – Course topics includes Adobe Creative Cloud (Photoshop, Illustrator, InDesign), Motion Graphic Design, Search Engine Optimization, Video Postproduction: Virtual Reality (VR), and Video Production: Drone Cinematography. The training is designed for the highly technical professionals who work in the digital media technology industries to enhance their skills to serve customers. Training is intensive and includes exercises from real world scenarios in order to resonate with employers needs. Training will consist of video production and postproduction, graphic and web design, web development, motion graphics, and digital marketing.

## **Special Employment Training**

Under SET, participating employers (Job Number 4) are not required to demonstrate out-of-state competition. Trainees must be earning at least the statewide average hourly wage at the end of the retention period.

### ➤ Wage Modifications

Under SET, the Panel may modify the ETP Required Wage for participating employers in priority industries up to 25% below the Statewide Average Hourly Wage (from \$30.36 to \$22.77 per hour). BAVC is requesting this wage modification for trainees in Job Number 4.

## **Trainer Qualifications**

BAVC's training instructors are all BPPE approved and demonstrate superior teaching ability.

## **Training Agency Certification**

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

## **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.

BAVC spends approximately \$25,000 per year on software upgrades. BAVC has 5 computer labs, 10 workstations, video production equipment, cameras, tripods, lenses, sound gear, and other associated video production equipment used in the delivery of training.

### ➤ Training Infrastructure

In the previous Agreement, performance was poor due to difficulties in releasing workers to attend training. BAVC surveyed participating employers who indicated that they prefer training to be conducted on-site and at employer headquarters. BAVC now provides more flexible training options for employers to define hours, dates, location, and training needs, which will optimize the success of training and contract performance. Training at employer sites will make up about 50% of training.

BAVC is ready ready to start training upon approval. BAVC has six employees dedicated to its ETP project. The Senior Advisor will oversee all ETP training and determine curriculum priorities and work closely with the Enrollment Manager to ensure all trainees receive the highest level of training. The Enrollment Manager hires instructors and schedules all classroom and off-site training sessions. The Senior Advisor and the Enrollment Manager will collect all trainee information and training hours to input into the ETP system.

## **Marketing and Support Costs**

BAVC regularly engages with industry employers to determine which technology concerns should be prioritized for maintaining a balanced industry ecosystem. After each classroom training, BAVC collects feedback from trainees to ensure training is relevant and delivered at the required level. BAVC uses this information to develop a training plan, adjusting courses accordingly.

BAVC advertises/markets primarily through social media marketing and by utilizing search engines optimization (SEO): contracting with LinkedIn, Facebook, Instagram, Yelp; deploying a monthly newsletter to over 20,000 contacts; and through its own website which receives 24k visits per month by the public. BAVC has relationships with many community organizations dedicated to career services, training, youth mentorship, and arts organization including SAMASource, Mission Economic Development Agency, San Francisco Art Commission, Jewish Vocational Services, Year Up Bay Area, Success Center SF, and many more. BAVC requests 8% support cost to help cover social media marketing and advertising costs.

## **Tuition Reimbursement**

BAVC 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.

## **Electronic Recordkeeping**

BAVC's electronic recordkeeping has been reviewed and approved by ETP staff.

## **Funding From Other Sources**

BAVC receives Workforce Innovation and Opportunity Act training and funds from one-stop agencies and San Francisco City's and County's general funds in order to train displaced and transitioning workers. Funding from the sources will not be used to displace ETP funding and the grant recipients will not be participating in training.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **PRIOR PROJECTS**

The following table summarizes Contractor's performance by BAVC under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0189*	San Francisco	9/12/16 – 9/11/18	\$350,795	\$184,270 (53%)
ET15-0187**	San Francisco	7/7/14 – 7/6/16	\$607,265	\$377,012 (62%)
ET13-0134	San Francisco	8/25/12 – 8/24/14	\$699,806	\$503,018 (72%)

\*ET17-0189: The performance was poor due to difficulties in releasing workers to attend training. BAVC surveyed employers who have sent staff to the training center to receive training and a majority indicated that they prefer training to be conducted on-site and at employer headquarters.

BAVC now provides more flexible training options for employers to define hours, dates, location, and the scope of each training, optimizing the success of training and contract performance. This new proposal has been right-sized accordingly.

\*\*ET15-0187: The performance on this agreement was hindered by a restructure and reduction of key members of the BAVC management team in the second half of 2015. This management change resulted in a reduced pace of training because participating employer outreach halted for four months. Subsequently, BAVC became fully staffed.

## **DEVELOPMENT SERVICES**

N/A

## **ADMINISTRATIVE SERVICES**

N/A

## **TRAINING VENDORS**

BAVC will retain California-based trainers to deliver the training. Trainers will be identified as they are retained. Currently, BAVC has retained the following:

- Teamworks of San Francisco, CA for \$31,200
- Early Man Productions of Oakland, CA for \$31,200
- One Tiny Problem of El Sobrante, CA for \$31,200

**Exhibit B: Menu Curriculum**

**Class/Lab Hours**

Job Number 1-2: 8-200

Job Number 3-4: 8-60

Trainees may receive any of the following:

**ADVANCED TECHNOLOGY**

- Adobe Creative Cloud (Photoshop, Illustrator, InDesign)
- Adobe Premiere Pro
- Adobe After Effects
- Aesthetics of Editing
- Anjular.js
- Apple Final Cut Pro X
- Audio for Video Production
- Audio Postproduction
- Avid Pro Tools
- Build a Podcast
- Coding for Non-Coders
- Color Correction
- DaVinci Resolve
- Experiential Design
- Google Analytics
- Graphic & Web Design
- Graphic Design for Social Media Marketing
- HTML5/CSS3
- Interview Techniques in Video Production
- JavaScript
- jQuery
- Lighting
- Motion Graphic Design
- Motion Graphic Design for Social Media Marketing
- Node.js
- PHP
- Prototyping for UX
- SEO (Search Engine Optimization)
- Sketch
- Social Media Marketing
- SQL Scripting
- Usability Testing and QA for UX
- Video for Social Media Marketing
- Video Postproduction
- Video Postproduction: Virtual Reality (VR)
- Video Preproduction
- Video Production
- Video Production: DSLR
- Video Production: Drone Cinematography
- Video Production: Virtual Reality (VR)
- Wireframing for UX
- WordPress

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: Bay Area Video Coalition, Incorporated  
Reference No: 18-0835

CCG No.: ET19-0283  
Page 1 of 7

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: 215McCann

Address: 215 Leidesdorff

City, State, Zip: San Francisco, CA 94111

Collective Bargaining Agreement(s): none

Estimated # of employees to be retrained under this Agreement: 5

Total # of full-time company employees worldwide: 50

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

Company: 4SP Films

Address: 223 Mississippi Street #2

City, State, Zip: San Francisco, CA 94107

Collective Bargaining Agreement(s): none

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

Total # of full-time company employees worldwide: 7

Total # of full-time company employees in California: 7

Company: 826Valencia

Address: 826 Valencia Street

City, State, Zip: San Francisco, CA 94110

Collective Bargaining Agreement(s): none

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

Total # of full-time company employees worldwide: 35

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

Company: BimBam

Address: 1970 Broadway Street, Suite 1020

City, State, Zip: Oakland, CA 94612

Collective Bargaining Agreement(s): none

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

Total # of full-time company employees worldwide: 6

Total # of full-time company employees in California: 6

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: Bay Area Video Coalition, Incorporated  
Reference No: 18-0835

CCG No.: ET19-0283  
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Company: California Newsreel

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Address: 44 Gough Street, Suite 303

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City, State, Zip: San Francisco, CA 94103

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Collective Bargaining Agreement(s): none

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

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Total # of full-time company employees worldwide: 2

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

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Company: Carol H. Williams Advertising

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Address: 1625 Clay Street, Suite 800

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City, State, Zip: Oakland, CA 94612

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Collective Bargaining Agreement(s): none

---

Estimated # of employees to be retrained under this Agreement: 5

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Total # of full-time company employees worldwide: 30

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Total # of full-time company employees in California: 15

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Company: Center for Asian American Media

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Address: 145 Ninth Street, Suite 350

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City, State, Zip: San Francisco, CA 94103

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Collective Bargaining Agreement(s): none

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Estimated # of employees to be retrained under this Agreement: 5

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Total # of full-time company employees worldwide: 9

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Total # of full-time company employees in California: 9

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Company: Citizen Film

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Address: 1426 Fillmore Street #201

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City, State, Zip: San Francisco, CA 94115

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Collective Bargaining Agreement(s): none

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

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Total # of full-time company employees worldwide: 8

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

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**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: Bay Area Video Coalition, Incorporated  
Reference No: 18-0835

CCG No.: ET19-0283  
Page 3 of 7

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Company: Eleven, Inc.

Address: 500 Sansome Street, First Floor

City, State, Zip: San Francisco, CA 94111

Collective Bargaining Agreement(s): none

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

Total # of full-time company employees worldwide: 125

Total # of full-time company employees in California: 125

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Company: Giant Creative Strategy

Address: 1700 Montgomery Street, Suite 485

City, State, Zip: San Francisco, CA 94111

Collective Bargaining Agreement(s): none

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

Total # of full-time company employees worldwide: 150

Total # of full-time company employees in California: 146

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Company: Kendo Holdings, Inc.

Address: 425 Market Street, Floor 32

City, State, Zip: San Francisco, CA 94105

Collective Bargaining Agreement(s): none

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

Total # of full-time company employees worldwide: 400

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

---

Company: KOFY

Address: 100 Pelican Way, Suite E

City, State, Zip: San Rafael, CA 94901

Collective Bargaining Agreement(s): none

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

Total # of full-time company employees worldwide: 8

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

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: Bay Area Video Coalition, Incorporated  
Reference No: 18-0835

CCG No.: ET19-0283  
Page 4 of 7

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Company: Lincoln Broadcasting dba KTSF

Address: 100 Valley Drive

City, State, Zip: Brisbane, CA 94005

Collective Bargaining Agreement(s): none

Estimated # of employees to be retrained under this Agreement: 5

Total # of full-time company employees worldwide: 70

Total # of full-time company employees in California: 70

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Company: Mekanism

Address: 640 Second Street

City, State, Zip: San Francisco, CA 94107

Collective Bargaining Agreement(s): none

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

Total # of full-time company employees worldwide: 125

Total # of full-time company employees in California: 40

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Company: Mozilla

Address: 2 Harrison Street

City, State, Zip: San Francisco, CA 94117

Collective Bargaining Agreement(s): none

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

Total # of full-time company employees worldwide: 1003

Total # of full-time company employees in California: 336

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Company: OneWorld Communications

Address: 2001 Harrison Street

City, State, Zip: San Francisco, CA 94110

Collective Bargaining Agreement(s): none

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

Total # of full-time company employees worldwide: 5

Total # of full-time company employees in California: 5

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: Bay Area Video Coalition, Incorporated  
Reference No: 18-0835

CCG No.: ET19-0283  
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Company: Pacific Market International dba Formation Brands

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Address: 2000 Sierra Point Parkway, Third Floor

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City, State, Zip: Brisbane, CA 94005

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Collective Bargaining Agreement(s): none

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

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Total # of full-time company employees worldwide: 77

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Total # of full-time company employees in California: 77

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Company: Pereira & O'Dell

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Address: 215 Second Street, Suite 100

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City, State, Zip: San Francisco, CA 94105

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Collective Bargaining Agreement(s): none

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

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Total # of full-time company employees worldwide: 118

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Total # of full-time company employees in California: 70

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Company: Punchcut

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Address: 170 Maiden Lane

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City, State, Zip: San Francisco, CA 94108

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Collective Bargaining Agreement(s): none

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

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Total # of full-time company employees worldwide: 25

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Total # of full-time company employees in California: 25

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Company: Stand.Earth (formerly ForestEthics)

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Address: One Haight Street

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City, State, Zip: San Francisco, CA 94102

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Collective Bargaining Agreement(s): none

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

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Total # of full-time company employees worldwide: 28

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

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**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: Bay Area Video Coalition, Incorporated  
Reference No: 18-0835

CCG No.: ET19-0283  
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Company: Stitch Fix

Address: One Montgomery Street, Suite 1500

City, State, Zip: San Francisco, CA 94101

Collective Bargaining Agreement(s): none

Estimated # of employees to be retrained under this Agreement: 8

Total # of full-time company employees worldwide: 2350

Total # of full-time company employees in California: 886

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Company: The Representation Project

Address: 30 Sir Francis Drake Blvd; P.O. Box 1750

City, State, Zip: Ross, CA 95205

Collective Bargaining Agreement(s): none

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

Total # of full-time company employees worldwide: 20

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

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Company: True Marketing Group

Address: 176 Duboce Avenue

City, State, Zip: San Francisco, CA 94103

Collective Bargaining Agreement(s): none

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

Total # of full-time company employees worldwide: 4

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

---

Company: Venables Bell & Partners

Address: 201 Post Street, Suite 200

City, State, Zip: San Francisco, CA 94108

Collective Bargaining Agreement(s): none

Estimated # of employees to be retrained under this Agreement: 5

Total # of full-time company employees worldwide: 179

Total # of full-time company employees in California: 174

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: Bay Area Video Coalition, Incorporated

CCG No.: ET19-0283

Reference No: 18-0835

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Company: Wikia (Fandom)

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Address: 360 Third Street, Suite 750

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City, State, Zip: San Francisco, CA 94107

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Collective Bargaining Agreement(s): none

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Estimated # of employees to be retrained under this Agreement: 8

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Total # of full-time company employees worldwide: 258

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Total # of full-time company employees in California: 114

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**RETRAINEE - JOB CREATION**  
**Training Proposal for:**  
**California Natural Products**  
**Agreement Number: ET19-0302**

**Panel Meeting of:** October 26, 2018

**ETP Regional Office:** Sacramento

**Analyst:** D. Jordan

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative HUA	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Joaquin	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 366	U.S.: 785	Worldwide: 785
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	7%		

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$199,576		\$0	\$0		\$199,576

In-Kind Contribution:	100% of Total ETP Funding Required	\$421,000
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Computer Skills, Cont. Imp., HazMat, Mgmt. Skills, Mfg. Skills, PL-Mfg. Skills	96	8-200	0-4	\$1,716	*\$12.53
				Weighted Avg: 66			
2	Job Creation Priority Rate Retrainee	Computer Skills, Cont. Imp., HazMat, Mfg. Skills, PL-Mfg. Skills	20	8-200	0-4	\$1,742	*\$13.66
				Weighted Avg: 67			

\*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(HUA): \$12.53 per hour in San Joaquin County  
 Job Number 2(Job Creation): \$13.66 per hour in San Joaquin County

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Operator		60
Maintenance Staff		20
Supervisor		16
<b>Job Number 2</b>		
Operator		16
Maintenance Staff		4

**INTRODUCTION**

Founded in 1980 and headquartered in Lathrop, California Natural Products (CNP) ([www.cnp.com](http://www.cnp.com)) manufactures nutritional, natural and organic food ingredients, and patented the natural processes for rice syrup, rice syrup solids and rice milk. The Company also pioneered the packaging for natural and organic aseptic beverages. CNP offers contract manufacturing services for various finished food and beverage products, including dairy and non-dairy beverages,

nutritional beverages, coconut water, soups and broths. Customers include Costco, Starbucks, Hain Celestia, Gallo Wine, Muscle Milk and Walmart. Training will take place at its single facility in Lathrop. This is CNP's first ETP Agreement.

### **Need For Training**

To meet customer and industry demands, CNP converted two Tetra Pak (filling machines) and will purchase an additional machine to increase production capacity. Tetra Pak machines provide a range of functions that protect both the nutritional value and the taste of products inside the packages. CNP's customers have been demanding 330ml beverage packages. With the newly converted machines, CNP will be able to meet these requests. Additionally, CNP has expanded from a 3 shift 5-day operation to a 24-hour a day 7-days a week operation.

Staff requires training on line safety operations. Staff will also receive training on Daily Management Systems, Lean Manufacturing and Point Kaizen training. Training will ensure staff is up-to-date with all Lean Manufacturing processes and are able to meet production goals.

Supervisor training will include How to Become a Better Communicator, Excelling as a Supervisor and Management Skills for a First Time Supervisor.

### **Retrainee - Job Creation**

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

Due to customer demands, newly purchased machines and expanded production operations, CNP must hire additional staff. Hiring staff will ensure the Company is continuing to meet demands and providing excellent customer service. The Company will hire 20 trainees (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.

## **PROJECT DETAILS**

### **Training Plan**

Training will be delivered via Class/Lab, Productive Lab (PL) and Computer-Based Training in the following:

**Management Skills:** Training will be delivered to Supervisors and focus on increasing communication skills. Training topics will include Dealing with Unacceptable Behavior, Management Skills for a First Time Supervisor and How to Become a Better Communicator.

**Computer Skills:** Training will be delivered to all occupations and focus on improving worker skills in Intermediate and Advanced Microsoft Office.

**Manufacturing Skills:** Training will be delivered to all occupations and focus on upgraded and new machines. Training topics include TM19 Tetra Pak Filling Machine, TB21 Tetra Pak Filling Machine, A3 Compact Flex Tetra Pak Filling Machine, Capper 30 Tetra Pak DE Machine and Capper 32/70 Tetra Pak DE Machine.

**Continuous Improvement:** Training will be delivered to all occupations. Training will focus on equipment maintenance, repair, set-up, testing and good manufacturing practices of new machines. Training will increase productivity and profitability.

**Hazardous Materials:** Training will be delivered to all occupations and focus on hazardous materials and disposal methods. This training is highly technical and meets all industry and OSHA governmental standards.

### **Computer-Based Training**

CNP staff will receive training on topics that cover Glass and Brittle Plastics, Food Defense, Hold and Release and FISMA Food Safety Modifications. These topics will allow trainees to stay up-to-date and give them the tools to safely handle products. Trainees will receive up to 4 hours of CBT training.

### **Productive Laboratory**

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

Training will be delivered to Operators and Maintenance Staff. Trainer will demonstrate task with step-by-step instructions and then observe trainees performing these same tasks. Training will consist of courses in TB19, TB21, A3 Compact Flex, AS Speed, Capper 3, and Capper 32/70. These are machines that staff must learn to safely run. Production will be slowed and more materials will be wasted during PL. CNP will provide approximately 60 hours of PL-Manufacturing skills training at a 1:2 trainer-to-trainee ratio.

### **High Unemployment Area**

All trainees work in a High Unemployment Area (HUA) exceeding the state average by at least 25%. The Company's location in San Joaquin County is in an HUA. CNP is requesting a wage modification from \$16.70 per hour to \$12.53 per hour (9% below the Standard Minimum Wage) for 60 trainees (Job Number 1).

### **Commitment to Training**

CNP allocates approximately \$421,000 annually for training that includes new-hire orientation, staff development and safety training. ETP funds will not displace the existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law

#### ➤ Training Infrastructure

CNP has a team of four employees dedicated to project training and administration. The Continuous Improvement Manager will oversee administration with the support of the Director of Human Resources and two Administrative Staff members. Training will be provided by in-house experts and vendors as needed.

### **Other Resources**

Although CNP does receive funding from Work Opportunity Tax Credit (WOTC) and Enterprise Zone Tax Credit San Joaquin County (Lathrop), these sources will not be used in conjunction with ETP-funded training.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

To Be Determined

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

8 – 200

Trainees may receive any of the following:

**COMPUTER SKILLS**

- Microsoft Office (Intermediate/Advanced)

**CONTINUOUS IMPROVEMENT**

- Daily Management System
- Lean Manufacturing
- Point Kaizen Training
- Water Reduction Training

**HAZARDOUS MATERIALS**

- Hazardous Materials/Disposal

**MANAGEMENT SKILLS** (Supervisors Only)

- Dealing With Unacceptable Behavior
- Excelling As Supervisor
- How to Become a Better Communicator
- Management Skills for a First Time Supervisor

**MANUFACTURING SKILLS**

- A3 Compact Flex Tetrapak Filling Machine
- A3 Speed Tetra Pak Filling Machine
- Aseptic Filler Process
- Aseptic Material Process
- Aseptic Process
- Auto Line Fills & Manual Line Fills of the Steritank
- Batch Sheet Functionality
- Blend Tank and Auger/Breddo
- Blend Tank and Eductor/Funnel
- Blend Tank and Silo
- Capper 30 Tetra Pak DE Machine
- Capper 32/70 Tetra Pak DE Machine
- Clean In Place (CIP) Chemical Tanks, Dumping and Re-Charging
- Cleaning Out of Place
- Completing Documentation Within the Processing Areas
- Flash Chamber Mode vs Flash Chamber By-Pass Mode
- General and Chemical Safety
- Ingredient Allergen
- Ingredient Identification Per Batch Sheet
- Line Purge
- Machine and the Program Steps in CIP
- Monitoring and Recording of Critical Parameters
- Operation of Quality Machines
- Paperwork and Documentation
- Plate Heat Exchanger vs Tubular Heat Exchanger
- Processor Design and the Aseptic Zone
- Product Flow

- Production Record & Control Charts
- Proper CIP and the Importance of Chemical Titration Along with Total Organic Carbon & Swabbing
- Proper Circulation/Hydration of Ingredients
- Proper Pre-Weight of Ingredients Per Schedule Batch
- Respecting the Food Contact Within the Processing Areas
- Steam Traces & Steam Barriers
- Suspending Certain Liquid Ingredients
- TB19 Tetra Pak Filling Machine
- TB21 Tetra Pak Filling Machine
- Vacuum Thermal Instant Sterilizing (VTIS) Aseptic Processing
- Visual Inspection
- VTIS Clean In Place Process
- VTIS Production Process
- VTIS Sterilization
- Work Orders and Tetra Pak Maintenance System Paperwork

Safety Training is capped at 10% of a trainee's total training hours.  
This does not include HazMat.

### **PL Hours**

0 – 60

#### **MANUFACTURING SKILLS** (Ratio 1:2)

- Automatic Splicing Unit (ASU)
- ADCO Controls
- Clean In Place Circuit
- Cap Check
- Cap Positioning
- Cap Glue Weight Checks
- Capper Camera System
- Capper Glue System
- Capper Controls
- Caser Glue System
- Caser Controls
- Central Lubriation System
- Changeover Process
- Check and Install Package Material Roll
- Checking Material
- Clearing Jams on the Capper, ADCO and Caser
- Down Stream Equipment Cleaning
- Daily Care
- Design Control System
- Diagraph Printer
- Filler Pack Design and Aseptic Zone (Components)
- Filler Starts, Actions and Controls
- Final Folder System
- Forming Ring Set Clearance
- General and Chemical Safety
- Headspace Injection System

- How to Clean In Place
- How to Change Hydrogen Peroxide
- How to Clean Hydrogen Peroxide Bath
- How to Clean Hydrogen Peroxide Filter
- How to Measure Hydrogen Peroxide Concentration
- How to Service the Jaws
- How to Sterilize and go into Production
- How to Proceed with Sterilization Liquid During Various Stages
- How to Read JUMO
- How to Run the Machine with Product
- How to Run the Machine with Water
- How to Start the Filler and the Necessary Actions and Control
- How to Use the Self Cleaning Unit
- Hydraulic Systems
- Inner Strip Seal Set Up for Pulltab
- Install the Longitudinal Seal Strip
- Interaction Between Machine and Program Steps
- Interactions Between Blend Tank & Program Steps in Shutdown Mode, CIP Mode, Production Mode
- Interactions Between Sterile Tank & Program Steps in Shutdown Mode, CIP Mode, Automatic Intermediate Cleaning Mode, Sterilization Mode, Production Mode
- Interactions Between VTIS & Program Steps in Shutdown Mode, CIP Mode, Aseptic Intermediate Cleaning Mode, Sterilization Mode, Production Mode
- Jaw System
- Keeping the Machine Running
- Line Control Theory
- Location and Navigation of the Human Machine Interface Screens
- Lock Out/Tag Out
- Machine Safety and Stops
- Machinery Training
- Maintaining and Cleaning the Work Area
- Maintaining Equipment
- Material Handling
- Navigate the Tetra Pak Operator Panel Screens
- Operating Explanation of all Subgroups of the Processor
- Package Integrity Checks
- Peroxide System
- Pneumatic Systems
- Preparation After the Daily Care
- Preparations After the Weekly Care
- Product Flow Regulation
- Product Piping/Utility Piping
- Pulltab Set Up
- Robot Controls
- Safety System
- Sterile Parameters
- Steritank End Fill and Flush
- Strip Application
- Tetra Pak Motion Control Card Function

- Tetra Pak – Process, Filler and Down Line Training
- Web Guide Set Up ASU to Lower Forming Ring
- Weekly Care

**CBT Hours**

0 – 4

**CONTINUOUS IMPROVEMENT**

- Blood Born Pathogens (30 min)
- FISMA Food Safety Modification (30 min)
- Fire Safety (30 min)
- Food Defense (30 min)
- Glass and Brittle Plastic (30 min)
- Hazcom with GHS (30 min)
- Hold and Release (30 min)
- Personal Fall Protection (30 min)

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





**Training Proposal for:  
College of the Sequoias  
Agreement Number: ET19-0295**

**Panel Meeting of:** October 26, 2018

**ETP Regional Office:** Sacramento

**Analyst:** K. Jones

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SB <100 HUA	Industry Sector(s):	MEC (H) Manufacturing (33) Services (61,71,72,81,92)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Kings, Tulare	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$102,684		\$7,062 8%		\$109,746

<b>In-Kind Contribution:</b>	<b>50% of Total ETP Funding Required</b>	<b>\$110,000</b>
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Cont. Improv., Mgmt. Skills, Mfg. Skills, Literacy Skills, OSHA 10/30	135	8-200	0	\$556	*\$12.53
				Weighted Avg: 20			
2	Retrainee SB<100 HUA	Business Skills, Computer Skills, Cont. Improv., Mfg. Skills, Literacy Skills, OSHA 10/30	39	8-200	0	\$444	*\$12.53
				Weighted Avg: 16			
3	Retrainee HUA	Business Skills, Computer Skills, Cont. Improv., Literacy Skills, Mfg. Skills	30	8-200	0	\$246	*\$12.53
				Weighted Avg: 10			
4	Retrainee Priority Rate SET HUA	Business Skills, Computer Skills, Cont. Improv., Mgmt. Skills	30	8-200	0	\$333	*\$12.53
				Weighted Avg: 12			

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

**Minimum Wage by County:** Job Numbers 1 – 4: \$12.53 per hour for Kings and Tulare counties.

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

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

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 (Priority Large Business/HUA)		
Machine Operators		75
Maintenance Staff		10
Administrative Staff		30
Auditors		2
Supervisors		10

Production Leads		8
<b>Job Number 2 (Small Business/HUA)</b>		
Machine Operators		15
Maintenance Staff		10
Technicians		2
Administrative Staff		10
Auditors		2
<b>Job Number 3 (Large Business/HUA)</b>		
Distribution Staff		30
<b>Job Number 4 (Large Business/SET/HUA)</b>		
Administrative Staff		20
Supervisors		10

## **INTRODUCTION**

Founded in 1940 and headquartered in Visalia, College of the Sequoias (COS) ([www.cos.edu](http://www.cos.edu)) is a 2-year community college that provides educational and training classes to the local community. COS operates a full-service Training Resource Center in the City of Hanford in addition to the main campus in Visalia. Aside from servicing the general population, the COS Training Resource Center provides customized workforce training services to California's Central Valley organizations. The College specifically provides training serving employers in the manufacturing and service sectors in Kings and Tulare counties. This COS's second ETP Agreement, the second in the last five years.

### **Veterans**

Although there is not a Veterans component to this project, some participating employers have a hiring preference to Veterans, and may have Veterans on staff and among their training population.

## **PROJECT DETAILS**

COS continues to deliver training to frontline workers in the food processing, manufacturing, and service industries throughout the Central Valley. COS has identified the critical business needs of this region. COS relies on economic trend information from COS partners and employer surveys to ensure that training is in line with the type of training required by local employers. Additionally, COS works with the Tulare Workforce Investment Board industrial sector committee, and the Visalia Economic Development Corporation (VEDC) Education and Training Committee to determine skills gaps in the local economy. Many industries have a high rate of technological change, and skill gaps have become increasingly wide.

In this proposal, COS will collaborate with manufacturing companies including Faraday Future and Nestle. These companies are experiencing significant growth and seek retraining to enhance employee skills. To keep pace with growth and future business needs, companies are moving toward technologically advanced production equipment. Thus, workers require production skills training to efficiently use and maintain the equipment.

COS may provide training services to businesses that do not face out-of-state competition (OSC). Job Number 4 was created to ensure COS can provide training to companies that do not meet OSC requirements.

Training will also include Business Skills, Computer Skills and Continuous Improvement training. Courses offered under Business Skills will ensure trainees have the ability to collaborate with coworkers and become effective leaders. Courses delivered under Computer Skills will allow trainees to become familiar with computer systems commonly used by private businesses. Continuous Improvement training will provide staff with manufacturing practices and techniques designed to reduce production waste. ETP-funded training will allow employers to bridge the skill gap of incumbent staff and respond to unique employer challenges and growth opportunities.

## Training Plan

Class/Lab training will be delivered by in-house experts and vendors in the following:

**Business Skills:** Training will be provided to Administrative Staff, Distribution Staff, Technicians, Machine Operators, Maintenance Staff, Production Leads and Supervisors. Training will enable workers to manage company resources, improve communication, and increase leadership skills. Training topics will include Communication Skills, Coaching, Decision Making and Customer Service.

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

**Continuous Improvement:** Training will be provided to all staff to improve productivity and increase product quality. Training topics will include Project Management, Quality Control, Lean Manufacturing, Process Improvement and ISO 9001.

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

**Management Skills:** Training will be provided to Supervisors to become effective leaders in a complex workplace. Training topics will include Supervisory Management Skills and Frontline Supervisory Skills.

**Manufacturing Skills:** Training will be provided to Maintenance Staff, Technicians, Machine Operators and Supervisors to ensure staff can operate multiple pieces of equipment. Courses will ensure trainees have skills to operate technologically advanced production equipment. Training topics will include Programmable Logic Controllers, Blueprint Reading, Shop Measurements and Industrial Motor Controls.

## 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 for all occupations, except Administrative Staff, results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

## **Commitment to Training**

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

### ➤ Training Infrastructure

The Training Director will oversee this project. The Training Resource Center Specialist and an Administrative Technician will administer the ETP project. Three Training Coordinators will schedule training for the Visalia and Hanford locations. Training will be provided by internal trainers. COS may contract with training vendors if needed.

## **High Unemployment Area**

The 234 trainees in Job Numbers 1 - 4 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in Kings and Tulare counties are in an HUA.

### ➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. COS is requesting a wage modification from \$16.70 per hour to \$12.53 per hour for Job Number 1 – 3.

## **Special Employment Training**

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

### ➤ Wage and Retention Modifications

Trainees in Job Number 4 qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage because COS predominantly serves Kings and Tulare counties, which are high Unemployment Area's. 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. COS is requesting a wage modification from \$30.36 per hour to \$12.53 per hour.

## **Impact/Outcome**

COS will provide certifications through the National Center for Construction Education and Research (NCEER) in construction practices. COS will also offer Certified Production Technician certifications through the Manufacturing Skill Standards Council (MSSC). For all other training, COS will provide certificates upon completion.

## **Marketing and Support Costs**

Marketing of training programs takes place through regular and ongoing communications via meetings, emails and phone calls. COS is an active member of the Visalia Economic Development Corporation (VEDC) Education and Training Committee. The College participates in initiatives with the VEDC to increase the economic and workforce development of local employers. This includes on-site surveys to identify employers' training needs and marketing of

the College's classes to their members. COS also partners with the local Workforce Investment Board (WIB) and are also members of the Tulare WIB industrial sector committee, both of which market classes for COS.

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

### **Trainer Qualifications**

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

### **Training Agency Certification**

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

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

- Certification by the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges.

### **Tuition Reimbursement**

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

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **ACTIVE PROJECTS**

The following table summarizes Contractor's performance under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET17-0318	\$152,876	12/31/2016 – 12/30/2018	241	0	0

Based on ETP Systems, 6,144 reimbursable hours have been tracked for potential earnings of \$121,364 (79% of approved amount). The Contractor projects final earnings of 80% based on training currently committed to by employers and in progress through October 2018.

### **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**

- Coaching
- Communication Skills
- Conflict Management
- Customer Service
- Decision Making
- Essential Workplace Skills
- Leadership Skills
- Managing Change
- Motivating People
- Organizational Skills
- Planning & Time Management
- Problem Solving
- Teamwork

**COMPUTER SKILLS**

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

**CONTINUOUS IMPROVEMENT**

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

**MANAGEMENT SKILLS** (for Supervisors only)

- Supervisory Management Skills
- Frontline Supervisory Skills



**MANUFACTURING SKILLS**

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

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

- OSHA 10
- OSHA 30

**LITERACY SKILLS**

- Basic Math
- Vocational English as a Second Language

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.

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: College of the Sequoias

CCG No.: ET19-0295

Reference No: 18-0732

Page 1 of 1

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Faraday Future

Address: 10700 Idaho Ave.

City, State, Zip: Hanford, CA 93230

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 130

Total # of full-time company employees worldwide: 1349

Total # of full-time company employees in California: 892

Company: Nestle USA

Address: 970 E. Continental Ave.

City, State, Zip: Tulare, CA 93274

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 339,000

Total # of full-time company employees in California: 7,505

Company: Vita-Pakt

Address: 203 E. Baddillo St.

City, State, Zip: Covina, CA 91723

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 24

Total # of full-time company employees worldwide: 97

Total # of full-time company employees in California: 97

Company: VWR International

Address: 8711 West Riggin Ave.

City, State, Zip: Visalia, CA 93291

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 1,900

Total # of full-time company employees in California: 155



**Training Proposal for:**

**El Clasificado**

**Agreement Number: ET19-0300**

**Panel Meeting of:** October 26, 2018

**ETP Regional Office:** North Hollywood

**Analyst:** M. Paccereilli

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, San Bernardino, Kern, and Fresno	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 172	U.S.: 174	Worldwide: 174
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	20%		

**FUNDING DETAIL**

<b>Total ETP Funding</b>
\$187,200

<b>In-Kind Contribution: (100% of Total ETP Funding Required)</b>
\$191,584

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills; Computer Skills; Cont. Impr.:	132	8-200	0-100	\$1,248	\$17.54
				Weighted Avg: 48			
2	Retrainee Priority Rate HUA	Business Skills; Computer Skills; Cont. Impr.:	18	8-200	0-100	\$1,248	*\$12.53
				Weighted Avg: 48			

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

**Minimum Wage by County:**  
Job Number 1: \$17.54 in Los Angeles County  
Job Number 2: \$12.53 in Kern, Fresno, and San Bernardino Counties (HUA)

**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
<b>JOB NUMBER 1:</b>		
Accounting Staff		8
Administration/Human Resources Staff		1
Content/Communication Staff		4
Creative Marketing Staff		5
Digital Staff		20
Distribution Staff		9
Information Technology Staff		1
Marketing/Events Staff		9
MIS Admin Staff		3
Production Staff		7
Sales Staff		35
Sales Support Staff		4
Manager/Supervisor		26

<b>JOB NUMBER 2:</b>		
Distribution Staff		4
Sales Staff		10
Manager/Supervisor		4

## **INTRODUCTION**

Founded in 1988, and headquartered in Norwalk, El Clasificado ([www.elclasificado.com](http://www.elclasificado.com)) is a Hispanic multi-media publication and advertising solutions company with print, online, mobile, and event advertising.

El Clasificado has offices in Los Angeles, San Bernardino, Bakersfield, and Fresno. The Company has developed a robust product portfolio that local and national advertisers can use primarily as advertising vehicles to reach every niche within the Spanish and Bilingual English/Spanish speaking community.

The Company's products and services include Print Publication under the brand names: *El Clasificado*, *EC Classifieds*, *El Punto*, and *Quinceanera.com*; Online and Mobile Solutions which includes *MasClientes*, a web design, hosting and custom domain; *Twyzle*, a self-serve website creation platform; *Al Borde*, a Latin alternative platform, *EC Hispanic Media* for media kits, multimedia digital, print, and event solutions; *Empleos Latina*, a website for employment services; and *Su Socio de Negocios* providing education and tools for small business owners; and Events Planning and Advertising in conjunction with their product offerings.

## **PROJECT DETAILS**

### **Training Plan**

This will be El Clasificado's seventh ETP Agreement, the third within the last five years. In its first few projects, the Company was funded as a small business starting with 30 employees. By its fifth ETP project in in 2013, the Company reached over 100 full-time employees with four new locations.

In its prior projects, training focused on growing business while the Company hired more employees, and added more locations. All prior projects were conservative, with funding under \$100k and training focused on implementation of its new Digital Media Sales department, integrating new employees and advanced media technology to enhance product quality and overall efficiency.

In this new proposal, El Clasificado will expand its training plan to more trainee's. The Company experienced significant growth over the years, including growth in print and online products. Although the Company was growing, El Clasificado experienced a decline in net revenue due to declines in print product revenues in recent years. This is a continued result of increased competition from substitute products and advertisers moving its media budgets to online, social media, and video products. To remain competitive, El Clasificado has built a strong web and mobile presence but must expand product offerings for social media services and video advertising. The Company is now building digital core competencies internally across all platforms which will be the focus of this training.

The proposed training will cover a wide range of topics including interdepartmental cross-training. El Clasificado has invested \$500k in new software such as *SalesForce*, a web-based Customer

Relationship Management (CRM) system; *Kahuna*, custom online email, and *Ad Entry System*. Training for these software applications was not included in the purchase price.

Although some course titles are similar to those in the last project, there will be no duplication of training. All courses have been updated and upgraded. Computer-Based Training (CBT) will be provided as a supplement to Class/Lab training.

**Business Skills** - This training will be offered to all occupations and will focus on oral and written communication skills, product knowledge, and strategic planning. Trainees will learn various platforms and products that the Company offers. Sales Staff will learn sales techniques which includes consultative sales process, customer retention, and internet marketing along with Social Media marketing and Google Analytics reports.

**Computer Skills** – This training will be offered to all occupations covering various software and programs specific to department functions. Trainees will also learn advanced skills in Microsoft Office so trainees can use it at its full potential. Digital staff will be trained on current web and mobile technologies and trends, including HTML, CSS, Mobile and JavaScript for graphic and web design.

**Continuous Improvement** – This training will be offered to all occupations in the areas of frontline leadership, time management, team building, problem solving, and Six Sigma.

### **Commitment to Training**

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

#### ➤ Training Infrastructure

El Clasificado's CEO will oversee all aspects of the ETP contract. Upper level management and two additional ETP-experienced staff will assist with administration. These staff successfully administered the prior ETP contracts.

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

### **High Unemployment Area**

All 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 Kern, Fresno, and San Bernardino Counties are in an HUA.

#### ➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. El Clasificado is requesting the HUA hourly wage modification from \$16.70 to \$12.53 per hour for Job Number 2 for Kern, Fresno and San Bernardino Counties.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

**PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0421	Los Angeles, San Bernardino, Kern, and Fresno	04/04/16 – 04/03/18	\$99,400	\$99,400 (100%)
ET14-0119	Los Angeles	10/07/13 – 10/06/15	\$95,520	\$85,515 (90%)

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

N/A

## **Exhibit B: Menu Curriculum**

### **Class/Lab Hours**

8-200

Trainees may receive any of the following:

#### **BUSINESS SKILLS**

- ✦ Presentation Skills
- ✦ Communication Skills
- ✦ Conflict Management
- ✦ Business Writing
- ✦ Negotiating Skills
- ✦ Interpersonal Skills
- ✦ Dealing with Change
- ✦ Product Knowledge
- ✦ Strategic Planning
- ✦ Effective Meetings
- ✦ Public Speaking Skills
- ✦ Listening Skills
- ✦ Documentation Skills
- ✦ Managing Client Data
- ✦ Effective Feedback
- ✦ Sales Techniques

#### **COMPUTER SKILLS**

- ✦ Microsoft Office (Advanced & Intermediate)
- ✦ Oracle Reimplementation
- ✦ By Design System Process
- ✦ Citrix
- ✦ Computer programming
- ✦ Film Production and Editing
- ✦ Website design
- ✦ Kahuna
- ✦ Java code
- ✦ Network Administration
- ✦ AVID Editing
- ✦ SCCM design and integration
- ✦ Service layer integration in various computer languages
- ✦ Salesforce
- ✦ API Integration
- ✦ Ad Entry System
- ✦ Code base integration
- ✦ Database code integration
- ✦ Test Case development

#### **CONTINUOUS IMPROVEMENT**

- ✦ Six Sigma
- ✦ Lean
- ✦ Frontline Leadership
- ✦ Team Building
- ✦ Project Management
- ✦ Decision Making



- ✦ Equipment Operations
- ✦ Process Improvement
- ✦ Collaboration Skills
- ✦ Implementation Skills
- ✦ Improving Productivity
- ✦ Effective Planning
- ✦ Leadership Skills
- ✦ Problem Solving
- ✦ Decision Making
- ✦ Motivation
- ✦ Team Building
- ✦ Coaching
- ✦ Effective Delegation
- ✦ Effective Feedback
- ✦ Avoiding Management Traps
- ✦ Effective Planning

**CBT Hours**

0–100

**COMPUTER BASED TRAINING (CBT)****BUSINESS SKILLS**

- ✦ Grammar Fundamentals (2 hours 15 minutes)
- ✦ Writing Email (1 hour 15 minutes)
- ✦ Communication Tips (3 hours 30 minutes)
- ✦ Communication Fundamentals (2 hours)
- ✦ Business Writing Fundamental (1 hour 30 minutes)
- ✦ Project Management Fundamentals (2 hours)
- ✦ Time Management Fundamentals (2 hours 45 minutes)
- ✦ Public Speaking Fundamentals (1 hour)
- ✦ Body Language for Leaders (1 hour)
- ✦ Communicating with Confidence (1 hour 30 minutes)
- ✦ Customer Service Fundamentals (2 hours)
- ✦ New Manager Fundamentals (1 hour 15 minutes)
- ✦ Leadership Fundamentals (1 hour 30 minutes)
- ✦ Marketing Tips (7 hours 30 minutes)
- ✦ Techniques and Concepts of Big Data (2 hours 15 minutes)
- ✦ Influencing Others (1 hour 15 minutes)
- ✦ Managing Your Time (15 minutes)
- ✦ Getting Things Done (1 hour 30 Minutes)
- ✦ Learning to be Assertive (1 hour)
- ✦ Online Marketing Fundamental (3 hours 30 minutes)
- ✦ Improving Your Conflict Competence (1 hour)
- ✦ Accounting Fundamentals (2 hours 45 minutes)
- ✦ Decision-Making Fundamentals (45 minutes)
- ✦ Creative Quick Tips (6 hours 30 minutes)

**COMPUTER SKILLS**

- ✦ Intermediate/Advanced Microsoft Excel 2010 Essential Training (6 hours 30 min)
- ✦ Intermediate/Advanced Excel 2013 Essential Training (6 hours 30 minutes)

- ✚ Excel Tips (6 hours 15 Minutes)
- ✚ Intermediate/Advanced Visio 2010 Essential Training (6 hours 15 minutes)
- ✚ SQL Essential Training (3 hours 30 minutes)
- ✚ Up and Running with Excel 2010 (4 hours)
- ✚ Premiere Pro CC Essential Training (2014) (8 hours)
- ✚ Developing for the MEAN Stack and MongoDB (3 hours)
- ✚ Agile Project Management (1 hour 15 minutes)
- ✚ InDesign CC Essential Training (2013) (9 hours 30 minutes)
- ✚ Excel 2013 Tips and Tricks (4 hours 30 minutes)
- ✚ JavaScript Essential Training (5 hours 30 minutes)
- ✚ Amazon Web Services Essential Training (4 hours)
- ✚ JavaScript Functions (1 hour 30 minutes)
- ✚ JavaScript and AJAX (1 hour 15 minutes)
- ✚ Foundations of Programming: Fundamentals (4 hours 45 minutes)
- ✚ Up and Running with AngularJS (1 hour 15 minutes)
- ✚ JavaScript and JSON (1 hour 15 minutes)

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



**RETRAINEE - JOB CREATION**  
**Training Proposal for:**  
**Express Sewer & Drain, Inc.**  
**Agreement Number: ET19-0289**

**Panel Meeting of:** October 26, 2018

**ETP Regional Office:** Sacramento

**Analyst:** A. Townsend

**PROJECT PROFILE**

Contract Attributes:	Priority Rate SET Retrainee Job Creation Initiative	Industry Sector(s):	Construction (C) Waste Management (56)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Sacramento	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 85	U.S.: 85	Worldwide: 85
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>Total ETP Funding</b>
\$173,940

<b>In-Kind Contribution: (100% of Total ETP Funding Required)</b>
\$220,150

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SET	Business Skills, Commercial Skills, Computer Skills, OSHA 10/30	85	8-200	0	\$1,560	\$22.77
				Weighted Avg: 60			
2	Retrainee Priority Rate SET Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills, OSHA 10/30	30	8-200	0	\$1,378	*\$14.00
				Weighted Avg: 53			

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

**Minimum Wage by County:** Job Number 1 (SET): \$22.77 per hour Statewide; Job Number 2 (SET Job Creation) \$14.00 per hour 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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Administrative Staff		13
Frontline Supervisors		8
Labor Utility Staff		9
Owner		1
Pipefitters		8
Plumbers		16
Tradesmen		30
<b>Job Number 2</b>		
Administrative Staff		6
Frontline Supervisors		2
Labor Utility		2
Pipefitters		2

Plumbers		8
Tradesmen		10

## **INTRODUCTION**

Founded in 2006 and headquartered in Rancho Cordova, Express Sewer & Drain, Inc. (Express Sewer) ([www.expresssewer.com](http://www.expresssewer.com)) provides traditional plumbing services to residential, commercial and municipal clients. Services include drain cleaning, water heater installation and repair, trenchless pipe repair and pipe fusing. Training under this proposal will be delivered at the Company's site in Rancho Cordova.

This will be Express Sewer's second ETP Agreement, the second in the last five years. In the prior ETP Agreement, the Company offered a new plumbing service called pipe bursting, a trenchless no-dig method of replacing buried pipelines. New equipment included: excavators, asphalt rollers, horizontal directional drill, and RIDGID cameras. The previous contract's training concentrated on that equipment, and the new plumbing service.

## **PROJECT DETAILS**

Express Sewer recently acquired a contract from PG&E and the Municipal City of Lodi, which requires extensive inspection, drilling and manpower. To support the requirements of the job, Express Sewer has invested over \$4M in new equipment including five trucks containing Vac-Con systems. The trucks contain both a vacuum and water system which utilize a single engine to push or vacuum debris from an underground pipeline without excavating the ground.

Additionally, the Company purchased two cured-in-place pipe liners, a process of repairing by inserting another pipe to the damaged existing pipe. Other purchases include five excavators, three new dump trucks and a new construction accounting software, Foundation. The new software provides tools that will help customize the Company's job tracking, timekeeping, project management, payroll, general ledger and contract management. Training under this proposal will enable workers to be proficient in new equipment and software.

This proposal includes employees who may have participated in prior ETP-funded training; however, there will be no duplication of training. Training topics are different in this proposal.

## **Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Trainees will be subject to a lower post-retention wage.

Express Sewer anticipates 25% growth in revenue and 20% in headcount due to the new PG&E and Lodi accounts. Express Sewer has committed to hiring approximately 30 new employees (Job number 2) in the occupations of Administration Staff, Frontline Supervisors, Labor Utility Staff, Pipefitters, Plumbers, and Tradesmen. 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**

Classroom/laboratory training will be provided by in-house subject matter experts and external training vendors as determined in the following:

**Business Skills:** Training will be offered to Frontline Supervisors, Administration Staff and Owner. Trainees will receive advanced skills in managing larger projects and customer service. Topics include Customer Service, Client Services and Communication, Product Knowledge,

Problem Solving and Decision Making, Time Tracking, Conflict Management and Project Management

**Commercial Skills:** This training will be offered to all occupations. Trainees will learn how to operate new equipment, use new systems and adapt to new technologies. Courses will be Vac-Con Equipment, TV Inspection Equipment, Manhole Rehab, Concrete/Cement Techniques, New Equipment Set-up and Use, Pipe Bursting Techniques, Pipe Lining Techniques, and Tool Operation.

**Computer Skills:** This training will be offered to all occupations. Trainees will gain skills on new software and iPad usage. Topics include Foundation software, Intermediate/Advanced Excel, iPad Usage.

### **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.

#### ➤ Training Infrastructure

Express Sewer has a detailed training plan in place and is ready to begin training upon approval. The Director of Operations will oversee this ETP project with eight trainers to oversee all training efforts and ensure recordkeeping requirements are met. Additionally, the Company has retained a third-party administrator with extensive ETP administration experience to work closely with staff to complete the project successfully. Training will be provided by in-house experts, and Environmental Safety Training Professionals will provide OSHA 10/30 training.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **ACTIVE PROJECTS**

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

Agreement No.	Approved Amount	Term	No. Trainees Enrolled	No. Completed Training	No. Retained
ET17-0312	\$56,784	11/16/18-11/15/18	91	75	75

Based on ETP Systems, 2,776 reimbursable hours have been tracked for potential earnings of 100% of approved amount. The contractor projects final earnings of 100% based on training in progress through 8/17/18.

### **DEVELOPMENT SERVICES**

The Company retained Propel Consulting Group in El Dorado Hills to assist with development of this proposal for a flat fee of \$8,671.

## **ADMINISTRATIVE SERVICES**

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

## **TRAINING VENDORS**

Environmental Safety Training in Rancho Cordova has been retained to deliver OSHA 10/30 training for a fee of \$15,000. Other trainers will be identified as they are retained.

## **Exhibit B: Menu Curriculum**

### **Class/Lab Hours**

8-200 Trainees may receive any of the following:

#### **BUSINESS SKILLS**

- ✚ Conflict Management
- ✚ Customer Service
- ✚ Client Services and Communication
- ✚ Financial Reporting
- ✚ Product Knowledge
- ✚ Problem Solving & Decision Making
- ✚ Project Management
- ✚ Time Tracking

#### **COMMERCIAL SKILLS**

- ✚ Concrete/Cement Techniques
- ✚ Equipment Operation
- ✚ Manhole Rehab
- ✚ New Equipment Set-up & Use
- ✚ Pipe Bursting Techniques
- ✚ Pipe Lining Techniques
- ✚ Plumbing Techniques
- ✚ Trenchless Technologies
- ✚ Tool Operation
- ✚ Vac-Con Equipment
- ✚ TV Inspection Equipment

#### **COMPUTER SKILLS**

- ✚ Foundation Software
- ✚ Intermediate/Advanced Excel
- ✚ iPad Usage

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

- ✚ OSHA 10
- ✚ OSHA 30

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





**Amendment Proposal #3 for:  
 Giligia College  
 Agreement Number: ET18-0137**

**Amendment Effective Date:** October 27, 2018

**Panel Meeting of:** October 26, 2018

**ETP Regional Office:** North Hollywood

**Analyst:** M. Paccereilli

**CURRENT PROJECT PROFILE**

Contract Type: Priority  
 SET – Multiple Barriers  
 New Hire

Industry Sector(s): Services  
 Healthcare  
 Manufacturing

Counties Served: Los Angeles

Repeat Contractor:  Yes  No

Union(s):  Yes  No

Priority Industry:  Yes  No

Current Contract Term: November 6, 2017 to November 5, 2019

<b>Current Funding</b>	<b>In-Kind Contribution</b>
\$70,491	\$50,490

**AMENDMENT FUNDING**

Requested Funding	Support Costs	Amendment Funding	In-Kind Contribution
+\$38,509	+\$7,015	+\$45,524	+\$50,490

<b>Total Funding</b>
\$116,015

**AMENDMENT TRAINING PLAN TABLE**

Job No.	Job Description (By Contract Type)	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	SET Multiple Barriers New Hire	Business Skills; Computer Skills; Cont. Impr.	14	8-260	0	<b>\$5,532</b>	\$14.13
				Weighted Avg: <b>260</b>			
2	Priority Retrainee SB<100	Business Skills; Computer Skills; Cont. Impr.	3	8-60	0	\$1,112	\$16.96
				Weighted Avg: 40			
3	SET Priority Retrainee SB<100	Business Skills; Computer Skills; Cont. Impr.	3	8-60	0	\$1,112	\$22.04
				Weighted Avg: 40			
4	Retrainee SB<100	Business Skills; Computer Skills; Cont. Impr.	5	8-60	0	\$847	\$16.96
				Weighted Avg: 36			
5	<b>PHASE II SET Multiple Barriers New Hire</b>	<b>Business Skills; Computer Skills; Cont. Impr.</b>	<b>10</b>	<b>8-260</b>	<b>0</b>	<b>\$2,766</b>	<b>\$14.62</b>
				Weighted Avg: <b>100</b>			

**Minimum Wage by County:** Job Number 1: \$14.13 per hour in Los Angeles County; Job Numbers 2 and 4: \$16.96 per hour in Los Angeles County; Job Number 3: \$22.04 per hour statewide; **Job Number 5 (New Hire): \$14.62 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

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

Wage Range by Occupation	
Occupation Title	Wage Range
<b>Job Number 1</b>	
Medical Biller/Coder/Administrative Assistant	
<b>Job Numbers 2 and 4</b>	
Medical Biller/Coder	
3D Modeling Staff	
<b>Job Number 3:</b>	
Medical Biller/Coder	
<b>Job Number 5</b>	
<b>Medical Biller/Coder/Administrative Assistant</b>	

## **INTRODUCTION**

Founded in 2006, Giligia College (Giligia) ([www.giligiacollege.com](http://www.giligiacollege.com)) is a for-profit training agency providing professional studies and career-related programs in medical billing, office administration and multimedia design programs. The ETP Agreement, approved at the October 2017 Panel Meeting, focuses on training and placement of unemployed individuals with multiple barriers to employment and retraining of incumbent workers from small to medium-sized priority and non-priority companies.

## **AMENDMENT DETAILS**

Giligia is requesting additional funds for the New Hire component of its Agreement. Although this is Giligia's second Agreement, this is the first time New Hire trainees have been included. Giligia has been training and placing unemployed individuals for several years and has established a network of companies that contact the school on a regular basis in search of trainees prepared to enter the workforce.

As a first-time ETP provider of New Hire training, Giligia submitted a conservative training plan for less than \$100K in funding. This was to ensure that Giligia could effectively manage and implement the New Hire training. To date, Giligia has utilized all the New Hire funds and is requesting funding for additional training.

New Hire trainees (Job Number 1) have already completed 200 hours of training and require an additional 60 hours per trainee. Additional training hours will focus on Computer Skills, which includes the medical billing systems and computer applications. Training will also include Business Skills and Continuous Improvement.

Giligia has trained and placed unemployed individuals for several years and has established a network of companies in search of trainees prepared to enter the workforce. Approximately 40 to 50 employers participated in providing recommendations on the New Hire training curriculum and have committed to hiring the trainees upon completion of the program. To meet employer demand, Giligia is requesting to add a new group of 10 New Hire trainees (Job Number 5) that are unemployed individuals with multiple barriers to employment. Training will begin upon Panel approval and will have post-retention wage consistent with the 2018 calendar year.

In summary:

- Increase Agreement amount by \$45,524 from \$70,491 to \$116,015.
- Increase weighted average hours in Job Number 1 from 200 to 260.
- Increase the average cost per trainee in Job Number 1 from \$4,256 to \$5,532.
- Add a new Phase II (Job Number 5) to train 10 new trainees at an average cost per trainee of \$2,766.

## **RECOMMENDATION**

Staff recommends approval of this Amendment.

## **SUMMARIZE PRIOR MODS/AMENDS**

Revision 1: Increased Range of Hours in Job Number 1 from 8-200 to 8-260.

Revision 2: Redistributed funds from Job Number 1 to a new job group (Job Number 4).

**CURRENT CONTRACT PERFORMANCE**

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

Agreement No.	Approved Amount	Term	No. Trainees (Average)	No. Completed Training	No. Retained
ET18-0137	\$70,491	11/6/17 – 11/5/19	25	0	0

Based on ETP Systems, 3,524 reimbursable hours have been tracked for potential earnings of \$63,441 (90% of approved amount). The Contractor projects final earnings of 100% based on training currently committed and in progress through November 2018.

**Exhibit B: Menu Curriculum**

**Class/Lab Hours**

8-260 (Job No. 1 & 5)

8-60 (Job No. 2-4)

Trainees may receive any of the following:

**BUSINESS SKILLS**

- + Communication Skills
- + Customer Service
- + Performance Management Skills

**COMPUTER SKILLS**

- + Microsoft Access
- + Microsoft Excel
- + Microsoft Outlook
- + Microsoft PowerPoint
- + Microsoft Word
- + Multimedia Software/Applications
- + QuickBooks
- + MediaSoft
- + Medical Billing Systems

**CONTINUOUS IMPROVEMENT**

- + Leadership Skills
- + Problem Solving
- + Team Building

Note: Reimbursement for retraining is capped at 260 total training hours per trainee in Job Numbers 1 & 5, and 60 total training hours per trainee in Job Numbers 2 - 4 regardless of the method of delivery.



**Training Proposal for:  
Los Alamitos Medical Center, Inc.**

**Agreement Number: ET19-0284**

**Panel Meeting of:** October 26, 2018

**ETP Regional Office:** San Diego

**Analyst:** M. Ibarra

**PROJECT PROFILE**

Contract Attributes:	SET Retrainee Priority Rate Medical Skills Training	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No California Nurses Association		
Number of Employees in:	CA: 16,000	U.S.: 115,000	Worldwide: 115,000
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>Total ETP Funding</b>
\$182,000

<b>In-Kind Contribution: (100% of Total ETP Funding Required)</b>
\$320,110

**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	Computer Skills, Cont. Imp., MS-Didactic, MS-Preceptor	100	8 - 200	0	\$1,820	\$30.36
				Weighted Avg: 70			

**Minimum Wage by County:** SET/Statewide: \$30.36 per hour

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Registered Nurse		85
New Graduate Registered Nurse		15

**INTRODUCTION**

Founded in 1968, Los Alamitos Medical Center, Inc. (LAMC) ([www.losalamitosmedctr.com](http://www.losalamitosmedctr.com)) is an accredited, full-service acute care facility that provides 24-hour emergency room patient services. The Hospital’s specialty services include cardiac care including cardiac catheterization laboratory and cardiac rehabilitation; radiation oncology; diagnostic imaging; full surgical including orthopedic, general, and vascular surgery; intensive care; ophthalmology; gynecological and obstetrics; labor and delivery; and ear, nose, and throat. The Hospital is also a comprehensive stroke receiving center.

Located in Los Alamitos, the 167-bed Hospital primarily serves over 750,000 residents in the Los Alamitos, Cypress, Seal Beach, Cerritos, Artesia, as well as portions of Long Beach and Lakewood (Los Angeles County) communities.

LAMC is owned by Tenet Healthsystem Medical, Inc. (Tenet) ([www.tenethealth.com](http://www.tenethealth.com)). Headquartered in Texas, Tenet owns a total of 13 affiliated acute care hospitals in California, all of which operate autonomously. This proposal is for LAMC only and is targeted to train approximately 100 Registered Nurses, including 15 New Graduate Registered Nurses.

**Union Support**

The Registered Nurses targeted for this program are represented by a collective bargaining unit, California Nurses Association. This union has provided a letter of support for the training of their respective members.

## **PROJECT DETAILS**

This will be LAMC's sixth ETP Agreement, and the fourth in the last five years. Previous training focused on overall clinical service and system upgrades, specialty unit expansions, and addition of new departments. ETP funding assisted the Hospital to provide its nurses with skills necessary to service rapidly increasing and clinically-complex geriatric patient population.

The proposed training plan is driven by the Hospital's continued expansion. In the next two years, LAMC is committed to further expand and improve its program offerings and services by implementing the following strategic plan:

- Add a Definitive Observation Unit, a step-down unit from the Intensive Care Unit;
- Expand its existing New Graduate Registered Nurse Residency Program by incorporating the Hospital's Registered Nurse Program and Registered Nurse Preceptor Program;
- Pursue Oncology certification through Commission on Cancer designation to support the increasing number of outpatient and inpatient cancer patients; and
- Institute a Charge Nurse Academy in various patient care departments to focus on leadership and practical application of a lead Registered Nurse role to assist in expediting and safely caring for a patient during hospitalization.

Training will focus on extensive nursing skills/medical knowledge to successfully manage all levels of patient care, from ambulatory or outpatient to critical care. ETP funds will supplement the Hospital's extensive training program to support the aforementioned strategic goals. Funding will support the overall goal of education and training by allowing the Hospital to provide the necessary didactic, simulated, and live classes for staff at a more comprehensive level to increase staff satisfaction and nursing competency, as well as improve patient outcomes and safety.

Some curriculum topics are repeated from prior ETP Agreements; however, the subject matter has been updated or revised, to ensure no duplication of training. In addition, the proposed training plan will include several New Graduate nurses who may not have received any ETP training in the past.

### **Training Plan**

Training will be delivered via class/lab in the following skills:

**Computer Skills:** Training topics include Electronic Medical Records Application Skills.

**Continuous Improvement:** Training topics include Case Management, Discharge Planning, Charge Nurse Training/Frontline Leadership Skills, Communication Skills, Conflict Resolution Skills, CORE Measures, Crisis Prevention Intervention, Critical Thinking Skills, Customer Service Skills, Documentation Skills, Leadership Skills, Lean Six Sigma, Organization and Time Management Skills, Patient and Family Centered Care Skills, Preceptor Skills, Performance and Quality Improvement and Procedures Skills, Problem Solving Skills, Team Building Skills, and Utilization Review.

### **Medical Skills Training (Didactic and Clinical with Preceptor)**

All Nurses will receive one or more modules of MS Didactic training (classroom) in advanced treatment care to ensure competency. Didactic training will be provided in conjunction with Clinical Preceptor training to enhance the learning environment. Training will allow Nurses to better



understand clinical processes in order to prepare them for work in specialty areas of the hospitals such as DOU, ICU, Telemetry, and Medical/Oncology.

MS training will provide Nurses with advanced skills training in patient assessment; management and administration of multiple, complex medications; critical care nursing; basic cardiac rhythm monitoring techniques, interpretation, and treatment; practical application of laboratory and clinical knowledge; infection prevention; sepsis and stroke; cerebral vasospasm; stroke mimics; arteriovenous malformations; and chemotherapy and biotherapy. Training will increase skill level, allowing them to obtain positions with greater responsibility.

All Nurses will participate in MS Clinical with Preceptor training. Nurses will be assigned to a specific hospital unit where they will complete Clinical with Preceptor Skills training under an assigned "preceptor". Clinical with Preceptor training is an essential component of RN training to ensure nurses have critical hands-on skills prior to being assigned their own patients.

### **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.

### **Commitment to Training**

The Hospital's annual training budget is approximately \$1M for compliance, sexual harassment prevention, influenza education, stroke education, EKG tests education, and Emergency Medical Treatment and Active Labor Act.

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 Hospital's Education Department successfully administered its previous ETP projects. The Department will continue to provide facility management of the program with four fulltime staff designated to schedule training, enroll trainees, track training hours, and meet with ETP staff during monitoring meetings. The Director of Education will oversee the overall management and implementation of the ETP project.

Training will be delivered by in-house educators and medical staff/physicians who are subject matter experts. Training is ongoing; however, implementation of ETP training and documentation of ETP-eligible training will start upon contract approval.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0363	Los Alamitos	3/7/16 – 3/6/18	\$149,760	\$149,760 (100%)
ET14-0175	Los Alamitos	9/23/13 – 9/22/15	\$172,500	\$151,698 (88%)
ET12-0309	Los Alamitos	2/20/12 – 2/19/14	\$99,450	\$99,450 (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:

**MEDICAL SKILLS TRAINING – DIDACTIC**

- Acute Abdomen
- Acute Psychiatric Care
- Acute Myocardial Infarction
- Acute Renal Failure
- Acute Respiratory Distress Syndrome
- Acute Spinal Cord Injury
- Advanced Cardiac Life Support
- Arterial Blood Gas Interpretation
- Assessment and Diagnostic Tests for AMI
- Assessment and Diagnosis of Cardiovascular Emergencies
- Behavioral Health Nursing Skills
- Basic Life Support
- Body Mechanics
- Cardiovascular Status Assessment
- Care of the Bariatric Patient
- Care of the Cardiac Patient
- Care of the Burn Patient
- Care of the Neurosurgical Patient
- Care of the Pediatric Patient
- Care of the Stroke Patient
- Central Line Management
- Chest Tube Care and Management
- Chronic Renal Failure
- Code Blue Response and Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care and Management
- Diagnosis of Shock
- Dysrhythmia Recognition and Interpretation
- Educating the Patient and Family
- EKG and Cardiac Monitoring
- Electronic Fetal Monitoring
- Emergency Care of the Burn Patient
- Emergency Room Nursing Skills
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, ventilators, specialty beds, capnography)
- Evidence-Based Practices
- Fall Prevention/Patient Safety
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Hypertensive Disorders
- Infection Control
- Intra-Aortic Balloon Pump Therapy

- Intra-Cranial Pressure Monitoring and Ventriculostomy
- Intravenous Insertion and Therapy
- Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Medical/Surgical Nursing Skills
- Medication Administration and Management
- Moderate Sedation
- Neonatal Resuscitation
- Neonatal/Infant Pain Scale
- Neonatal Nursing Skills
- New Graduate Nursing Skills
- Nursing Orientation Training (New Grad RNs Only)
- Nursing Diagnosis Skills
- Nursing Process Skills
- Nursing Strategies for Patient/Family Support during Critical Care
- OB Trauma
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Ostomy and Continence Care
- Pain Management (acute and chronic)
- Patient Assessment and Care
- Patient Fall Prevention
- Pediatric Operative Nursing Skills
- PICC Line Insertion
- Pre and Post-Operative Care
- Psychiatric Nursing Skills
- Psychotropic Medications
- Radiation Procedures
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Safe Patient Transfer skills
- Seclusion &/or Restraints
- Sepsis
- Sleep Alterations in Critical Care
- Surgical Nursing Skills
- S.T.A.B.L.E.
- Telemetry Nursing Skills
- Total Parenteral Nutrition
- Treatment & Management of AMI
- Transfer Techniques
- Triage Nursing Skills
- Trauma Nursing Skills
- Trauma Overview
- Ventilator and Tracheotomy Care
- New Graduate RN Program Skills
- Wound & Skin Care

**MEDICAL SKILLS – CLINICAL PRECEPTOR**

- Behavioral Health/Psychiatric Acute Care Services Unit Training
  - Patient Assessment & Care
  - Acute Psychiatric Care
  - Behavioral Health Nursing Skills
  - Care of Pediatric/Adolescent Psychiatry Patient
  - Geriatric Nursing Skills
  
- Emergency Department Training
  - Abdominal GU, Limb & Vascular Injuries
  - Chest Pain Examination & Assessment
  - Disaster Management
  - Emergency Room Nursing Skills
  - Emergency Care of the Burn Patient
  - Moderate Sedation
  - OB Trauma
  - Transplants, Overdose & Burns
  - Trauma Nursing Skills
  - Triage Nursing Skills
  - Care of Pediatric patients
  - Shock Assessment and Care
  - Pain Assessment & Management
  - Care of the Cardiovascular Patient
  - Assessment of the Critically Ill Patient
  - Care of the Stroke Patient
  
- Intensive Care Unit/Critical Care Unit Training
  - Critical Care Nursing Skills
  - Patient Assessment & Care
  - Intra-Aortic Balloon Pump (IABP) Therapy
  - Intracranial Pressure Monitoring & Ventriculostomy
  - Hemodynamic Monitoring
  - Pre and Post-Operative Care
  - Care of Trauma Patient
  - Management of the Renal Transplant Surgical Patient
  - Ventilator & Tracheotomy Care
  - Hemodynamic Monitoring
  - Total Parenteral Nutrition
  - Early/Aggressive Mobility
  
- Medical/Surgical Unit 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
  - Hospice/Palliative Care Nursing Skills
  - Geriatric Nursing Skills
  - Pain Management

- Obstetrics Unit Training
  - Application of Chain of Command
  - Patient Assessment & Care
  - Antepartum, Labor, Delivery and Postpartum Skills
  - Neonatal Nursing Skills
  - S.T.A.B.L. E.
  - Advanced & Electronic Fetal Monitoring
  - Neonatal, Assessment & Care
    - Intravascular Hemorrhage
    - Nutrition
    - Pain Management
    - Respiratory Disease
    - Seizures
    - Newborn Assessment after Birth
    - Newborn Assessment 1-4 hours after Birth
    - Newborn Physiology and Adaptation to Extrauterine Life
    - Neonatal Resuscitation Provider
    - Neonatal Advanced Life Support
  - Nursing Management of the Laboring Mother
  - Mother/Child Nursing Skills
  - Postpartum Complications
  - Postpartum Pain Control
  - Assessment and Care of Perinatal Patient
  - Pre and Post-Delivery Care
- Operating Room and Post-Anesthesia Care Unit Training
  - Patient Assessment and Care
  - Trauma Nursing Skills
  - Care of the Burn Patient
  - Perioperative Nursing Skills
  - Pre and Post-Operative Care
  - Neptune Waste Management
- Rehabilitation Services Unit Training
  - Patient Assessment and Care
  - Medical/Surgical Nursing Skills
  - Pre and Post-Operative Care
  - Post-Orthopedic Surgery Nursing Skills
  - Post-Trauma Injury Nursing Skills
  - Post-Neurological Injury Nursing Skills
  - Gait Training
- Surgical Services Unit Training
  - Patient Assessment and Care
  - Trauma Nursing Skills
  - Surgical Nursing Skills
  - Pre and Post-Operative Care
- Telemetry Unit Training
  - Care of the Cardiac Patient
  - EKG and Cardiac Monitoring
  - Dysrhythmia Interpretation
  - Telemetry Nursing Skills

- Pre and Post-Operative Care
- Care of the Neurosurgical Patient
- Intravenous Therapy Knowledge and Skills
- Care of the Cardiovascular Patient
- Cardiac Assessment

**COMPUTER SKILLS**

- Electronic Medical Records Applications (including First Net & CliniComp & Cerner Applications)

**CONTINUOUS IMPROVEMENT**

- Case Management
- Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Communications Skills
- Conflict Resolution Skills
- CORE Measures
- Crisis Prevention Intervention
- Critical Thinking Skills
- Customer Service Skills
- Documentation Skills
- Healthy Interventions
- Leadership 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
- Problem Solving Skills
- Team Building Skills
- Utilization Review

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



**California  
Nurses  
Association**



**National  
Nurses  
United**

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

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September 19, 2018

Employment Training Panel  
1100 J Street, Fourth Floor  
Sacramento, CA 95814

**Re: Los Alamitos Medical Center's Application For ETP Funding**

To Whom It May Concern:

This letter is to confirm the support of the California Nurses Association for Los Alamitos Medical Center's grant proposal as submitted to the Employment Training Panel.

Sincerely,

***Erik Macatuno***

Erik Macatuno  
CNA Labor Representative  
562-577-4668

cc: Andrew Prediletto  
Director, Tenet Division  
LAMC – Mark Fisher and Laura Schatz-Tillar – via fax - **562 799 3267**





**Training Proposal for:**

**San Joaquin County Economic Development Association**

**Agreement Number: ET19-0241**

**Panel Meeting of:** October 26, 2018

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee SB <100 HUA SET	Industry Sector(s):	MEC Manufacturing Services Transportation/Logistics Warehousing Agriculture Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Joaquin	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

**FUNDING DETAIL:**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$182,640		\$12,607 8%		\$195,247

<b>In-Kind Contribution:</b>	<b>50% of Total ETP Funding Required</b>	<b>\$195,000</b>
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Management Skills, Manufacturing Skills	125	8-200	0	\$667	*\$12.53
				Weighted Avg: 24			
2	Retrainee Priority Rate SET HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Management Skills	40	8-200	0	\$667	*\$12.53
				Weighted Avg: 24			
3	Retrainee SET HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Management Skills	20	8-200	0	\$590	*\$12.53
				Weighted Avg: 24			
4	Retrainee Priority Rate HUA SB <100	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Management Skills, Manufacturing Skills	72	8-200	0	\$556	*\$12.53
				Weighted Avg: 20			
5	Retrainee Priority Rate SET HUA SB <100	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Management Skills	40	8-200	0	\$556	*\$12.53
				Weighted Avg: 20			
6	Retrainee SET HUA SB <100	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Management Skills	20	8-200	0	\$556	*\$12.53
				Weighted Avg: 20			

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

**Minimum Wage by County:** Job Numbers 1 - 6: \$12.53 per hour for San Joaquin County  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Participating employers may use health benefits to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Advanced Manufacturing Technicians		17
Biofuel Technicians		10

Food Processing Technicians		20
Frontline Supervisors/Managers		20
Logistics/Fulfillment Workers		90
Machine Operators		25
Maintenance Mechanics		15
Packaging and Filling Machine Operators		100
Sterile Technicians		20

## **INTRODUCTION**

Established in 1963 and headquartered in Stockton, San Joaquin County Economic Development Association (SJC) ([www.sjcworknet.org](http://www.sjcworknet.org)) fosters economic development and offers business resources in San Joaquin County. The Company's business resources include skilled workforce training, business financing, business advocacy, and business retention and expansion programs. SJC also recruits for companies with job openings and is proactive in layoff aversion efforts.

SJC maintains close working relationships with local employers, local municipalities, the San Joaquin County Employment and Economic Development Department, and the local Chamber of Commerce.

### **Veterans**

SJC is not currently actively recruiting veterans; however, it may do so in the near future.

## **PROJECT DETAILS**

Employers in the core group are primarily in manufacturing and transportation/logistics industries. Additional sectors include construction, energy, sanitation, and agriculture.

Participating employers are looking to improve employee skills to address changes in the workforce and meet future demand. The global economy and tight labor market underscore the need for training to bolster competitiveness and financial viability. Companies are also looking to streamline processes and increase efficiency.

Additionally, manufacturing is constantly changing, along with technology in the manufacturing industry including automated machinery and software. The machinery and the computer systems require extensive training for the employees. Training will allow employers to bridge the skill gap and respond to unique employer challenges and growth opportunities.

### **Training Plan**

Customized training for individual employers will be provided at the employers' facilities. Trainings will be provided to trainees via Class/Lab and E-Learning.

**Business Skills**– Training will be provided to all occupations. Topics include Customer Service, Communication Skills, and Project Management. Training is intended to provide the skills to effectively and efficiently maintain business operations.

**Commercial Skills**– Training will be provided to all occupations. Topics include Inventory Management, Logistics and Shipping, and Product Handling. These courses are intended to improve efficiency.

**Computer Skills**– Training will be provided to all occupations. Topics include CAD/CAM, Crystal Reports, and Project Planning Software. These courses are intended to improve software competencies.

**Continuous Improvement**– Training will be provided to all occupations. Topics include Process Analysis and Project Tracking. These courses are intended to improve processes.

**Management Skills**– Training will be provided to Frontline Supervisors/Managers. Topics include Decision Making and Leading Change.

**Manufacturing Skills**– Training will be provided to Advanced Manufacturing Technicians, Food Processing Technicians, Machine Operators, Packaging and Filling Machine Operators, and Frontline Supervisors/Managers. Topics include Production Control, Maintenance of Equipment, and Good Manufacturing Practices. Training is intended to increase production.

### **Frontline Worker**

Companies will train frontline Managers and Supervisors. These employees communicate and interact with customers and members, and are available to provide services at all time. These individuals spend 100% of their time performing frontline work and do not hire, fire or make company policy. Based on the nature and scope of their job duties, these trainees meet the Panel's definition of frontline workers. As frontline workers, these trainees qualify for SET funding.

### **SET/HUA**

Under Special Employment Training (SET), the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period. Trainees in Job Numbers 2, 3, 5 & 6 will qualify under SET guidelines.

All Job Numbers are located in San Joaquin County, a High Unemployment Area with unemployment exceeding the state average by at least 25%. SJC is requesting a wage modification for all Job Numbers.

### **Commitment to Training**

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

#### ➤ Training Infrastructure

Training will be delivered primarily at participating employers' worksites, with occasional center-based classes for employers with similar training needs. SJC's Analyst III and two additional staff members will oversee the administration of the ETP Contract.

**Employer Demand**

Employer demand is determined by direct input from local companies in San Joaquin County as well as employer groups such as Business Team San Joaquin and county economic development agencies.

**Marketing and Support Costs**

Marketing consists of mail, email, and direct face-to-face outreach. Support costs of 8% will be used to recruit additional participating employers and assess employer specific job training requirements throughout the term of the project. Staff recommends the 8% support costs.

**Trainer Qualifications**

Training will primarily be delivered by vendors. However, some training may also be provided by participating employers' experienced trainers.

**Tuition Reimbursement**

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

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

To Be Determined

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

8-200 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Change Management
- Communications Skills
- Customer Retention and Identifying Customer Needs
- Customer Service
- Data Accuracy
- E-Commerce
- POS Transactions
- Project Management
- Scheduling and Budgeting
- Time Management

**COMMERCIAL SKILLS**

- Distribution Systems
- Inspection and Quality Control
- Inventory Management
- Lean Enterprises
- Logistics and Shipping
- Product Handling
- Sanitation
- Six Sigma (Green Belt)
- Tracking Product
- Transaction Control
- Transport Loading/Unloading
- Warehousing Control and Tracking

**COMPUTER SKILLS**

- Adobe
- CAD/CAM (Computer-Aided Manufacturing) Software
- CMM (Computer/Coordinate Measuring Machine)
- CNC (Computerized Numerical Control) Applications
- CNC (Computerized Numerical Control) Programming
- Crystal Reports
- Enterprise Resource Planning (ERP)
- Logistics Software
- Microsoft (MS) Office Suite (Intermediate and Advanced)
- Microsoft Visual (Intermediate and Advanced)
- Project Planning Software
- Project Tracking
- QuickBooks
- Warehouse & Inventory Systems

**CONTINUOUS IMPROVEMENT**

- Compliance
- Cross-Training

- Cycle Time Reduction
- Food Safety
- ISO 9000 and ISO 14400
- Leadership Skills for Frontline Workers
- Problem Solving
- Process Analysis
- Production Operations and Workflow
- Project Tracking
- SMED (Single Minute Exchange of Die)
- Standard Work Procedures
- Statistical Process Control
- Teamwork

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

- Decision Making
- Developing High Performance Teams
- Leading Change
- Planning, Assigning, and Follow-up
- Principals of Modern Leadership

**MANUFACTURING SKILLS**

- Assembly Methods and Techniques
- Controls and Systems
- Equipment Procedures
- Good Manufacturing Practices
- Maintenance of Equipment
- Manufacturing Operations
- Operating Equipment
- Production Control

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 in Retrainee Multiple Employer Contracts

Contractor's Name: San Joaquin County Economic Development Association CCG No.: ET19-0241  
Reference No. 18-0009 Page 1 of 3

PRINT OR TYPE IN ALPHABETICAL ORDER

---

Company: American Custom Meats

---

Address: 4276 Tracy Blvd.

---

City, State, Zip: Tracy, CA 95304

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 88

---

Total # of full-time company employees in California: 88

---

Company: Central Plastics

---

Address: 1905 N. MacArthur Dr., Ste.100

---

City, State, Zip: Tracy, CA 95376

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 27

---

Total # of full-time company employees in California: 27

---

Company: Crothal Healthcare

---

Address: 2365 N. Airport Way

---

City, State, Zip: Manteca, CA 95336

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 80

---

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

---

Company: Dr3 Recycling

---

Address: 4447 S. Airport Way

---

City, State, Zip: Stockton, CA 95206

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 10

---

Total # of full-time company employees in California: 10

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## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: San Joaquin County Economic Development Association    CCG No.: ET19-0241  
Reference No. 18-0009    Page 2 of 3

---

Company: Medline Industries

---

Address: 5701 Promontory Parkway

---

City, State, Zip: Tracy, CA 95377

---

Collective Bargaining Agreement(s): No

---

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

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Total # of full-time company employees worldwide: 100

---

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

---

---

Company: Metal Finishing Solutions

---

Address: 1325 El Pinal Dr.

---

City, State, Zip: Stockton, CA 95206

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 20

---

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

---

---

Company: Pacific Ethanol

---

Address: 3028 Navy Dr.

---

City, State, Zip: Stockton, CA 95206

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 15

---

Total # of full-time company employees in California: 15

---

---

Company: Sunny Valley Meats

---

Address: 2475 W. Yosemite Ave.

---

City, State, Zip: Manteca, CA 95337

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 110

---

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

---

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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Contractor's Name: San Joaquin County Economic Development Association    CCG No.: ET19-0241  
Reference No. 18-0009    Page 3 of 3

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---

Company: Surtec

---

Address: 1880 N. MacArthur Dr.

---

City, State, Zip: Tracy, CA 95376

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 50

---

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

---

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Company: Swiss American Sausage

---

Address: 251 D'Arcy Parkway

---

City, State, Zip: Lathrop, CA 95330

---

Collective Bargaining Agreement(s):No

---

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

---

Total # of full-time company employees worldwide: 45

---

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

---

---

Company: Van De Pol Petroleum

---

Address: 4895 S. Airport Way

---

City, State, Zip: Stockton, CA 95206

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 75

---

Total # of full-time company employees in California: 75

---



**Training Proposal for:  
SurveyMonkey, Inc.**

**Agreement Number: ET19-0290**

**Panel Meeting of:** October 26, 2018

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

**Analyst:** S. Wang

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Services (G) Information / Multi Media (51)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Mateo	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 433	U.S.:594	Worldwide: 779
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	18%		

**FUNDING DETAIL**

<b>Total ETP Funding</b>
\$198,744

<b>In-Kind Contribution: (100% of Total ETP Funding Required)</b>
\$315,773

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Improv.	273	8-200	0-200	\$728	\$18.22
				Weighted Avg: 28			

**Minimum Wage by County:** San Mateo County- \$18.22

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

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

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
Corporate Support Staff		72
IT/ Engineering Staff		90
Marketing/Sales Staff		61
Manager/Director		50

**INTRODUCTION**

Founded in 1999 and headquartered in San Mateo, SurveyMonkey, Inc. (SurveyMonkey) (<https://www.surveymonkey.com/>) is a subsidiary of SVMK, Inc. SurveyMonkey develops software and tools that allow customers to customize surveys for market research, event planning, customer feedback, product planning, and education and training purposes. Customers include businesses, academic institutions, organizations, and Fortune 500 companies. The Company has additional offices in Oregon, Washington, Ireland, Canada and Australia.

**Veterans Program**

SurveyMonkey has measures in place to support a diverse workforce. While hiring strategies to date has focused on gender and ethnicity, the company is working towards developing new strategies to recruit veterans.

**PROJECT DETAILS**

Companies perform surveys to provide insight about employee satisfaction and consumer preferences. Online market research and surveys offer clients a product that is inexpensive, more time efficient, interactive, and amenable to use with data analytics platforms. As a result, many Companies have reduced the use of traditional market research activities and increased use of platforms such as SurveyMonkey to conduct surveys. Thus, the survey software industry has grown significantly since 2010 and is expected to increase by 13% by 2021. To continue to develop and support innovative products and keep pace with the growing industry, the Company must train workers in new skills.

SurveyMonkey seeks ETP funding to train frontline staff on new platforms and products to continue serving the growing industry. Last year, the Company launched a new People Powered Data platform that enables businesses to turn voices and opinions into actionable data. This new platform also comes with several products that is continuously being rolled out to staff including:

- SurveyMonkey CX – This product delivers better insights for businesses to create greater customer experience. With compelling visualizations and powerful analytical tools, companies can uncover their own strengths and problems.
- SurveyMonkey Engage - This product is a prescriptive methodology that includes prebuilt survey modules and analytics that align quantitative data with the voice of employees. Engage establishes a framework to encourage open and anonymous feedback, allowing companies to partner with employees, creating organizational change.
- SurveyMonkey Audience – This product is built directly with SurveyMonkey, allowing real-time feedback from millions of people around the world. SurveyMonkey Audience democratizes market research by providing direct access to People Powered Data at any customer preference.

## Training Plan

The following types of training will be provided to all occupations:

**Business Skills** – Trainees will receive supplemental business skills in areas such as Business Processing, Communication, Customer Service Support, and Marketing/ Sales Skills. This training will improve the ability of the workforce to better manage overall business while implementing new products and processes.

**Computer Skills** – Trainees will receive training on a variety of systems and computer applications such as Application Networking, Cybersecurity, Data Analytical, and CX Sales Data System Skills. Trainees will be able to enhance their knowledge on products to better serve the customers.

**Continuous Improvement** – Trainees will be provided an overview of the company's operations model as well as skills necessary for high-level efficiency, quality, and customer service. Training will include topics such as Business Development Skills, Change Management, Goal Setting, Leadership/Coaching Skills, and Strategic Thinking Skills.

## Computer-Based Training (CBT)

CBT will be provided to all occupations in Business Skills, Computer Skills, and Continuous Improvement at the company's facility. Some trainees may receive up to 100% of training via CBT as this will allow flexibility for trainees. A large portion of the CBT content is geared towards the technical knowledge necessary for employees to excel at the Company.

## Commitment to Training

ETP funds will not displace the existing financial commitment to training. SurveyMonkey reports that the annual training budget in California is approximately \$500,000 for 2019. The Company provides basic new-hire orientation, anti-harassment, diversity, and basic job skills training to its employees. These trainings are provided by the Company at its own cost and will continue to provide going forward. Safety training is, and will continue to be, provided in accordance with the law.

➤ **Training Infrastructure**

SurveyMonkey has a detailed training and schedule in place and is ready to start training upon approval. The Senior Program Manager, with assistance of an administrative staff will oversee all training and administration. The Company has also retained a third-party subcontractor to assist with administration. Training will be provided by dedicated training staff and vendors, if necessary.

**Electronic Record Keeping**

The LMS has been reviewed and approved by ETP staff and will be used for reporting trainees and hours under this agreement.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

SurveyMonkey retained Training Funding Partners in Fountain Valley to assist with development of this proposal for a flat fee of \$7,900.

**ADMINISTRATIVE SERVICES**

SurveyMonkey also retained Training Funding Partners 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**

- Business Process Skills
- Business/Technical Writing Skills
- Communication Skills
- Customer Service/Support Skills
- Feedback Skills
- Finance/Accounting Skills
- Marketing/Sales Skills
- Negotiation Skills
- New/Upgraded Product Skills
- Presentation Skills
- Train the Trainer Skills

**COMPUTER SKILLS**

- Application Network Skills
- Computer Programming/Software Development Skills
- Cybersecurity
- CX Sales Data System Skills
- Data Analytic Skills
- Information Security/Network Security
- Intermediate/Advanced MS Office Skills (Word/Excel/PowerPoint)
- Microsoft Project
- Software Installation/Configuration/Management Skills
- System Architecture/Engineering/Design Skills
- SurveyMonkey Proprietary System/Software Skills

**CONTINUOUS IMPROVEMENT**

- Business Development Skills
- Change Management Skills
- Goal Setting
- Leadership/Coaching Skills
- Performance Improvement/Management
- Process Improvement Skills
- Project/Program Management Skills
- Quality Assurance/Quality Control
- Strategic Thinking Skills
- Team Building Skills
- Troubleshooting Skills

**CBT Hours**

0 – 200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- 12 Strategies for Dealing With Difficult People (1.80 hours)
- Account Management for Beginners (0.95 hours)
- Customer | How to Build a Customer Service Strategy (0.48 hours)
- Customer | How to Manage Customer Feedback (0.62 hours)
- Customer Service: How to sell more without advertising (0.98 hours)
- Customer Success | How to Exceed Your Customers Expectations (0.90 hours)
- Customer Success | How to Put Your Customers First (0.97 hours)
- Growth Hacking with Digital Marketing (version 5.2) (7.25 hours)
- 30 Copywriting Secrets from the Best Ad Campaign of All Time (2.77 hours)
- Acumen Presents: Dan Ariely on Changing Customer Behavior (1.85 hours)
- Acumen Presents: Daniel Pink on the Art of Selling (0.95 hours)
- B2B Sales - Close More Deals, Get More Leads, Work Less (3.85 hours)
- Become a Product Manager | Learn the Skills & Get the Job (12.78 hours)
- Cold Calling for Sales Reps: How to Prospect on Foot (1.87 hours)
- Cold Calling for Sales Reps: How to Prospect over the Phone (1.67 hours)
- Cold Calling: A New Approach (0.78 hours)
- Complete (Search Engine Optimization) SEO Training With Top SEO Expert Peter Kent! (7.88 hours)
- Comprehensive Guide to LinkedIn in 2018 (New Look) (1.22 hours)
- Content Marketing Mastery 2018: Beginner's Ultimate Guide (4.15 hours)
- Copywriting Blunders: Do You Make these 10 Common Mistakes? (0.80 hours)
- Copywriting secrets - How to write copy that sells (3.12 hours)
- Digital Marketing Masterclass: Get Your First 1,000 Customers (26.30 hours)
- Google AdWords Certification - Get Certified in Just 2 Days! (0.63 hours)
- Google Analytics Certification - Get Certified in 2 Days! (0.60 hours)
- Google Analytics Certification Exam Training (1.33 hours)
- Google Analytics For Beginners (1.60 hours)
- How to Ask Powerful, Emotionally Engaging Questions (0.85 hours)
- Increase sales through great customer service skills (0.95 hours)
- Instagram Marketing | Grow Your Audience With Instagram 2018 (3.72 hours)
- Instagram Marketing 2018: A Step-By-Step to 10,000 Followers (4.93 hours)
- Lead Generation Machine: Cold Email B2B Sales Master Course (3.75 hours)
- Learn Social Psychology (5.13 hours)
- Marketing And Manipulation: A Consumer's Guide (1.65 hours)
- No Pressure Prospecting - Close More Sales (1.82 hours)
- Product Management 101 (4.08 hours)
- Project Based Salesforce Admin & Adv. Admin Hands-On Training (12.60 hours)
- Sales Cloud Consultant Certification: Rapid Exam Prep (2.32 hours)
- Sales Skills Mastery - An Immediate Increase In Your Results (3.22 hours)
- Sales Training: Everyone sells! (1.10 hours)
- Sales Training: Practical Sales Techniques (1.83 hours)
- Scale Your Business With Web Analytics & Conversion Strategy (4.77 hours)
- Selling More by Talking Less (1.97 hours)
- Selling With Stories - For Content Writers and Copywriters (2.82 hours)
- SEO for Content Marketers: Boost Your Rank with Ahrefs (1.05 hours)



- Seth Godin's Value Creation Master Class (0.68 hours)
- Storytelling for Marketing and Entrepreneurship (2.65 hours)
- Successful Negotiation: Master Your Negotiating Skills (1.73 hours)
- Supercharged Prospecting (1.15 hours)
- The Complete Facebook Sales Funnel Blueprint (11.52 hours)
- The Complete MailChimp Email Marketing Course (2.17 hours)
- The Ultimate Marketing Training 2017 - Sales Copy Academy (4.93 hours)
- Ultimate Google AdWords Course 2017 "Stop SEO & Win with PPC! (18.33 hours)
- Website Copywriting (1.67 hours)
- Write to Ignite - Master the Art of Sales Copy & Copywriting (2.30 hours)
- Writing Tools & Hacks: Copywriting/Blogging/Content Writing (1.25 hours)
- Accounting in 60 Minutes - A Brief Introduction (1.00 hours)
- Acumen Presents: Chris Anderson on Public Speaking (0.95 hours)
- Acumen Presents: Kim Scott on Radical Candor (0.78 hours)
- Advanced communication skills for 21st Century leaders (3.52 hours)
- Alteryx: Real-Life Exercises For Data Analytics! (5.58 hours)
- Ask Better Questions - Build Better Relationships (1.97 hours)
- Assert Yourself - Master the benefits of assertive behaviour (0.53 hours)
- Become a Probability & Statistics Master (8.62 hours)
- Become the Leader on Effective Workplace Communication (0.52 hours)
- Business & Technical Writing Immersion (4.57 hours)
- Business Analysis Fundamentals - 2018 (8.90 hours)
- Cold Email Recruiter Training: Write Powerful Cold Emails (2.12 hours)
- Collaboration and Emotional Intelligence (1.12 hours)
- Communication Fundamentals: How To Communicate Better (1.42 hours)
- Communication Skills for Beginners (0.68 hours)
- Conflict Management with Emotional Intelligence (1.93 hours)
- Conscious Listening (1.28 hours)
- Cross Cultural Communication--Diversity New Global Currency (1.72 hours)
- Cross-Cultural Communication: How To Flex Your Style (1.23 hours)
- Digital Body Language (1.95 hours)
- Effective Email Communication: Enhancing Your Voice at Work (0.52 hours)
- Excel for Accountants: Volume 2 (5.13 hours)
- Excel Spreadsheet Auditing Part 1 (0.85 hours)
- Feedback is Fuel (0.53 hours)
- Financial Modeling for Startups & Small Businesses (11.47 hours)
- Fundamentals of Business Analysis (6.05 hours)
- Gamification: Motivation Psychology & The Art of Engagement (2.43 hours)
- Giving and Receiving Feedback - A Quick Course (1.17 hours)
- Graph Theory (5.80 hours)
- How to Build Habit-Forming Products (2.12 hours)
- How to Create a Course for Your Business (0.93 hours)
- How to Manage Difficult Conversations: Beginner's Guide (1.15 hours)
- HR Metrics That Matter (1.25 hours)
- International Accounting Standard (IAS) 18 - Revenue (2.42 hours)
- Innovative Growth Strategy: A Beginner's Guide (1.33 hours)
- Level 1 Intelligence Analyst Certification (2.30 hours)
- Managing conflict with skill and confidence (1.17 hours)
- Master Personality Power For Influence And Success (2.17 hours)
- Mastering Collaboration: Work together for the best results (0.78 hours)

- Mastering Your Industry: Competitors, Products, & Suppliers (0.52 hours)
- Ninja Writing: The Four Levels Of Writing Mastery (4.22 hours)
- Personal Communication-Introduce Yourself With Confidence (0.68 hours)
- Power Pitch: use presentations to sell your ideas to anyone (1.57 hours)
- Powerful speaking (1.38 hours)
- PPD Product Training for Alltroom (0.58 hours)
- Presentation Skills - Advanced: Speak Without Reading Notes (0.65 hours)
- R Level 1 - Data Analytics with R (7.37 hours)
- Seth Godin on Presenting to Persuade (0.88 hours)
- Statistics / Data Analysis: Survey Data and Likert Scales (3.03 hours)
- Statistics for Business Analytics A-Z(6.87 hours)
- Statistics for Data Science and Business Analysis (4.32 hours)
- Storytelling for Public Speaking (2.62 hours)
- Tactics for tackling difficult people in life and work (0.78 hours)
- The 3 Levers: Create a 12-Month Business Growth Strategy (2.48 hours)
- The Complete Finance Manager Course 2018 (12.22 hours)
- The Complete Financial Analyst Course 2018 (13.62 hours)
- The Complete Presentation and Public Speaking/Speech Course (15.88 hours)
- The Essentials of Feedback & Performance Management (2017) (2.52 hours)
- Train the Trainer Pro: No Beginners Allowed! (6.15 hours)
- Understanding Macroeconomics for University and Business (2.67 hours)
- Understanding Yourself and Others Through Myers-Briggs(0.85 hours)
- Workplace Communication: Effectively Deliver Criticism (0.55 hours)
- Workplace Communication: You Can Speak Up at Meetings! (0.68 hours)
- Workshop in Probability and Statistics (21.65 hours)
- Write Better Emails: Tactics for Smarter Team Communication (1.57 hours)
- Writing With Flair 2.0: How To Become An Exceptional Writer (5.85 hours)
- Writing With Flair: How To Become An Exceptional Writer (3.33 hours)

### **COMPUTER SKILLS**

- Excel Essentials: The Complete Excel Series - Level 1, 2 & 3 (25.80 hours)
- Excel Formulas & Functions - Find Answers in Your Excel Data (1.12 hours)
- Forecast Anything with Excel (3.73 hours)
- Master Excel Pivot Tables - Excel 2016 (1.50 hours)
- Microsoft Excel - Advanced Excel Formulas & Functions (6.02 hours)
- Microsoft Excel - Data Analysis with Excel Pivot Tables (5.78 hours)
- Microsoft Excel 2016 Mac 1: Beginner-Specialist Certificate (11.92 hours)
- Microsoft Excel for Project Management - Earn 5 PDUs (4.57 hours)
- Presenting Financials with Excel and PowerPoint (1.87 hours)
- Visually Effective Excel Dashboards (10.72 hours)
- Salesforce New User Training (1.65 hours)
- 1 Hour CSS (1.00 hours)
- 10 Things Every Production SQL Server Should Have (1.25 hours)
- A/B Testing Crash Course for Product Managers (0.53 hours)
- Accelerated ES6 JavaScript Training (5.82 hours)
- Active Directory on Windows Server 2016 (4.08 hours)
- Administering Microsoft SQL Server 2012 Databases - 70-462 (5.32 hours)
- Administering Windows Server 2012 (70-411) (21.15 hours)
- Adobe Illustrator CC Mastery: Zero to Hero in Illustrator (3.10 hours)
- Adobe Illustrator CS5 (Beginning, Intermediate, & Advanced) (3.37 hours)

- Adobe InDesign CC - Essentials Training Course (5.63 hours)
- Advanced CSS and Sass: Flexbox, Grid, Animations and More! (28.07 hours)
- Advanced Javascript (3.53 hours)
- Advanced React and Redux: 2018 Edition (20.93 hours)
- After Effects CC 2018: Complete Course from Novice to Expert (25.23 hours)
- AJAX Development (2.95 hours)
- Android Kotlin Development Masterclass using Android Oreo (46.18 hours)
- Angular & NodeJS - The MEAN Stack Guide (12.60 hours)
- Angular Crash Course for Busy Developers (8.82 hours)
- AngularJS Authentication: Secure Your App with Auth0 (1.75 hours)
- Ansible Advanced - Hands-On - DevOps (2.70 hours)
- Ansible for the Absolute Beginner - Hands-On - DevOps (2.35 hours)
- Apache Cassandra Certification Training (3.15 hours)
- Apache Kafka Series - Kafka Cluster Setup & Administration (4.02 hours)
- Apache Kafka Series - Kafka Streams for Data Processing (4.77 hours)
- Apache Kafka Series - Learn Apache Kafka for Beginners (4.05 hours)
- Apache Spark 2.0 with Scala - Hands On with Big Data! (7.35 hours)
- Artificial Intelligence A-Z: Learn How To Build An AI (16.83 hours)
- Artificial Intelligence: Reinforcement Learning in Python (7.82 hours)
- Automate the Boring Stuff with Python Programming (9.50 hours)
- Automated Software Testing with Python (11.63 hours)
- AWS Certified Advanced Networking - Specialty 2018 (11.03 hours)
- AWS Certified Developer - Associate 2018 (13.32 hours)
- AWS Certified Security Specialty 2018 (17.98 hours)
- AWS Certified Solutions Architect - Associate 2018 (20.63 hours)
- AWS Certified Solutions Architect (associate) (14.12 hours)
- AWS Certified Solutions Architect Professional Reviewer 2018 (2.52 hours)
- AWS Certified SysOps Administrator - Associate 2018 (9.05 hours)
- AWS CloudFormation Master Class (3.05 hours)
- AWS Concepts (1.08 hours)
- AWS Essentials (3.37 hours)
- AWS Lambda and the Serverless Framework - Hands On Learning! (2.42 hours)
- Backbone Tutorial: Learn Backbonejs from Scratch (4.78 hours)
- Bash Scripting and Shell Programming (Linux Command Line) (1.95 hours)
- Bayesian Machine Learning in Python: A/B Testing (5.32 hours)
- Become a Game Maker with GameMaker Studio 1.4 (8.93 hours)
- Become a UX Designer | Learn the Skills & Get the Job (5.02 hours)
- Beginner API development in Node, Express, ES6, & MongoDB (18.38 hours)
- Best Wordpress Plugins (2.45 hours)
- Beyond Arduino: Electronics for Developers & Makers - (GPIO) (6.05 hours)
- BGP Mastery For The CCNP ROUTE And TSHOOT Exams (3.98 hours)
- Blender 3D Complete Volume One (7.22 hours)
- Blockchain and Bitcoin Fundamentals (2.65 hours)
- Bob Davis' Professional Photography Lighting Techniques (4.98 hours)
- Build Incredible Chatbots (8.17 hours)
- Build Responsive Real World Websites with CSS3 v2.0 (12.95 hours)
- Build Responsive Real World Websites with HTML5 and CSS3 (11.28 hours)
- Build Websites from Scratch with HTML & CSS (6.48 hours)
- Building Scalable WebApps with Python, Flask, and SQL Alchemy (5.28 hours)
- C# Basics for Beginners: Learn C# Fundamentals by Coding (5.20 hours)

- CCNA 2018 200-125 Video Boot Camp With Chris Bryant (61.98 hours)
- CFA Level 1 (2018) - Complete Financial Reporting & Analysis (7.83 hours)
- Chrome Extensions : Develop 5 chrome extensions from scratch (1.97 hours)
- Cisco ASA firewall basics (1.87 hours)
- Cisco CCENT / ICND1 (100-105) + Bonus: The Complete Course (12.53 hours)
- Cisco NEW CCNA R/S (200-125): The Complete Course (20.83 hours)
- Clear and Simple VMware vSphere 6.5 Foundations VCP - Part 1 (5.17 hours)
- Complete C# Unity Developer 2D - Learn to Code Making Games (56.97 hours)
- Complete Guide to Elasticsearch (12.47 hours)
- Complete Guide to TensorFlow for Deep Learning with Python (14.12 hours)
- Complete Java Masterclass - updated for Java 10 (75.87 hours)
- Complete JSON AJAX API Course - Beginner to Professional (17.85 hours)
- Complete Python Bootcamp: Go from zero to hero in Python 3 (23.95 hours)
- Complete Python Masterclass (40.48 hours)
- Complete Salesforce Certified Platform Developer I Course (14.13 hours)
- Create Your First React Native App (3.43 hours)
- Cucumber BDD for Selenium & Appium with Live Projects (6.13 hours)
- Cyber Security: Beginner's Training Guide to Online Safety! (3.48 hours)
- Data Analysis with Pandas and Python (18.78 hours)
- Data Analysis with Python & Pandas (4.70 hours)
- Data Science and Machine Learning Bootcamp with R (17.68 hours)
- Data Science A-Z: Real-Life Data Science Exercises Included (21.00 hours)
- Data Science, Deep Learning, & Machine Learning with Python (11.98 hours)
- Data Science: Deep Learning in Python (9.25 hours)
- Data Science: Natural Language Processing (NLP) in Python (5.28 hours)
- Data Science: Supervised Machine Learning in Python (4.97 hours)
- Data Visualization with Plotly and Python (22.87 hours)
- Data Warehouse Development Process (4.15 hours)
- Database Design Introduction (1.65 hours)
- Deep Learning and NLP A-Z: How to create a ChatBot (11.57 hours)
- Deep Learning A-Z: Hands-On Artificial Neural Networks (23.02 hours)
- Deep Learning Prerequisites: Linear Regression in Python (5.50 hours)
- Deep Learning Prerequisites: Logistic Regression in Python (5.53 hours)
- Deep Learning Prerequisites: The Numpy Stack in Python (3.05 hours)
- DevOps 2018 - Docker for Beginners - Fully Updated (5.25 hours)
- Dissecting Ruby on Rails 5 - Become a Professional Developer (39.98 hours)
- Django + AngularJS for a Powerful Web Application (5.40 hours)
- Django 2 & Python | The Ultimate Web Development Bootcamp (9.83 hours)
- Docker - Introducing Docker Essentials, Containers, and more (5.87 hours)
- Docker for the Absolute Beginner - Hands On - DevOps (2.28 hours)
- Docker Mastery: The Complete Toolset From a Docker Captain (8.75 hours)
- Docker Technologies for DevOps and Developers (3.20 hours)
- Docker, Apache Mesos & DCOS: Run and manage cloud datacenter (4.47 hours)
- DSLR Video Production - Start Shooting Better Video Today (3.57 hours)
- Elasticsearch, LogStash, Kibana ELK #1 - Learn Elasticsearch (3.35 hours)
- Email Productivity for Business Professionals (1.80 hours)
- ES6 Javascript: The Complete Developer's Guide (6.23 hours)
- Essentials in JavaScript ES6 - A Fun and Clear Introduction (1.75 hours)
- Ethereum and Solidity: The Complete Developer's Guide (23.87 hours)
- Ethereum Developer Masterclass: Build Real World Projects (9.77 hours)

- ETL Framework for Data Warehouse Environments (6.63 hours)
- EU GDPR: Employee Awareness Training Certificate 2018 (1.00 hours)
- Feature Engineering for Machine Learning (8.93 hours)
- Flutter & Dart - The Complete Flutter App Development Course (27.93 hours)
- Framer Crash Course “ Design, Code, and Collaborate (1.58 hours)
- Fundamentals of Unix and Linux System Administration (23.70 hours)
- Fusion 360 For Hobbyists and Woodworkers (8.37 hours)
- Git Complete: The definitive, step-by-step guide to Git (5.67 hours)
- Git for Geeks: Quick Git Training for Developers (2.98 hours)
- Git Going Fast: One Hour Git Crash Course (1.02 hours)
- Git Going with Comparing, Branching and Merging (2.07 hours)
- GitHub Ultimate: Master Git and GitHub - Beginner to Expert (6.15 hours)
- GNS3 Fundamentals (Official Course) Part 1 (22.77 hours)
- Go: The Complete Developer's Guide (Golang) (8.33 hours)
- Graphic Design Bootcamp (15.52 hours)
- Graphic Design Masterclass: Learn Graphic Design in Projects (3.72 hours)
- GraphQL with React: The Complete Developers Guide (13.22 hours)
- Guide to Front-End Web Development and Design (16.12 hours)
- Hello React - React Training for JavaScript Beginners (5.93 hours)
- How To Become A SQL Server Cloud Architect on AWS (1.13 hours)
- How To Become An Outstanding Solution Architect (7.15 hours)
- How To Begin Your Career As a SQL Server DBA (1.55 hours)
- How to Program Games: Tile Classics in JS for HTML5 Canvas (4.88 hours)
- HTML and CSS for Beginners - Build a Website & Launch ONLINE (5.83 hours)
- Illustrator CC 2018 MasterClass (12.00 hours)
- Implementing a Data Warehouse with SQL Server 2012 (5.10 hours)
- Information Architecture (IA) Fundamentals (2.25 hours)
- Introduction to Computer Networks for Non-Techies (6.68 hours)
- Ionic 2/ Ionic 3 - Build iOS & Android Apps with Angular (14.45 hours)
- iOS 11 & Swift 4 - The Complete iOS App Development Bootcamp (48.80 hours)
- ITIL Foundations: Complete ITIL Exam Preparation Course (8.43 hours)
- Java from Beginner to Expert (11.02 hours)
- JavaScript Basics - JavaScript for Beginners (10.52 hours)
- Javascript for Beginners Learn by Doing Practical Exercises (3.67 hours)
- Javascript Intermediate level 2 - All about functions (2.68 hours)
- JavaScript JSON and AJAX Explained JavaScript Objects (0.78 hours)
- JavaScript: Understanding the Weird Parts (11.43 hours)
- Jekyll: make fast, secure static sites and blogs with Jekyll (2.18 hours)
- JIRA Visual Reference: Issue Administration (3.58 hours)
- jQuery for Beginners - Create Website Animations Easily (2.98 hours)
- Kali Linux Hacking Lab for Beginners (1.60 hours)
- Kotlin for Beginners: Learn Programming With Kotlin (6.53 hours)
- Learn Amazon Web Services (AWS): The complete introduction (5.47 hours)
- Learn and Understand NodeJS (13.13 hours)
- Learn Apache Cassandra from Scratch (3.90 hours)
- Learn Big Data: The Hadoop Ecosystem Masterclass (5.95 hours)
- Learn Bootstrap 4 by Example (1.10 hours)
- Learn DevOps: Advanced Kubernetes Usage (3.27 hours)
- Learn DevOps: Infrastructure Automation With Terraform (6.65 hours)
- Learn DevOps: The Complete Kubernetes Course (7.28 hours)

- Learn Ethical Hacking From Scratch (12.48 hours)
- Learn Git by Doing: A step-by-step guide to version control (1.73 hours)
- Learn How To Code: Google's Go (golang) Programming Language (21.15 hours)
- Learn JIRA with real-world examples (+Confluence bonus) (10.82 hours)
- Learn Linux in 5 Days and Level Up Your Career (5.50 hours)
- Learn Redis from Scratch (3.00 hours)
- Learn Socket Programming in C from Scratch (1.42 hours)
- Learn to Create Pixel Art for your Games (5.32 hours)
- Learn to make a colorful one page website (0.55 hours)
- Learn to Use jQuery UI Widgets (1.00 hours)
- Learn Unit Testing with Junit & Mockito in 30 Steps (4.72 hours)
- Learn Web Designing & HTML5/CSS3 Essentials in 4-Hours (4.10 hours)
- Learn Webpack 2 from scratch (1.27 hours)
- Learn Website Hacking / Penetration Testing From Scratch (9.02 hours)
- Learning Cisco Unified Computing System - UCS (10.67 hours)
- Learning Data Structures in JavaScript from Scratch (3.58 hours)
- Learning ECMAScript The Next Generation of Javascript (2.43 hours)
- Learning Haskell Programming (4.15 hours)
- Linux Command Line Essentials - Become a Linux Power User! (1.22 hours)
- Linux for Beginners (5.47 hours)
- Linux Security and Hardening, the Practical Security Guide. (4.25 hours)
- Logo Design Masterclass: Learn Logo Design + Illustrator (6.42 hours)
- Machine Learning A-Z: Hands-On Python & R In Data Science (40.83 hours)
- Master Adobe Lightroom Fast (1.85 hours)
- Master Adobe Photoshop Elements 13 the Easy Way - 15 Hours (14.82 hours)
- Master Computer Vision OpenCV3 in Python & Machine Learning (6.37 hours)
- Master Computers - From Beginner to Expert in One Week (39.58 hours)
- Master Course in Tableau 10 & 2018 for Business Intelligence (9.10 hours)
- Master Gmail (1.85 hours)
- Master Google Drive (1.65 hours)
- Master Jenkins CI For DevOps and Developers (3.07 hours)
- Master Microsoft PowerShell (2.05 hours)
- Master Object Oriented Design in Java - Homework + Solutions (5.48 hours)
- Master SQL For Data Science (8.98 hours)
- Mastering Ansible (4.78 hours)
- Mastering DNS on Windows Server 2016 (2.98 hours)
- Microsoft SQL Server Reporting Services (SSRS) (4.55 hours)
- Microsoft Windows Server 2016 Training for Beginners (5.90 hours)
- Microsoft Word VBA Macro Programming - Introduction (12.78 hours)
- Mobile App Design In Sketch 3: UX and UI Design From Scratch (15.77 hours)
- Mobile App Design: From Sketches to Interactive Prototypes (1.80 hours)
- Mobile Test Automation: Appium, Cucumber and Ruby (5.87 hours)
- Modern Deep Learning in Python (8.50 hours)
- Modern JavaScript From The Beginning (21.60 hours)
- Modern React with Redux (17.93 hours)
- Natural Language Processing with Deep Learning in Python (10.52 hours)
- Nginx Fundamentals: High Performance Servers from Scratch (3.92 hours)
- Node JS: Advanced Concepts (16.00 hours)
- Node with React: Fullstack Web Development (25.65 hours)
- Node, SQL, & PostgreSQL - Mastering Backend Web Development (4.97 hours)

- Office 365 Administration (Exam 70-346) (6.45 hours)
- OpenStack: Public & Hybrid IaaS Cloud with OpenStack (3.25 hours)
- Outlook 2010 Advanced (4.13 hours)
- Part 1 Foundation Enterprise Architect Certification Trng (7.78 hours)
- Pass the ITIL Foundations Exam (5.85 hours)
- Phonegap & Ludei - Build HTML5 CSS & JS Apps (9.53 hours)
- Photoshop Beginners Mastery: Zero to Hero in Photoshop (2.37 hours)
- Postman: The Complete Guide - REST API Testing (10.77 hours)
- PowerPoint & Camtasia Video Fusion (2.60 hours)
- Practical Deep Learning with Keras and Python (3.38 hours)
- Practice Your First Penetration Test: Kali & Metasploit Lab (2.77 hours)
- Premiere Pro CC for Beginners: Video Editing in Premiere (11.35 hours)
- Pre-Programming: Everything you need to know before you code (6.27 hours)
- Productivity for Mac Users: 10x Your Productivity (1.02 hours)
- Programming Foundations: HTML5 + CSS3 for Entrepreneurs 2018 (5.30 hours)
- Progressive Web Apps (PWA) - The Complete Guide (13.63 hours)
- Python and Django Full Stack Web Developer Bootcamp (31.83 hours)
- Python A-Z: Python for Data Science With Real Exercises! (11.00 hours)
- Python for Beginners: Learn Python Programming (Python 3) (2.42 hours)
- Python for Data Science and Machine Learning Bootcamp (21.38 hours)
- Python for Data Structures, Algorithms, and Interviews! (16.52 hours)
- Python for Finance: Investment Fundamentals & Data Analytics (7.08 hours)
- Python for Financial Analysis and Algorithmic Trading (16.87 hours)
- Python for Network Engineers: Netmiko, NAPALM, pyntc, Telnet (13.00 hours)
- Python for Programmers (5.82 hours)
- Python Programming for Network Engineers: Cisco, Netmiko ++ (4.97 hours)
- Python REST APIs with Flask, Docker, MongoDB, and AWS DevOps (10.30 hours)
- Querying Microsoft SQL Server 2012 - (Exam No. 70-461) (6.42 hours)
- R Programming A-Z: R for Data Science with Real Exercises! (10.50 hours)
- RabbitMQ: The Complete Guide with Software Architecture Applications (1.43 hours)
- React - Mastering Test Driven Development (4.55 hours)
- React 16 - The Complete Guide (incl. React Router 4 & Redux) (31.53 hours)
- React and Flux Web Development for Beginners (10.95 hours)
- React JS - Mastering Redux (4.95 hours)
- React JS, Angular & Vue JS - Quickstart & Comparison (7.83 hours)
- React Native - The Practical Guide (15.22 hours)
- React Native: Advanced Concepts (16.55 hours)
- React, Redux, & Enzyme - Introducing Apps & Tests (8.13 hours)
- Reactive JS: Are you ready for the next big paradigm shift? (5.28 hours)
- Reactive Programming in iOS with RxSwift (3.73 hours)
- Real-World Ethical Hacking: Hands-on Cybersecurity (8.28 hours)
- Record Voice Over Like A Pro - The Complete Guide (5.32 hours)
- REST API Automation testing from scratch-(Rest Assured java) (17.32 hours)
- REST API Design, Development & Management (7.15 hours)
- REST API Testing, Automation using POSTMAN (5.38 hours)
- REST APIs with Flask and Python (15.30 hours)
- Robot Framework Test Automation - Level 1 ( Selenium ) (6.72 hours)
- Ruby and Ruby on Rails Starter (7.58 hours)
- Salesforce Developer Training with real-time project (3.97 hours)
- Salesforce Development & Administration for Beginners (5.20 hours)

- Salesforce for NonProfits & NGOs (2.93 hours)
- Scala and Spark for Big Data and Machine Learning (10.10 hours)
- Scalable programming with Scala and Spark (9.02 hours)
- Selenium WebDriver with C# for Beginners + Live Testing Site (4.45 hours)
- Server Side Rendering with React and Redux (8.20 hours)
- Shell Scripting: Discover How to Automate Command Line Tasks (1.95 hours)
- Sketch from A to Z: Become an App Designer (3.25 hours)
- SOLID Software Architecture: Complete Guide with Coding Examples (1.00 hours)
- Solve 100 Python Exercises to Boost your Python Skills (2.08 hours)
- Spark and Python for Big Data with PySpark (10.57 hours)
- Splunk Admin & Architect: Complete Tutorials + 30 Days Lab (15.92 hours)
- SQL - MySQL for Data Analytics and Business Intelligence (9.30 hours)
- SQL for Beginners: Learn SQL using MySQL and Database Design (7.28 hours)
- SQL for Newbs: Data Analysis for Beginners (3.62 hours)
- SQL Server Essentials in an hour: The SELECT statement (0.98 hours)
- SQL Server High Availability and Disaster Recovery (HA/DR) (12.95 hours)
- Stairway to Scala Applied, Part 1 (5.73 hours)
- SVG & CSS Animation - Using HTML & CSS (1.38 hours)
- System Center Configuration Manager (SCCM) For Beginners (6.52 hours)
- Tableau 10 A-Z: Hands-On Tableau Training for Data Science! (7.47 hours)
- Tableau Expert: Top Visualization Techniques in Tableau 10 (5.60 hours)
- Tableau for Beginners - Get Certified Accelerate Your Career (4.00 hours)
- Taming Big Data with Apache Spark and Python - Hands On! (5.00 hours)
- TCP/IP: The Complete Course (1.92 hours)
- Team workflows in JIRA (1.33 hours)
- TeamCity: continuous integration & DevOps with Java and .NET (2.28 hours)
- Tech Explorations Basic electronics for Arduino Makers (7.63 hours)
- The Absolute Beginners Guide to Information & Cyber Security (3.10 hours)
- the Adobe Lightroom CC + Cloud, Made Easy, Taught by a Pro (9.73 hours)
- The Advanced Web Developer Bootcamp (34.13 hours)
- The basics of GraphQL and Apollo (1.70 hours)
- The Build a SAAS App with Flask Course (9.70 hours)
- The Coding Interview Bootcamp: Algorithms + Data Structures (12.82 hours)
- The Complete Android N Developer Course (31.98 hours)
- The Complete Angular Course: Beginner to Advanced (27.92 hours)
- The Complete App Design Course - UX, UI and Design Thinking (3.03 hours)
- The Complete Cyber Security Course: Hackers Exposed! (11.77 hours)
- The Complete Cyber Security Course: Network Security! (12.35 hours)
- The Complete Elixir and Phoenix Bootcamp (17.32 hours)
- The Complete Ethical Hacker Certification Exam Prep Course (16.18 hours)
- The Complete Flexbox Tutorial: Learn CSS3 Flexbox in 2018 (2.07 hours)
- The Complete front end web developer Bootcamp - 14 projects (19.20 hours)
- The Complete JavaScript Course 2018: Build Real Projects! (26.58 hours)
- The complete JavaScript developer: MEAN stack zero-to-hero (11.57 hours)
- The Complete MySQL Developer Course (9.30 hours)
- The Complete Networking Fundamentals Course. Your CCNA start (54.68 hours)
- The Complete Node.js Developer Course (2nd Edition) (26.55 hours)
- The Complete Oracle SQL Certification Course (9.83 hours)
- The Complete Python & PostgreSQL Developer Course (21.70 hours)
- The Complete React Native and Redux Course (16.62 hours)



- The Complete React Web Developer Course (with Redux) (36.13 hours)
- The Complete Ruby on Rails Developer Course (29.43 hours)
- The Complete Sass & SCSS Course: From Beginner to Advanced (4.02 hours)
- The Complete Splunk Beginner Course (2.83 hours)
- The Complete SQL Bootcamp (8.42 hours)
- The Complete Web Developer Course 2.0 (30.35 hours)
- The Modern JavaScript Bootcamp (2018) (29.58 hours)
- The Python Bible | Everything You Need to Program in Python (9.13 hours)
- The Ultimate Hands-On Hadoop - Tame your Big Data! (14.48 hours)
- The Ultimate MySQL Bootcamp: Go from SQL Beginner to Expert (20.33 hours)
- The Web Developer Bootcamp (42.62 hours)
- Typographic Logos: Typography and Lettering for Logo Design (1.50 hours)
- Typography for Designers & Developers - Don't suck at design (8.85 hours)
- UI Animation using Sketch 3, Principle App, and Flinto (8.73 hours)
- Ultimate Ansible Bootcamp by School of Devops (7.37 hours)
- Ultimate CSS Grid Course: From Beginner to Advanced (2.75 hours)
- Ultimate Web Designer & Developer Course: Build 23 Projects! (31.42 hours)
- Understanding Confluence for users, managers and admins (4.73 hours)
- Understanding Jira for users, managers and admins (11.17 hours)
- Unit Testing and Test Driven Development in Python (2.02 hours)
- User Experience Design Fundamentals (9.98 hours)
- UX & Web Design Master Course: Strategy, Design, Development (23.27 hours)
- UX Design & User Experience Design Course for Beginners (2.47 hours)
- UX Research for Apps: User-centric from Concept to Launch (2.95 hours)
- UX Strategy Fundamentals (2.45 hours)
- Vagrant Quick Start: Virtualized Development Environments (1.98 hours)
- Vagrant Up! Comprehensive development system automation (4.35 hours)
- Vim Masterclass (6.43 hours)
- Vue JS 2 - The Complete Guide (incl. Vue Router & Vuex) (19.02 hours)
- Web Accessibility: Learn Best Practices, Tools & Techniques (2.27 hours)
- Web Application Security for Absolute Beginners (no coding!) (0.98 hours)
- Webpack 2: The Complete Developer's Guide (5.52 hours)
- Website Design With Squarespace - No Coding Required (4.40 hours)
- Windows Server 2016 Administration with Lab Access (8.75 hours)

### **CONTINUOUS IMPROVEMENT**

- 7 tips for new leaders - avoiding common mistakes (0.67 hours)
- Acumen Presents: Seth Godin's Leadership Workshop (0.65 hours)
- Avoiding Common Mistakes New Managers Make (1.33 hours)
- Business Leadership and Management in The First 100 Days (1.05 hours)
- Coaching Leaders for Continuous Improvement (4.37 hours)
- Conscious Business: Building Collaborative & Engaged Teams (1.13 hours)
- Culture | How to Build Collaborative and Focused Teams (0.62 hours)
- Culture | How to Make Team Decisions (0.30 hours)
- Culture | How to Manage Team Conflict (0.42 hours)
- Day-to-Day Leadership that Gets Results (1.67 hours)
- Effective Delegation (1.40 hours)
- Form Your Virtual Team & Lead Your Virtual Team (0.47 hours)
- How to Use Leadership Styles Effectively: Matched Leadership (1.28 hours)
- Leadership & Likability - Striking the Right Balance (0.73 hours)

- Leadership Skills - Leading Teams to High Performance (13.95 hours)
- Leadership Styles that Succeed Thru the Corporate Life Cycle (3.20 hours)
- Leadership: Growth Mindset for Leadership and Organizations (3.65 hours)
- Leadership: New Manager Training for Technical Professionals (5.30 hours)
- Leadership: Practical Leadership Skills (2.67 hours)
- Leading Effective 1-on-1 Meetings: Win loyalty and retention (0.77 hours)
- Leading Global Virtual Teams (1.00 hours)
- Lean Leadership, Lean Culture & Change Management (6.68 hours)
- Lean Management: Reduce waste and boost efficiency (0.80 hours)
- Management Skills - Team Leadership Skills Masterclass 2018 (19.08 hours)
- Essential Skills for the New Manager (10.92 hours)
- Managing Change Fundamentals: The People Side (1.62 hours)
- The Basics and More of Being a Great Leader (4.38 hours)
- Roadmap to Leadership (1.32 hours)
- The Science of Leadership (3.12 hours)
- Understanding Personality Types at Work (0.87 hours)
- 21 Day Crash Course in Emotional Intelligence (2.88 hours)
- A Mini Course on Time Management (0.60 hours)
- Agile Principles: Understanding Agile at a Deeper Level (3/7 (4.32 hours)
- Agile Retrospective: Continuous Improvement+Kaizen with Scrum (1.37 hours)
- Influential Management Training (1.58 hours)
- Be Approachable & Coach as a Manager (0.37 hours)
- Beginning Project Management: Project Management Level One (3.32 hours)
- Best Practices in Document Management (1.25 hours)
- Building Influence at Work (1.03 hours)
- Business Analyst: Project Management Techniques and Tools (5.22 hours)
- Business Strategy Execution: The Agile/Lean Way (11.13 hours)
- Change Management (0.25 hours)
- Change Management 101 for Human Resources (0.97 hours)
- Change Management Training: Master the Change Process! (2.05 hours)
- Conduct Behavioral Interviews & Be a Great Mentor (0.45 hours)
- Connecting Globally When Leading Change (1.02 hours)
- Consulting Approach to Problem Solving (1.43 hours)
- Cooper Crash Course: Design Thinking in 3 Steps (1.58 hours)
- Creating a Mindset for Change (1.52 hours)
- Creating a Vision for Leading Global Change at Your Company (0.90 hours)
- Creative Training Techniques to Drive High Impact Learning! (0.70 hours)
- Culture | How to be a Great Coach (0.38 hours)
- Culture | How to Motivate your Team (0.57 hours)
- Decision Making: Solve Problems with Emotional Intelligence (1.90 hours)
- Deeply Practical Project Management (Earn 16 PDUs) (9.08 hours)
- Deliver Your Project & Master Project Management (0.53 hours)
- Design Thinking + Entrepreneurship: My 8-Step Launch Program (7.10 hours)
- Developing Emotional Intelligence in Teams (1.50 hours)
- Effectively Managing Employee Performance (1.65 hours)
- Grow Excellent Performance By Building A Learning Culture (0.60 hours)
- How to Be a Goal Crusher: Attaining Success in the Workplace (0.58 hours)
- How to Pull Off Major Organization Development (OD) changes (1.15 hours)
- How To Train Your People - Management Skills Human Resources (2.03 hours)
- Instructional Design for Corporate Learning and Development (2.33 hours)

- Introduction to Agile Project Management (Course #4 of 7) (5.08 hours)
- Introduction to PgMP® Certification (1 PDU) (0.60 hours)
- Leading Effective Meetings (0.97 hours)
- Learn the Truth About Agile versus Waterfall (Course 1 of 7) (0.83 hours)
- Management Skills: Productivity, Leadership, Strategy + More (7.40 hours)
- Mastering Agile Scrum Project Management (14.53 hours)
- Motivation: The Science of Motivating Yourself and Your Team (4.02 hours)
- Organizational Culture Change Training - Management Skills (2.42 hours)
- PMI-ACP Agile Certified Exam Prep - PMI REP 21 PDUs (10.23 hours)
- PMP EXAM PREP-Project Management Professional FULL TRAINING (14.52 hours)
- Problem-Solving Made Easy (2.00 hours)
- Process Mapping: The Practical Guide to Process Flowcharts (3.63 hours)
- Project Management Fundamentals for Professionals (7.60 hours)
- Project Management Fundamentals: Run projects effectively (0.80 hours)
- Project Management Professional : the PMP in Four Weeks (6.58 hours)
- Project Management: Simple Software Project Management (1.67 hours)
- R, ggplot, and Simple Linear Regression (2.22 hours)
- Six Sigma White Belt (0.77 hours)
- Storytelling to Influence (0.78 hours)
- The Agile Samurai Bootcamp (3.10 hours)
- The Neuroscience of Reframing & How to Do It (2.45 hours)
- The People Side of Change Management (1.07 hours)
- Time and Task Management: Time Management Techniques (1.92 hours)
- Time Management Secrets For Busy People (2.12 hours)
- Understanding Cultural Implications When Leading Change (1.07 hours)
- Understanding Performance Management as an HR Professional (1.28 hours)
- World-Class HR: 21st Century Talent Management (1.87 hours)

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



**Retrainee – Job Creation  
Training Proposal for:  
Tustin ABA Services For Kids, LLC  
Agreement Number: ET19-0306**

**Panel Meeting of:** October 26, 2018

**ETP Regional Office:** San Diego

**Analyst:** C. Clady

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SET Medical Skills Training	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 90	U.S.: 90	Worldwide: 90
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>Total ETP Funding</b>
\$102,960

<b>In-Kind Contribution: (100% of Total ETP Funding Required)</b>
\$124,388

**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	Computer Skills, Cont. Imp., MS-Didactic, MS-Preceptor	61	8-200	0	\$1,560	\$22.77
				Weighted Avg: 60			
2	Job Creation Priority Rate Retrainee Medical Skills	Computer Skills, Cont. Imp., MS-Didactic, MS-Preceptor	5	8-200	0	\$1,560	*\$14.58
				Weighted Avg: 60			

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

**Minimum Wage by County:** Job Number 1 (SET/Priority Industry): \$22.77 per hour  
Job Number 2 (Job Creation): \$14.58 per hour in Orange County

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

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

Up to \$2.50 per hour may be used to meet the Post- Retention Wage in Job Number 1

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Case Manager/Counselor		23
Therapist		33
Administrative Staff		5
<b>Job Number 2</b>		
Case Manager/Counselor		1
Therapist		3
Administrative Staff		1

**INTRODUCTION**

Founded in 2011 and located in Tustin, Tustin ABA Services for Kids, LLC (Tustin ABA) ([www.taskids.com](http://www.taskids.com)) provides applied behavior analysis, speech therapy and occupational therapy services to individuals with autism, developmental disabilities and related language delays. The Company is a group of professionals consisting of Board Certified Behavior Analysts, Behavioral Therapists, Speech Language Pathologists, and Occupational Therapists who provide these

services in clinics, schools, homes and community settings. Tustin ABA works with over 15 different insurance companies and the Regional Center of Orange County (RCOC). This is Tustin ABA's first ETP Agreement.

## **PROJECT DETAILS**

Autism treatment is a rapidly growing and changing field, requiring employees to keep current with cutting edge treatment methods, and changing industry standards set by the Board of Applied Behavior Analysis is an on-going endeavor. Respectively, Tustin ABA must ensure all staff are supported, trained, and supervised to meet patient needs.

Currently, there is no licensing requirement for Autism Behavioral Therapists, however, it is expected that in the future, funding sources, such as insurance providers, will require some type of healthcare credential/license from services providers. To provide it's Therapists with the additional skills and knowledge to prepare them for future licensed professionals, Tustin ABA proposes to provide mental health skills (Medical Skills) training associated with the types of services they provide their patients.

The industry is also moving from hard copy data management to electronic. An effective treatment plan requires on-going assessment, data collection, treatment notes, scheduling and billing. All staff must be training in the Company's new electronic system.

### **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Tustin ABA is expanding existing business capacity by adding newly- hired employees. Training for newly-hired employees will be subject to a lower post-retention wage. 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.

Respectively, Tustin ABA is experiencing increased demand for therapeutic services due to children diagnosed with Autism. To meet this demand the Company will hire five new employees (Job Number 2), 1 Case Manager, 3 Therapists, and 1 Administration Staff. The Company represents that the date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. The Company also represents that these trainees will be hired.

### **Training Plan**

Training will assist the Company provide successful treatment outcomes during early intervention to prevent significant long-term care challenges for families and healthcare providers.

**Computer Skills:** Administrative Staff and Supervisors will be trained in Electron Medical Records, MS Office Suite (Word, Excel and PowerPoint) and Medical Billing.

**Continuous Improvement:** Training will be offered to all occupations in Problem Solving, Quality Improvement and Team Building.

### **Medical Skills Training (Didactic and Clinical with Preceptor)**

Case Managers/Counselors and Therapists will participate in clinical skills training. All trainees will utilize one or both didactic and clinical with preceptor training methodologies as it pertains to their job function. Medical Skills training is necessary to effectively work with patients and parents.

Didactic training will be provided in conjunction with Clinical with Preceptor training. Training will allow trainees to better understand clinical processes and prepare them to work with individuals with autism.

### **Special Employment Training**

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

For trainees employed in a priority industry, the Panel may modify the SET wage up to 25% below the statewide average hourly wage from \$30.36 to \$22.77. The Company is requesting this modification to train entry-level healthcare retrainees in lower wage occupations (Therapist and Case Manager) to provide opportunities for promotion, wage increase and long-term job security.

### **Commitment to Training**

The Company's annual training budget is \$115,500 and includes sexual harassment prevention, new hire orientation, diversity training and general safety training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

The Chief Operating Officer will oversee project administration. The Chief Financial Officer will coordinate project management and training. Tustin ABA has retained an administrative subcontractor to assist with administrative duties. Training will be delivered by in-house instructors (Clinical Managers, Supervisors) and vendors as needed.

### **Impact/Outcome**

ETP funding will assist the Company's efforts to strengthen training curricula and train staff to increase their skills to effectively care for clients and meet board certifications. Funding will also assist in hiring and training of novice Therapists for long-term employment.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

Training Funding Source in Seal Beach assisted with development for a flat fee of \$4,900.

### **ADMINISTRATIVE SERVICES**

Training Funding Sources 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 - DIDACTIC**

- Autism Spectrum Disorders
- Assessment
- Behavior Management
- Case Management
- Crisis Intervention
- Client Education
- Communication Skills
- Community Resources
- Counseling Skills
- Cultural Awareness
- Customer Relations
- Data Collection
- Documentation
- Evidence-Based Treatment Strategies
- Insurance
- Family Effects and Intervention
- Parent Consultation
- Positive Behavior Supports
- Privacy Guidelines
- Psychopharmacology
- Therapist Skills

#### **MEDICAL SKILLS - PRECEPTOR** (Ratio 1:10)

- Therapist Skills

#### **COMPUTER SKILLS**

- Electronic Medical Records Applications
- MS Office Suite (Word, Excel, PowerPoint)
- Medical Billing

#### **CONTINUOUS IMPROVEMENT**

- Problem Solving
- Quality Improvement
- Team Building

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





**RETRAINEE - JOB CREATION**

**Training Proposal for:**

**Vellutini Corporation dba Royal Electric Company**

**Agreement Number: ET19-0293**

**Panel Meeting of:** October 26, 2018

**ETP Regional Office:** Sacramento

**Analyst:** D. Jordan

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative HUA	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Sacramento	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Northern California District Council of Laborers		
Number of Employees in:	CA: 230	U.S.: 230	Worldwide: 230
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	7%		

**FUNDING DETAIL**

<b>Total ETP Funding</b>
\$198,978

<b>In-Kind Contribution: (100% of Total ETP Funding Required)</b>
\$515,480

**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, Hazmat, OSHA 10/30	224	8-200	0	\$676	\$16.80
				Weighted Avg: 26			
2	Job Creation Priority Rate	Business Skills, Comm'l. Skills, Computer Skills, Hazmat, OSHA 10/30	59	8-200	0	\$806	\$14.00*
				Weighted Avg: 31			

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

**Minimum Wage by County:** Job Number 1: \$16.80 per hour in Sacramento County  
Job Number 2 (Job Creation): \$14.00 per hour in 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 \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Administrative Staff		22
Electricians		102
Laborers		63
Mechanics		7
Project Managers		30
<b>Job Number 2</b>		
Administrative Staff		5
Electricians		30
Laborers		15
Mechanics		2
Project Managers		7

## **INTRODUCTION**

Founded in 1977 and located in Sacramento, Vellutini Corporation dba Royal Electric Company (Royal Electric) ([www.royalelect.com](http://www.royalelect.com)) is an electrical contractor that specializes in Commercial-Industrial, Design and Build Projects, and Airports and Airfield Lighting projects. Customers include airports, multifamily housing, high schools, gaming casinos and manufacturing facilities. All training will take place at Royal Electric's location in Sacramento. This is Royal Electric's first ETP funded Agreement.

### **Veterans Program**

Royal Electric actively recruits Veterans and participates in Veteran job fairs to recruit Electricians. However, there is not a Veterans component in this project.

### **Union Support**

Laborers are represented by the Northern California District Council of Laborers. A letter of support has been submitted.

### **Retrainee - Job Creation**

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

Royal Electric has seen an increase in demand for its services, which has led to significant growth in recent years. The Company must upgrade staff skills to meet this demand. Many workers come to Royal Electric with little or no experience and must train in LEAN Construction, Project Management, and Electrical Processes/Techniques to increase worker knowledge, project efficiency and work quality.

Royal Electric has invested in software to assist in sales processes, bidding/estimating, project management and finances. Training will ensure staff has the tools to maintain a growing workload. Training will also help establish a career path for each trainee, enabling trainees to.

The Company has committed to hiring 59 trainees (Job Number 2) to meet business needs. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

## **PROJECT DETAILS**

### **Training Plan**

Training will be delivered via Class/Lab in the following:

**Business Skills:** Training will be delivered to all occupations and focus on Customer Service, Leadership Skills, Sales Skills and Key Performance Indicators. Training topics will assist the Company provide excellent service and remain competitive.

**Commercial Skills:** Training will be delivered to all occupations except Administrative Staff. Training topics include Lift Operations, Building Code Updates, LEAN Construction and Electrical Processes/Techniques.

**Computer Skills:** Training will be delivered to all occupations except Mechanics. Training will focus on new computer programs that assist with project management and bidding/estimating.

Training topics include Heavy Construction Service Specialists HeavyJob, Viewpoint Spectrum and AutoCAD Building Information Modeling.

**Hazardous Materials:** Training will be delivered to all occupations except Administrative Staff and focus on cleaning/handling and waste disposal.

### **Certified Safety Training**

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

### **High Unemployment Area**

All trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company’s location in Sacramento County is in an HUA. The Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. However, Royal Electric is not requesting a wage modification.

### **Commitment to Training**

Royal Electric’s annual training budget is approximately \$500,000 for safety, foreman training and employee improvement. The Company is committed to improving facility efficiencies and knowledge for all team members. 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

Royal Electric has a structured training plan in place. The HR Manager will oversee project administration with two HR staff members assigned to handle training rosters and tracking performance. Propel Consulting Group will assist with administrative duties. Training will be delivered by in-house experts and vendors as needed.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

Propel Consulting Group in El Dorado Hills assisted with development for a flat fee of \$10,000.

### **ADMINISTRATIVE SERVICES**

Propel Consulting Group 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**

- Business Practices
- Customer Service
- Communication Skills
- Financial Management
- Key Performance Indicators
- Leadership Skills
- Outward Mindset
- Project Management
- Problem Solving & Decision Making
- Sales Skills

**COMMERCIAL SKILLS**

- Building Code Updates
- Electrical Processes/Techniques
- Electrical Math
- Foreman Training
- Forklift Operation
- Lift Operations
- LEAN Construction
- Lockout/Tagout
- Mechanical Repair
- Project Scheduling
- Site Set-Up/Clean-Up
- Tool Operation
- Traffic Control

**COMPUTER SKILLS**

- AutoCAD Building Information Modeling
- BirdDog Enterprise
- Heavy Construction System Specialists HeavyJob
- Mobile Devices
- MS Office Suite (Intermediate/Advanced)
- PlanGrid
- Viewpoint Spectrum

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

- OSHA 10
- OSHA 30

**HAZARDOUS MATERIALS**

- Cleaning/Handling
- Waste Disposal

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.



## Northern California Laborers Joint Apprenticeship Training Committee

1001 Westside Drive, San Ramon, CA 94583-4098

(925) 828-2513 • (925) 828-6142 Fax

September 18, 2018

Employment Training Panel  
1100 J St. #4  
Sacramento, CA 95814

RE: Vellutini Corporation – ETP Training Program

Dear Sir or Madam:

Northern California District Council of Laborers are ardent supporters of employee training and recognize the importance and crucial role that the ETP Training Program plays in the development of our members.

We support Vellutini Corporation's in its efforts to secure funding for this training. Specifically, the training done with our members who are Laborers throughout Northern California provides them with the knowledge and skills necessary to compete in the current business environment.

Should you have any questions, please call me at (925) 580-8196.

Sincerely,

Jeff Armstrong  
Director of Apprenticeship  
Nor Cal Laborers JATC



**Training Proposal for:**  
**AHMC Healthcare, Inc. dba Monterey Park Hospital**

**Agreement Number: ET19-0291**

**Panel Meeting of:** October 26, 2018

**ETP Regional Office:** North Hollywood

**Analyst:** M. Webb

**PROJECT PROFILE**

Contract Attributes:	Retrainee Medical Skills Training Priority Rate SET	Industry Sector(s):	Other (J) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No SEIU United Healthcare Workers-West		
Number of Employees in:	CA: 360	U.S.: 360	Worldwide: 360
<u>Turnover Rate:</u>	13%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>Total ETP Funding</b>
\$385,320

<b>In-Kind Contribution: (100% of Total ETP Funding Required)</b>
\$348,000



**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate Medical Skills Training SET	Computer Skills, Cont. Improvement, MS-Didactic, MS-Preceptor	285	8-200	0	\$1,352	\$22.77
				Weighted Avg: 52			

**Minimum Wage by County:** \$22.77 per hour for the Statewide Average 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 \$2.50 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Registered Nurse		153
Licensed Vocational Nurse		32
Technician		27
Respiratory Therapist		6
Certified Nurse Assistant		7
Laboratory Assistant		4
CLS-Lab Staff		4
Admitting Representative		4
Administrative Support (Non-Clinical)		31
Administrative Support (Clinical)		17

**INTRODUCTION**

Founded in 1972, AHMC Healthcare, Inc. dba Monterey Park Hospital (MPH) is a general medical/surgical hospital located in Monterey Park, CA. The hospital provides in/out patient care, sub-acute, and emergency medical services. This will be MPH’s third ETP Agreement, the third in the last five years.

Healthcare has continued to advance in practice, provision of care, and technology. As a result, employees must remain current on medical care and skill set to sustain and provide high quality healthcare services. New regulation calls for medical providers to improve patient safety and utilize electronic medical recordkeeping systems for proper documentation. Training will improve

employee knowledge and skills, as well as ensure compliance with the Joint Commission Accreditation Healthcare Organization.

Under the prior ETP Agreement, MPH provided training on core measures and new regulations. Training in these areas will continue to fully implement new standards and make improvements to processes. Trainees who were not trained under the prior Agreement will participate in this new training proposal.

### **Veterans Program**

MPH employs Veterans at its hospital although they do not actively recruit exclusively for veterans.

### **Union Support**

A letter of support has been provided by the SEIU Local 121RN.

### **PROJECT DETAILS**

The average patient census for MPH has steadily increased requiring the hospital to improve employee skills, and meet the need for healthcare personnel (nursing and ancillary departments). To ensure MPH is providing quality healthcare, the hospital participates in Leapfrog, a hospital safety grade survey that allows consumers to compare hospital care and services. Critical information is provided to the public to document patient experience, hospital errors, injuries, or harm while receiving care from MPH. In addition, a patient satisfaction Score is provided via the Hospital Consumer Assessment of Healthcare Providers and System (HCAHPS). MPH is scheduled for a survey to be conducted by the Joint Commission in 2019. Training will help ensure staff obtains skills to meet Joint Commissions requirements.

To ensure patients have a satisfactory experience, MPH has developed a training plan to improve employee skills, implement new workplace safety measures, and improve patients overall experience. Curriculum will focus on: Antibiotic Stewardship (proper use of antibiotics), Medication Safety, Healthcare-Associated Infections, and Maternity Care. Training will be delivered by in-house instructors.

### **Training Plan**

**Computer Skills:** Training will be offered to all occupations to improve staff's ability to properly document medical care and utilize internal computer software programs.

**Continuous Improvement:** Training will be offered to all occupations to improve employee skills and implement updated techniques and procedures that will increase competence. Courses will include Critical Thinking Skills, Time Management Skills, and CORE Measures.

**Medical Skills Didactic:** Training will be offered to 285 medical staff workers to ensure MPH provides quality healthcare services to patients. Training will also teach staff new skills and up-to-date methods in pain management, patient safety, and rapid response skills.

**Medical Skills Preceptor:** Training will be offered to 285 medical staff workers to ensure MPH provides quality healthcare services to patients. Trainees will receive hands-on training to ensure nursing staff is capable of providing medical care to patients.

## Commitment to Training

MPH will continue to provide medical skills training, certification courses, leadership, and all other state mandated training to staff. Training is both company-wide and job-specific.

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 will oversee and coordinate all training at the single Monterey Park location. In addition, the Company has hired Training Funding Source (TFS) to provide Administrative Services.

## Special Employment Training

Under SET, the participating employer is not required to demonstrate out-of-state competition. Trainees must be earning at least the statewide average hourly wage at the end of the retention period. These trainees may meet the ETP Minimum Wage rather than the Statewide Average Hourly Wage. The Panel may modify the ETP Minimum Wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages, from \$30.36 per hour to \$22.77 per hour.

## RECOMMENDATION

Staff recommends approval of this proposal.

## ACTIVE PROJECTS

The following table summarizes Contractor's performance under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET17-0261	\$186,680	10/31/16-10/30/18	314	314	314

Based on ETP Systems, 15,301 reimbursable hours have been tracked for potential earnings of \$186,680 (100% of approved amount). All training has been completed for this project and final earnings of \$186,680 are currently being reviewed by ETP Fiscal Unit.

## PRIOR PROJECTS

The following table summarizes Contractor's performance under an ETP Agreement that was 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**

MPH retained Training Funding Source (TFS) in Seal Beach to assist with development of this proposal for a flat fee of \$9,500.

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

N/A

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

8-200

Trainees may receive any of the following:

**MEDICAL SKILLS TRAINING – CLINICAL PRECEPTOR**

- **Emergency Department Training**
  - Emergency Room Nursing Skills
  - Emergency Care of the Burn Patient
  - OB Trauma
  - Trauma Nursing Skills
  - Triage Nursing Skills
  - Care of Pediatric patients
  - 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 & 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 if the Neurosurgical Patient
  - Intravenous (IV) Therapy
  - Oncology Nursing Skills
- **Sterilization Process Unit Training**
  - Disinfection and Sterilization Process Skill
  - Instruments Care
  - Infection Control
- **Laboratory Unit Training**
  - Laboratory Technician Skill
  - Phlebotomy Skill
  - Reference Laboratory Process
  - Laboratory Instruments

- Transfusion Medicine
- **Respiratory Unit Training**
  - Respiratory Treatment Skill
  - Respiratory Technician Skill
  - Phlebotomy Skill
- **Radiology Unit Training**
  - X-Ray Technician Skill
  - CT Scan Technician Skill
  - Ultrasound Technician Skill
  - MRI Technician Skill

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

- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Behavioral Health Nursing Skills
- Basic Life Support (BLS)
- Blood/Body Fluid Exposure Control Plan
- Body Mechanics
- Breast Feeding
- 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
- Disaster Preparation
- 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
- InterQual Criteria Training
- Intra-Cranial Pressure Monitoring & Ventriculostomy

- Intravenous (IV) Insertion & Therapy
- JACHO
- Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Laboratory Result Interpretation
- Leapfrog
- Management of the Renal Transplant Surgical Patient
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Medication Safety
- Moderate Sedation
- Neonatal Resuscitation Provider (NRP)
- New Graduate Nursing Skills
- Nurse Orientation Training (Clinical)
- Nursing Diagnosis Skills
- Nursing Process Skills
- OB Trauma
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Discharge Planning
- Patient Fall Prevention
- Patient Re-Admission Prevention
- Patient Safety
- Patient Transition of Care
- Pediatric Advanced Life Support (PALS)
- Peri-operative Nursing Skills
- PICC Line Insertion & Removal
- 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)
- TeamSTEPPS
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN) and Peripheral Parenteral Nutrition (PPN)
- 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
- Chinese (Mandarin) for Healthcare Personnel
- Communications Skills
- Conflict Resolution Skills
- CORE Measures
  - Annual Competency Skills Fair
- Crisis Prevention Intervention (CPI)
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Service Skills
- Documentation Skills
- Environmental Safety
- Hospital Consumer Assessment of Healthcare Providers & System (HCAHPS) Improve Patient Satisfaction
- Mental Health for Employees
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Patient Information Privacy
- Preceptor Skills (train-the-trainer)
- Performance and Quality Improvement and Procedures Skills
- Social Media
- Stress Management
- Teach Back Technique
- Team Building Skills
- Utilization Review

**COMPUTER SKILLS**

- Microsoft Office/Excel Skills (Intermediate and Advanced)
- Patient Billing and Accounts Receivable (PBAR) tracking Skills
- CPSI/Evident EMR Thrive UX Applications
- Electronic Medical Records Application Skills
- OBIX Perinatal Data System Training
- Mortara EKG
- Vital Sign Interface
- Digital Image upload to EMR

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



August 23, 2018

Gretchen Lindeman  
Human Resources  
900 S. Atlantic Blvd,  
Monterey Park, Ca 91754

**GAYLE BATISTE, RN**  
President

**JEANNIE KING, RN**  
Vice-President

**Lorraine Myrick, RN**  
Secretary-Treasurer

**SUSAN B. WEINSTEIN, RN**  
Executive Director

**Re: Union Support for ETP Funding  
Facility: Monterey Park Hospital**

Dear Gretchen,

This letter will confirm support by SEIU Local 121RN for Monterey Park Hospital proposed training to be submitted to the Employment Training Panel.

Sincerely,

A handwritten signature in black ink that reads "JoAnn Valdez". The signature is written in a cursive, flowing style.

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

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



**FIGHT FOR SAFE STAFFING AND QUALITY PATIENT CARE**



**RETRAINEE - JOB CREATION**

**Training Proposal for:**

**Consolidated Disposal Service, LLC dba  
Republic Services, Inc.**

**Agreement Number: ET19-0296**

**Panel Meeting of:** October 26, 2018

**ETP Regional Office:** North Hollywood

**Analyst:** M. Reeves

**PROJECT PROFILE**

Contract Attributes:	Retrainee Job Creation Initiative	Industry Sector(s):	Services (G)  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Los Angeles, Orange, San Bernardino, Imperial, San Diego	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Teamsters Local Union No. 396, Package and General Utility Drivers		
Number of Employees in:	CA: 3,902	U.S.: 30,000	Worldwide: 30,000
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	16%		

**FUNDING DETAIL**

<b>Total ETP Funding</b>
\$341,700

<b>In-Kind Contribution: (100% of Total ETP Funding Required)</b>
\$441,000

**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, Cont. Imp., HazMat, Hazwoper, Mgmt. Skills, OSHA 10/30	900	8-200	0	\$345	\$16.70
				Weighted Avg: 15			
2	Retrainee Job Creation	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., HazMat, Hazwoper, OSHA 10/30	60	8-200	0	\$520	*\$13.66
				Weighted Avg: 20			

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

**Minimum Wage by County:** Job Number 1: \$17.54 per hour for Los Angeles County; \$17.50 per hour for Orange County; \$17.03 per hour for San Diego County; and \$16.70 per hour for Imperial and San Bernardino counties.  
 Job Number 2 (Job Creation): \$14.62 per hour for Los Angeles County; \$14.58 per hour for Orange County; \$14.19 per hour for San Diego County; and \$13.66 per hour for Imperial and San Bernardino counties.

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

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Up to \$2.50 per hour (Job Number 1) and \$1.62 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
<b>Job Number 1</b>		
Driver		200
Technician		100
Sales Staff		100
Customer Service Staff		50
Helper/Sorter		100
Maintenance Staff		100
Welder		100
Supervisor/Manager		150

<b>Job Number 2 (Job Creation)</b>		
Helper/Sorter		30
Driver		30

## **INTRODUCTION**

Founded in 1998 and headquartered in Phoenix, AZ, Consolidated Disposal Service, LLC dba Republic Services, Inc. (Republic) ([www.republicservices.com](http://www.republicservices.com)) provides solid waste collection, recycling and disposal services. The Company serves customers across the US and Puerto Rico. Customers include residential and commercial clients including single and multi-family unit residences, small businesses, healthcare facilities, retail establishments and construction sites. The training outlined in this proposal will be provided to employees at 25 California locations across Los Angeles, Orange, San Bernardino, Imperial and San Diego counties.

### **Union Support**

Teamsters Local Union No. 396 has provided a letter of support for the training of its union members.

## **PROJECT DETAILS**

This will be Republic's third ETP Agreement, and the third in the past five years. Previous training supported Republic's rebranding strategy to become a more customer-oriented organization. In addition, training focused on the Company's ongoing fleet automation from rear-load vehicles to side and front-end loaders. The proposed training continues to support the Company's technology advancements in new areas such as recycling and organics services, in the advancement of Republic's overall waste disposal/recycling processes, GPS tracking and paperless environment conversion. Some curriculum topics are repeated from the prior agreement; however, course content has been updated and there will be no duplication of training.

### **Need for Training**

Republic has identified the following business changes driving the need for training:

- The Company recently secured a large contract with the City of Los Angeles that requires new routes and additional personnel. Extensive training is necessary to ensure optimal service quality and safe operation of equipment.
- New industry regulations require zero waste. Training is needed to equip workers with the knowledge to help customers eliminate waste through the efficient reuse of resources.
- The Company introduced a new organic line to help customers manage their household organic materials.
- Republic is transitioning to a paperless environment. The Company has invested in a new database system and innovative business software solutions to improve operational efficiency.
- The Company has secured several new municipal contracts, further increasing market share in the region.

## Retrainee - Job Creation

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

Republic will hire 60 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.

Republic's newly secured contract with the City of Los Angeles requires the hiring of 30 more drivers. The Company is also expanding its existing business capacity and will be adding at least 30 sorters/helpers for its new zero waste and organic line initiatives.

## Training Plan

**Business Skills:** Training will be offered to all occupations and focus on communication skills, customer service, paperless environment, and sales fundamentals.

**Commercial Skills:** Training will be offered to Drivers, Technicians, Welders, Helpers/Sorters and Supervisors. Training will cover industry-specific waste disposal and recycling skills, as well as vehicle/truck operation and maintenance, zero waste and organic line training.

**Computer Skills:** Training will be offered to Supervisors/Managers, Customer Service and Sales Staff. Training will focus on sales and client management systems.

**Continuous Improvement:** Training will be offered to all occupations and focus on process improvements, maintaining a safe working environment, and leadership skills to enhance productivity.

**Hazardous Materials:** Training will be offered to Drivers, Technicians, Welders, Helpers/Sorters and Supervisors/Managers. Trainees will learn how to properly handle, transport, and dispose of hazardous materials and waste.

**Management Skills:** Training will be offered to Supervisors and Managers. Training will focus on the leadership, coaching, decision-making, and teambuilding skills necessary to become more effective leaders.

## Certified Safety Training

1. OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. 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**

Republic spends approximately \$1.5 million annually on training at its California facilities. Training includes new employee onboarding, defensive driving, regulatory topics and annual refresher courses. Safety training is provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

The Area Human Resources Manager will oversee project administration. Additionally, a project committee, including various department heads, will serve as a cross-functional team to handle training coordination, scheduling, and tracking/reporting across all participating locations. The Company has also retained an experienced administrative consultant to assist with administrative duties. Training will take place at Republic locations throughout Southern California, and will be delivered by in-house experts and vendors as needed.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **PRIOR PROJECTS**

The following table summarizes the Republic's performance under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
ET16-0454	Various	06/01/16 – 05/31/18	\$454,560	\$341,040	(75%)
ET14-0134	Various	09/03/13 – 09/02/15	\$584,600	\$247,641	(42%)*

\*ET14-0134: During the term of this Agreement, the Human Resources Manager, solely responsible for project administration, resigned. The Company was not able to expeditiously replace this person, and provision of training suffered. Subsequently, the Company formed an internal committee to support training and ensure that the success of training not be dependent on one person.

## **DEVELOPMENT SERVICES**

Judith's Training Services (JTS) in Los Angeles assisted with development for a flat fee of \$25,360.

## **ADMINISTRATIVE SERVICES**

JTS will also perform administrative services for a fee not to exceed 10% of payment earned.

## **TRAINING VENDORS**

To Be Determined

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

8 – 200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Customer Service: Branding, Experience, Satisfaction, Requests
- Employee Data Base System
- Paperless System Training
- Communication Skills
- Sales Fundamentals
- Priority-Based Selling

**COMMERCIAL SKILLS**

- Vehicle Operation: Side Loaders, Front-End Loaders, Roll-Off Vehicles
- Zero Waste Training
- Organic Line Training
- Absolute Standard Training
- Vehicle Maintenance, Equipment & Repair
- Compressed Natural Gas Technology & Equipment
- Drive Trains
- Brakes & Hydraulics Systems
- Suspension & Steering
- Electrical & Electronic Systems
- Heating, Ventilation & Air Conditioning
- Welding
- General Vehicle Knowledge: Controls, Gears, Brakes, Driving, Inspection
- Air Brakes Systems
- Pre-Trip Inspection
- Confined Spaces
- Lockout/Tagout
- Field Operation Development
- Preventive Maintenance
- AB341 Guidelines and Updates – Recycling
- 18ab186 – Organic Food Recycling
- Water Storm Diversion and Testing
- Forklift Skills

**COMPUTER SKILLS**

- Info Pro Database AS 400
- Customer Relationship Management Systems
- Capture – Sales Customer Price Quote Per Yard

**CONTINUOUS IMPROVEMENT**

- Product Knowledge
- The Republic Way – One Way of Doing Things Across Divisions
- Focus 6 – Maintain Safety
- One Fleet Huddle – Process Improvement
- Leadership Skills



**HAZARDOUS MATERIALS**

- Handling Hazardous Materials
- Accident & Spill Prevention/Remedy

**HAZWOPER**

- HAZWOPER

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

- Leadership Fundamentals
- Teambuilding
- Coaching
- Decision Making
- Negotiating
- Strategy

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

- OSHA 10
- OSHA 30

Safety Training cannot exceed 10% of total training hours per trainee, excluding Hazmat, OSHA 10/30 and HAZWOPER.

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



# Teamsters Local Union No. 396

## Package and General Utility Drivers

*Affiliated with the*

INTERNATIONAL BROTHERHOOD OF TEAMSTERS

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Ms. Georgina Santelises  
Senior Area Human Resources Manager  
Republic Services Inc, Los Angeles Area  
12949 Telegraph Road  
Santa Fe Springs, CA 90670

August 3, 2018

**Re: ETP Funding**

Dear Ms. Santelises,

During our recent conversation, you mentioned the opportunity Republic Services had to receive funding to train its employees in the Los Angeles area. As you recall you explained the Employment Training Panel program and how it would benefit workers.

As the President of Teamsters Local 396, I know that Republic Services has always worked with the Local Union to improve the quality of its workplace and to provide its workers with good contracts that provide fair wages, pension and good health and welfare benefits.

Republic is active in the Los Angeles Community and is a good employer. I support the goals of the ETP program and I support Republic Services opportunity to receiving funding from the organization to train its employees.

Please accept this letter as Teamsters Local 396's support and endorsement for Republic Services application to receive funding from ETP to train Republic Services Employees.

If you have any questions or concerns, please do not hesitate to contact my office.

Respectfully

A handwritten signature in black ink that reads "Jay Phillips".

Jay Phillips  
President  
Teamsters Local 396





**RETRAINEE - JOB CREATION**

**Training Proposal for:**

**Dexcom, Inc.**

**Agreement Number: ET19-0297**

**Panel Meeting of:** October 26, 2018

**ETP Regional Office:** San Diego

**Analyst:** K. Hernandez

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Manufacturing (33)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 1,713	U.S.:2,204	Worldwide: 2,370
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	6%		

**FUNDING DETAIL**

<b>Total ETP Funding</b>
\$427,648

<b>In-Kind Contribution: (100% of Total ETP Funding Required)</b>
\$1,071,184

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Computer Skills, Cont. Imp., HazMat, Mfg. Skills	376	08-200	0	\$988	\$17.03
				Weighted Avg: 38			
2	Retrainee Job Creation Initiative	Computer Skills, Cont. Imp., HazMat, Mfg. Skills	54	08-200	0	\$260	*\$14.19
				Weighted Avg: 40			

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

**Minimum Wage by County:** Job Number 1: \$17.03/hr in San Diego, Job Number 2 (Job Creation): \$14.19/hr in San Diego

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

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

Up to \$1.28/hr may be used to meet the Post-Retention Wage in Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Production Operator/Technicians		297
Overhead Planner/Engineers		15
Lead Operators		36
Administrative Staff		8
Supervisors/Managers		20
<b>Job Number 2</b>		
Production Operator/Technicians		43
Overhead Planner/Engineers		2
Lead Operators		5
Administrative Staff		1
Supervisors/Managers		3

**INTRODUCTION**

Founded in 1999 and headquartered in San Diego, Dexcom, Inc. (Dexcom) ([www.dexcom.com](http://www.dexcom.com)) provides diabetes care and management with its continuous glucose monitoring (CGM) technology to help patients and healthcare professionals better manage diabetes. Dexcom's CGM devices provide continuous insight into patients' glucose levels throughout the day. Unlike a blood glucose meter, which provides just a single glucose reading, CGM devices

provide real-time dynamic glucose information every five minutes. The San Diego operations transfers, scales and produces the latest technology with plans to maintain, grow and innovate within California as the adoption of CGM products continue to rise. Dexcom's customers include medical device distributors, hospitals, and doctors. Ultimately, Dexcom's CGM devices are used by patients to monitor and manage their diabetes.

Dexcom's California operations include the primary factory in San Diego that connects to the corporate headquarters and the R&D Center of Excellence.

## **PROJECT DETAILS**

Dexcom has two primary business demands that are necessitating employee training. First, Dexcom is growing, gaining a larger market share and increasing sales. The Company needs to ramp up production to meet increased demand for products. For this, the Company will hire new employees, implement new manufacturing processes to improve efficiency, and update technology. The Company will also be expanding facilities and implementing the 22/7 production model (employees work 10 hours a day but get 3 days off) to help reduce absenteeism and provide employees with longer weekends to help increase output and reduce errors.

The other is the launching a new product line, the Dexcom G6 CGM System (G6), that sends a user's glucose readings to a compatible smart device and receiver without finger pricks. The G6 product line will require substantial training in new manufacturing processes (manual automation and semi-automation). G6 will also require new automated equipment including Automated Applicator Assembly (AFAC), Collaborative Robots in production and Atom Pilot Line.

### **Retrainee - Job Creation**

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

Dexcom will hire 54 new permanent full-time employees to be included in the ETP training plan (Job Number 2). The Company plans to expand headcount by 7% each year. To make room for new employees, the Company is expanding existing facilities and adding a new production shift. The Company will also be introducing a new 22/7 production model. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

### **Training Plan**

Training will allow employees to implement new processes and software and manage increasing production. Training will be delivered via Class/Lab in the following:

**Computer Skills:** Training will be provided to all occupations. Trainees will obtain skills needed to increase production and acclimate to new operating processes.

**Continuous Improvement:** Training will be provided to all occupations to keep all trainees up-to-date on the latest processes and sharpen their soft skills.

**Manufacturing Skills:** Training will be provided to all occupations to learn new manufacturing processes for the G6 products, manufacturing workflow, and quality processes. Additionally, new equipment requires training in programming, operations, maintenance, and process changes.

## **Certified Safety Training**

1. Hazardous Materials (HAZMAT). This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. All occupations will receive up to 24 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, the certification entity has not yet been determined.

## **Commitment to Training**

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. In 2017, Dexcom invested \$646,756 in training. ETP Funding allows the Company to enhance the training program and expand it to more employees.

### ➤ Training Infrastructure

Training will be delivered by the Company’s in-house trainers; vendors will be retained as needed. The Director of Manufacturing will oversee overall administration of the project. The Company’s Senior Trainer-Manufacturing will execute the training plan and schedule and coordinate training efforts with Senior Manufacturing Leads to ensure proper record keeping procedures are in place.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **DEVELOPMENT SERVICES**

The Company retained PricewaterhouseCoopers, LLP in Sacramento to assist with development of this proposal for a fee of \$30,000.

## **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:

**COMPUTER SKILLS**

- Oracle Training
- Agile Training

**CONTINUOUS IMPROVEMENT**

- Quality Awareness Training
- Non-Conforming Material Record Training (NCRM)
- Non-Conforming Material Event Training (NCE)
- Ergonomics Training
- Safety and Evacuation Plan Training
- Lean Six Sigma Training
- Introduction to Diabetes Training
- Corrective and Preventive Action of Technical Nonconformities Training
- Train the Trainer Certification
- Team Building Training
- Leadership Skills for Frontline Workers
- Process Improvement Training
- Safety Regulations Training
- Management Foundations
- Strength Deployment Inventory
- Emotional Intelligence to Overcome Business Challenges
- Professional Development Focused on Communication Skills
- Team Collaboration Training
- Production Scheduling
- Project Execution/Project Management

**HAZARDOUS MATERIALS**

- HAZMAT Training

**MANUFACTURING SKILLS**

- Good Manufacturing Practice Training
- Good Documentation Practice Training
- Line Clearance Training
- Gowning Procedure Training
- Electronic Batch Record-Camstar Training
- Manufacturing Frameworks Training
- Multivac Training
- Power Industrial Truck Certification
- Power Industrial Truck Evaluation
- Haas Machine Training
- Bioburden Training
- Development of Technical Skills Training
- Assembly Procedures
- Production Operations
- Cross Training in Production Equipment

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



**Training Proposal for:  
Analog Devices, Inc.**

**Agreement Number: ET19-0298**

**Panel Meeting of:** October 26, 2018

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

**Analyst:** R. Jackson

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Other (J) Manufacturing (33)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Clara	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 500	U.S.: 3000	Worldwide: 7000
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	10%		

**FUNDING DETAIL**

<b>Total ETP Funding</b>
\$256,620

<b>In-Kind Contribution: (100% of Total ETP Funding Required)</b>
\$300,000



**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills Computer Skills Cont. Improv. Mfg. Skills PL- Mfg. Skills	282	8-200	4-10	\$910	\$18.22
				Weighted Avg: 35			

**Minimum Wage by County:** \$18.22 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 of the employer paid portion of medical, dental, or vision benefits may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Technician		60
Wafer Fab Specialist		141
Engineer		30
Security Coordinator		8
Manager		15
Administrative Staff		10
Information Technology Staff		2
Finance Staff		2
Supervisor		14

**INTRODUCTION**

Established in 1965, Analog Devices, Inc., (Analog) ([www.analog.com](http://www.analog.com)) is a semiconductor manufacturer specializing in data conversion and signal processing technology. Clients are from a variety of industries including; cellular phone companies, computer manufacturers, automotive, consumer electronics, military and aerospace. Analog has two California locations. Training will occur at its Milpitas site. This is Analog's first ETP agreement. Analog is eligible for ETP funding consideration at a Priority Industry reimbursement rate as a Manufacturer.

In 2018, Analog acquired Linear Technology and is in the process of merging the two companies. As a result of the merger, Analog requests ETP funds to assist with cross-training former Linear staff and the upgrade of staff's skills to help address company-wide consistency.

It should be noted that Linear Technologies, Inc. holds an ETP contract (ET17-0237) for a project ending in October 2018. Linear sought funds to address training needs that resulted from expanded facilities and workforce. Linear trained approximately 288 retrainees in technology upgrades and new software programs, including a new ERP system.

### **Veterans**

Though this project does not include a Veterans component, does hire Veterans, three of which are included in the training population.

### **PROJECT DETAILS**

Analog must train staff on new computer software and expanded processes. Analog plans to cross-train employees. Furthermore, Analog is shifting to a high performance workplace to increase efficiency in productivity levels. Training will be provided on new tools, such as an automated robotic operated diffusion furnace and bulk chemical delivery systems (estimated purchase price \$2.75M). The majority of the training is within Manufacturing Skills to deliver technical training to Technicians and Wafer Fab Specialist. Technicians, Wafer Fab Specialists, and Managers will also receive safety training to improve workplace safety.

### **Impact/Outcome**

This proposal will focus on meeting the following company objectives:

- Train recently merged employees on Analog's best practices to remain competitive and keep pace with rapid industry changes.
- Reduce Cycle time by 15% thru efficiency improvements and cross-training to boost profit.
- Improve safety by delivering safety training to Wafer Fab Specialists, Technicians and Supervisors.

### **Training Plan**

Training will be delivered by in-house experts via Class/Lab, and Productive Lab. Vendors will also be utilized. Training is planned to begin in October.

**Business Skills:** This training will be offered to Administrative Staff, Managers, and Supervisors to maintain a high level of alignment of the enterprise. Analog plans to train absorbed staff on its High Performance Workplace (Shingo) processes. Topics such as Communication Skills, Effective Meetings and Public Speaking will be offered. Business skill training topics are needed to align operations and introduce processes to adapt to Analog's standards and meet company goals.

**Computer Skills:** This training will be offered across occupations. Software is new to recently converted staff. Analog runs a SAP system and IT Staff and Finance Staff will need to migrate from Oracle to SAP. In addition, all staff will need to be trained on SuccessFactors to accommodate this system. Integration of existing software systems with Microsoft platforms will help generate reports for the management of the business.

**Continuous Improvement:** This training will be offered across occupations. Lean Manufacturing concepts and methodologies are needed to improve the production speed and volume of the manufacturing site. Topics such as Six Sigma (white belt) and Corrective Action Plan are proposed. Analog is aiming to increase profit margins by sharing best practices incorporated into the training. To meet this increased profit goal, the wafer fabrication plant needs to keep costs as low as possible. Lean will be key to maximizing productivity and minimizing cost.

**Manufacturing Skills:** This training will be offered to Technicians, Engineers, Wafer Fab Specialist, Managers, and Supervisors. New Equipment such as automated robotic operated diffusion furnace and bulk chemical delivery systems require additional training to implement new procedures. These new systems are designed to improve productivity. Topics such as Theory of Operations and Applied Materials Centura Plasma Etcher will be offered.

### **Productive Laboratory**

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

Analog will provide up to 60 hours of PL to 242 Engineers/Technicians/Wafer Fab Specialists. Hands-on training must take place inside the clean room, meeting clean room safety requirements. PL training will utilize an experienced trainer to specify the scope of work, explain the process and needed equipment, and verify that the trainee understands standards and specifications. The trainer will observe the employee(s) perform the task, provide feedback, assist with re-work if necessary, and ensure tasks are performed correctly and employee reaches competency. The PL trainer-to-trainee ratio will not exceed 1:1.

### **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.

Analog spends an estimated \$30,000 annually on training in California. Training includes topics available across occupations in safety and new hire orientations, and basic computer skills. The training already regularly being delivered will continue to be delivered without ETP's funding assistance.

- Analog is ready to begin training in October 2018. The Company has a dedicated internal three person administrative team (Lean Manager, Technical Writer, and Training Coordinator) for project administration. The Company has three internal trainers identified in addition to a training vendor (Enviro Safetech) currently being acquired.

### **Green/Clean Operations/ Nanotechnology**

Analog is a member of the Electronic Industry Citizenship Coalition (EICC), and subscribes to the EICC Code of Conduct. Analog manages these programs using the principles of ISO management systems and the manufacturing facility is ISO 9001, ISO/TS 16949, ISO 14001, and OHSAS 18001 certified.

Analog is recognized as a leader in the Nanotechnology field. The Company actively supports the study of nanoscience and nanotechnology and represents the use of this technology in products manufactured by Analog.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

Enviro Safetech of San Jose has been retained to provide Continuous Improvement skills. Other trainers will be identified as they are retained.

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

8-200 Trainees may receive any of the following:

**BUSINESS SKILLS**

- + Principles of Project management
- + Finance for non-financial employees
- + Communication skills
- + Goal Setting
- + Effective Meetings
- + Public speaking and Presentation skills

**COMPUTER SKILLS**

- + Transition from Oracle to SAP.
- + Promis MES (Manufacturing Execution System) automation.
- + Microsoft Office (Intermediate)
- + Successfactors

**CONTINUOUS IMPROVEMENT**

- + Plan-DO-Check-Act
- + Six Sigma
- + Corrective Action Plan
- + Out of Control Action Plan
- + Error Proofing Business Process
- + Statistical Process Control
- + How to Transition to Supervisor Team Building
- + Mentoring and Coaching
- + Conflict Resolution
- + Leadership Skills
- + Planning, Organizational and Negotiating Skill training
- + Environmental Safety
  - o Air Quality
  - o Clean Water and Waste Control
  - o Chemical Safety
  - o Homeland Security
- + Lean manufacturing concepts
  - o Six Sigma (White Belt)
  - o Cycle time and Kanban
  - o Problem Solving Methodologies

**MANUFACTURING SKILLS**

- + Theory of operations
  - o Dry Vacuum Pumps
  - o Plasma Etch and chemical etch processes
  - o Vacuum Technology
  - o Diffusion Furnace Technology
  - o Ion Implanter Technology
  - o Thin Film Deposition Technology
  - o Photolithography
  - o Plasma Etch

- ✚ Ebara Abatement System maintenance.
  - Level 1 and 11
    - Ebarra G5 abatement
    - CSA replacement
    - All PM required
- ✚ Novellus
  - Robot troubleshooting (calibration and testing)
  - Drive optimization
  - Heather blocks replacement
- ✚ Applied Materials Centura Plasma Etcher and Metal Deposition tools
  - Software
  - Wafer handling
  - Fault recovery
  - MAC-ICP clean
  - AMAT O Heather Exchange
  - HX 150 Heath Exchange

**PL Hours**

8 – 60

**PRODUCTIVE LAB (limited ratio 1:1)**

- ✚ Cross Training
  - Epi Implant
  - Photo Masking
  - Wet Etch
  - CVD diffusion
  - Plasma Etching
  - Metrologies
  - SPC and data gathering
  - Automation

**CBT Hours**

4 – 10

**COMPUTER BASED TRAINING**

- ✚ Six sigma (white belt) - 6 hours
- ✚ Company regulatory compliances -4 hours

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



**RETRAINEE - JOB CREATION**  
**Critical Proposal Proposal for:**  
**Applied Materials, Inc.**  
**Agreement Number: ET19-0286**

**Panel Meeting of:** October 26, 2018

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

**Analyst:** S.Wang

**PROJECT PROFILE**

Contract Attributes:	Critical Proposal Priority Rate Retrainee Job Creation Initiative Veterans	Industry Sector(s):	Manufacturing (E) Manufacturing (33) Professional, Scientific, Technology Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Clara	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 5,000	U.S.:9,500	Worldwide: 18,400
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	1%		

**FUNDING DETAIL**

<b>Total ETP Funding</b>
\$894,920

<b>In-Kind Contribution: (100% of Total ETP Funding Required)</b>
\$1,297,500

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Critical Proposal Priority Rate Veterans	Business Skills, Commercial Skills, Computer Skills, Cont. Improv.	409	8-200	0-100	\$1,040	\$18.22
				Weighted Avg: 40			
2	Critical Proposal Job Creation Priority Rate Veterans	Business Skills, Commercial Skills, Computer Skills, Cont. Improv.	301	8-200	0-100	\$1,560	\$15.18
				Weighted Avg: 60			

**Minimum Wage by County:** Job 1: \$18.22 for Santa Clara County, Job 2: \$15.18 for Santa Clara County

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

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

Employer provides health benefits; however, they are not needed to meet the required wage.

**Wage Range by Occupation**

Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1: Retrainees and Veterans</b>		
Engineer		345
IT (Information Technology) Staff		15
Manager		19
Technician		30
<b>Job Number 2: Job Creation and Veterans</b>		
Engineer		250
IT (Information Technology) Staff		25
Manager		11
Technician		15

**Critical Proposal**

This proposal for Applied Materials, Inc. (Applied) is designated a Critical Proposal by the Governor's Office of Business and Economic Development (GO-Biz) based on the Company's planned expansion, clean energy investment, and commitment to adding new jobs in California.

**INTRODUCTION**

Founded in 1967 and headquartered in Santa Clara, Applied (<http://www.appliedmaterials.com/>) uses nano manufacturing equipment, machines, and tools to make input products for



semiconductor wafers and chips, flat panel displays, high density batteries, solar photovoltaic cells and modules, and other electronics. “Nano manufacturing” is the production of ultra-small structures that includes the engineering of thin films on substrates for use in a variety of electronic products. Customers include Intel, Samsung, Panasonic, and Yingli.

This will be Applied’s sixth ETP Agreement; the third in the last five years.

### **Veterans Program**

Applied is committed to training 30 Veterans in its Santa Clara facility (9 Veterans/Job Number 1 and 21 Veterans/Job Number 2). Applied uses recruitment firms that specialize in hiring Veterans and maintains a web portal for Veterans to show how experiences in the military translate into careers at Applied.

### **PROJECT DETAILS**

The previous project focused on product innovations and manufacturing solutions. Applied now holds a larger role in California’s electronics industry. A broad set of emerging technology trends such as the Internet of Things (IoT), Big Data, Clean Energy, and Electric/Autonomous driving is accelerating in the era of Artificial Intelligence (AI). AI is the central technology requirement for the next generation “Smart Everything” products in transportation, healthcare, entertainment, retail and in our homes. Semiconductors and semiconductor processing technologies have a key enabling role because AI is dependent on capturing, storing, processing, and understanding vast amounts of data quickly and accurately. Investments in AI’s advanced manufacturing technologies has the potential to create billions of dollars in economic value for California. Training is needed for front-line technical employees located in Silicon Valley in materials sciences, engineering innovation, CAD/CAM, AI, and other advanced technology topics.

### **Retrainee - Job Creation**

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

In fiscal 2017, Applied’s revenues grew 34 percent from the previous year, and the Company will be investing over \$1 billion in research and development in 2019 to develop new products and technologies, improve the plant, upgrade equipment, and add new jobs in California. Also, the Company has recently acquired new building space, expanding its Sunnyvale and Santa Clara locations to accommodate its growing California workforce. This aggressive job creation plan is part of Applied’s long-term strategic initiative to capture new markets. Thus, the Company will hire 301 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract.

### **Training Plan**

Training will consist of Class/Lab and Computer–Based Training (CBT) from among the following Types of Training:

**Business Skills:** Training will include courses for all occupations in Technical Writing, How to Manage Projects, Marketing Communications, Finance, and Preparing Effective Oral and Written Presentations to customers. Knowledge in international business regulations and the complexity of Applied’s products and business transactions will help employees effectively communicate with customers and provide accurate orders.

**Commercial Skills:** Training will include courses for Engineers in Lithium-ion Battery Surface Physics, Electromagnetic Properties, Nano-scale Device Physics and Technology, and Chemical-Mechanical Linearization Technologies. This training is focused on new advanced technology topics necessary to develop quality, cost efficient batteries for the electric vehicle markets.

**Computer Skills:** Training will be offered to Engineers, IT Staff, and Technicians. The development and manufacturing of products is very complex and requires a high degree of technical knowledge. Applied will deliver advanced technology training through specialized and customized courses in Manufacturing Architecture, Systems Engineering, Software Design and Support Systems, and Product Quality and Reliability. Training is intended to foster a high level of innovation and product development which will fuel the next generation of complex computer chips and display tools.

**Continuous Improvement:** Training will be for all occupations to drive compliance and quality performance throughout the organization. Trainees will learn continuous improvement techniques to reduce costs, improve teamwork, become more effective as employees, and improve problem-solving. Product knowledge and marketing techniques courses will be delivered to engineers to allow them to market sophisticated manufacturing and advanced technological products used to build complex computer chips and displays to its growing global customer base.

### **Computer-Based Training (CBT)**

CBT will be provided to all occupations in Business Skills, Computer Skills, and Continuous Improvement. CBT will allow employees to take courses at their own pace without instructor interaction.

### **AB 118 Projects**

- Applied Materials had a AB118 Agreement (ET17-0801), with a term from 11/7/16 to 11/6/18 (already closed out). Of an estimated 434 trainees, 1101 trainees were enrolled and received the minimum hours of training. The Contractor earned the full approved amount of \$749,952.
- Applied Materials had another AB118 Agreement (ET15-0802), from 12/1/14 – 11/30/16. Of an estimated 350 trainees, 1096 trainees were enrolled and received the minimum hours of training. The Contractor earned the full approved amount of \$598,500.

### **Commitment to Training**

ETP funds will not displace the existing financial commitment to training. Applied's annual statewide training expenditures in California for non-ETP related training is \$3,000,000. Applied currently funds all training in OSHA and government-mandated safety regulations; sexual harassment prevention; basic job skills; desktop training in Microsoft Word, Excel, and PowerPoint; and executive development training programs. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

Applied is ready to start training upon approval. Training will be administered by the Company's Applied Global University (AGU) which oversees workforce training across the organization and operates under the direction of its Human Resources Department. Two full-time employees from AGU and two Managers will work directly with the third-party subcontractor, Herrera & Company, to administer the proposal. Trainers will be a combination of vendors and highly compensated and skilled internal engineers at an estimated cost of over \$16,600 per day of training.

**Electronic Record Keeping**

The LMS has been reviewed and approved by ETP staff and will be used for reporting trainee hours under this agreement.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**PRIOR PROJECTS**

The following table summarizes Applied's performance under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
ET15-0306	Santa Clara	12/01/2014-11/30/2016	\$498,000	\$456,969 (92%)	
ET13-0323	Santa Clara	03/04/2013-03/03/2015	\$1,320,000	\$1,316,548 (99%)	

**DEVELOPMENT SERVICES**

Applied retained Herrera & Company in Stockton to assist with development of this proposal for a flat fee of \$8,750.

**ADMINISTRATIVE SERVICES**

Applied also retained Herrera & Company to perform administrative services in connection with this proposal for an amount not to exceed 13% of payment earned.

**TRAINING VENDORS**

To Be Determined

## **Exhibit B: Menu Curriculum**

### **Class/Lab Hours**

8-200 Trainees may receive any of the following:

#### **BUSINESS SKILLS**

- ✦ Customer Communications and Awareness
- ✦ Finance and Accounting Skills
- ✦ Marketing Promotion and Position
- ✦ Product Knowledge and Market Validation
- ✦ Technical Presentations

#### **COMMERCIAL SKILLS**

- ✦ Casting Anode and Cathode Plates
- ✦ Chemical-Mechanical Linearization Technologies
- ✦ Electromagnetic Properties, Waves, and Dielectrics
- ✦ Lithium Surface/Interaction
- ✦ Manufacturability for Prismatic and Cylindrical Cells
- ✦ Nano-scale Device Physics and Technology
- ✦ Particle and Energy Balance in Global Models
- ✦ Physics of Electrode Coating

#### **COMPUTER SKILLS**

- ✦ Advanced Desktop Applications
- ✦ Advanced Programming Development Applications
- ✦ Application Engineering Services
- ✦ Atomic Layer Deposition (ALD)
- ✦ Chemical-mechanical Linearization Technologies and Applications
- ✦ Chemical Vapor Deposition (CVD)
- ✦ Chemical Mechanical Planarization (CMP)
- ✦ Electrochemical Deposition (ECD)
- ✦ Epitaxy and Centura RP Epi
- ✦ Factory Automation Tools and Techniques
- ✦ Instrument Modeling/Integration Software Development
- ✦ Ion Implantation
- ✦ Management and Manufacturing Control Systems
- ✦ Materials and Logistics Software Development
- ✦ Measurement Lithography Practice and Theory
- ✦ Measurement Sciences Practice and Theory
- ✦ Multipart Machine Automation Development
- ✦ Multi-Scale Modeling for Non-Material Design
- ✦ Operating System Programming Language
- ✦ Oxidation/Nitridation
- ✦ Photolithography, Microlithography and Optical Lithography
- ✦ Physical Vapor Deposition (PVD)
- ✦ Programming Languages
- ✦ Project Management Software Tools
- ✦ Rapid Thermal Processing (RTP)
- ✦ System Data Modeling and Architecture

**CONTINUOUS IMPROVEMENT**

- + Effective Teams
- + Facilitation Skills and Mentorship
- + Leadership / Coaching Skills
- + Process Improvement Training
- + Problem Solving Tools and Techniques
- + Quality Fundamentals/Core Skills
- + Strategic Sales Negotiation Techniques

**CBT Hours**

0-100

**BUSINESS SKILLS**

- + Customer Communications and Awareness (1 hr.)
- + Finance and Accounting Skills (1 hr.)
- + Marketing Promotion and Position (2 hr.)
- + Sales and Negotiation Skills (1 hr.)

**COMPUTER SKILLS**

- + Advanced Desktop Applications (2 hr.)
- + Customer Relationship Management Systems (1 hr.)
- + Management and Manufacturing Control Systems (1 hr.)
- + Single-Vendor Enterprise Resources Planning (1 hr.)

**CONTINUOUS IMPROVEMENT**

- + Business Excellence and Finance (1 hr.)
- + Effective Teams (1 hr.)
- + Leadership and Coaching (1 hr.)
- + Manufacturing Procedures and Protocols (1 hr.)
- + Manufacturing Quality and Reliability (1 hr.)
- + Problem Solving Tools and Techniques (1 hr.)
- + Process and Capability Mapping (1 hr.)
- + Production System Procedure Review (0.5 hr.)
- + Quality Management Systems (QMS) Procedures (1 hr.)

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



**Training Proposal for:**  
**Gallo Cattle Company, A Limited Partnership dba**  
**Joseph Gallo Farms**

**Agreement Number: ET19-0287**

**Panel Meeting of:** October 26, 2018

**ETP Regional Office:** Sacramento

**Analyst:** D. Jordan

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee HUA	Industry Sector(s):	Manufacturing Food Processing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Merced	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 371	U.S.: 371	Worldwide: 371
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	12%		

**FUNDING DETAIL**

<b>Total ETP Funding</b>
\$525,824

<b>In-Kind Contribution: (100% of Total ETP Funding Required)</b>
\$1,400,000

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Computer Skills, Cont. Imp., HazMat, Mfg. Skills	316	8-200	0	\$1,664	\$12.53*
				Weighted Avg: 64			

\*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:** HUA: \$12.53 per hour in Merced 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
Administrative Staff		33
Lab Staff		38
Maintenance Staff		27
Packaging Staff		73
Production Staff		78
Warehouse Staff		30
Managers/Supervisors		37

**INTRODUCTION**

Founded in 1980 and located in Atwater, Gallo Cattle Company, A Limited Partnership dba Joseph Gallo Farms (Gallo Cattle) ([www.josephfarms.com](http://www.josephfarms.com)) is a natural cheese manufacturer. The Company has its own milking herd, and grows its own feed, giving it control over its product. Customers include grocery stores, food service distributors, large retail chains nationwide and Mexico. Training will take place at their Atwater location.

**Need For Training**

This is Gallo Cattle's second ETP Agreement, and second in the last five years. Previous training focused on implementing new standards to improve trainees skills by becoming Safe Quality Food certified. These new standards assisted trainees to be more efficient. In this Agreement, Gallo Cattle will focus on Phase 2 training in computer software, comprehension and business development. Phase 2 will allow trainees to increase their current skills while also being cross

trained in additional topics such as Six Sigma, Navision, JET Reporting and Introduction to Electrical.

Gallo Cattle is also expanding its cheese plant operations to increase its capacity and deliver more training to staff. Additionally, new cheese products are being created which led to new equipment being purchased. Staff must train on new production utilized with the new equipment. Also, with the expansion of the cheese plant, Gallo Cattle has created and added a Training Supervisor to oversee all training delivered in each department. Staff will be trained in all aspects, from farming to planting. Some training topics may be repeated from prior project and some trainees in this project also participated in the previous contract. However, there will be no duplication of training in any course.

## **PROJECT DETAILS**

### **Training Plan**

Training will be via Class/Lab in the following:

**Computer Skills:** Training will be offered to all occupations to improve competencies in software used daily. Training topics include Paylocity, JET Reporting and Intermediate/Advanced Microsoft Office.

**Manufacturing Skills:** Training will be offered to all occupations, except Administrative Staff. Training will focus on Operating Standards, Whey Processing, Cheese Making Systems and Introduction to Electrical. Staff will also receive training on how to work effectively in workgroups, farming and warehousing principles.

**Continuous Improvement:** Training will be offered to all occupations and focus on Problem Solving, Challenges of Leadership, Six Sigma and Productivity Improvement.

**Hazardous Materials:** Training will be offered to all occupations except Administrative Staff and focus on Hazwoper Material Planning but it will not require a certification.

### **High Unemployment Area**

All trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's location in Merced County is in an HUA. For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Gallo Cattle is requesting a wage modification from \$16.70 per hour to 12.53 per hour.

### **Commitment to Training**

Gallo Cattle annual training budget is approximately \$100,000 for safety, food safety and employee improvement. The Company is committed to improving facility efficiencies and knowledge for all team members. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

The Company has a structured training plan in place and training is ongoing. The HR Department will oversee project administration with an administrator assigned to handle rosters and track performance. The Training Supervisor will oversee all training delivered in each department. The Company has retained BLI Co. to assist with administrative duties.



**Impact/Outcome**

ETP funding will help Gallo Cattle increase its workforce's manufacturing skills. The Company will be able to implement extensive training that it would not be able to deliver on its own and gain a competitive advantage by increasing worker skills.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**ACTIVE PROJECTS**

The following table summarizes Gallo Cattle's performance under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET17-0236	\$374,760	10/03/16 – 10/02/18	347	282	282

Based on ETP Systems, 15,473 reimbursable hours have been tracked for potential earnings of \$374,760 (100% of approved amount).

**DEVELOPMENT SERVICES**

BLI Co. in Salida assisted with development for a flat fee of \$8,000.

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

N/A

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

8 -200

Trainees may receive any of the following:

**COMPUTER SKILLS**

- Docuware
- HRIS Human Resource for Employees
- Intermediate/Advance Microsoft Office
- JET Reporting
- Navision
- Paylocity
- Share Point – Document Share (Cloud/Microsoft Platform)

**CONTINUOUS IMPROVEMENT**

- Challenges of Leadership
- Change Management
- Employee Engagement
- Kaizen
- Lean Manufacturing
- Problem Solving
- Productivity Improvement
- Root Cause
- Six Sigma

**HAZARDOUS MATERIALS** (Ratio 1:40)

- Hazwoper Material Planning

**MANUFACTURING SKILLS**

- Cheese Making System
- Introduction to Electrical
- Machine Set-up and Maintenance
- Operating Industrial Lifts
- Operating Standards
- Production Practices
- Quality Assurance Practices
- Recall Procedures
- SQF
- Warehouse Practices
- Whey Processing

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



**RETRAINEE - JOB CREATION**

**Training Proposal for:**

**Ready Roast Nut Company, LLC**

**Agreement Number: ET19-0292**

**Panel Meeting of:** October 26, 2018

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

**PROJECT PROFILE**

Contract Attributes:	Job Creation Initiative Priority Rate Retrainee HUA	Industry Sector(s):	Manufacturing Food Processing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Madera, Stanislaus	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 195	U.S.: 200	Worldwide: 200
<u>Turnover Rate:</u>	9%		
<u>Managers/Supervisors:</u> (% of total trainees)	6%		

**FUNDING DETAIL**

<b>Total ETP Funding</b>
\$226,200

<b>In-Kind Contribution: (100% of Total ETP Funding Required)</b>
\$245,000

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Cont. Improv., Literacy Skills, Mfg. Skills, OSHA 10/30, PL- Mfg. Skills	150	8-200	0	\$728	*\$12.53
				Weighted Avg: 28			
2	Retrainee Job Creation Priority Rate HUA	Business Skills, Computer Skills, Cont. Improv., Literacy Skills, Mfg. Skills, OSHA 10/30, PL- Mfg. Skills	100	8-200	0	\$1,170	*\$11.00
				Weighted Avg: 45			

\*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: \$12.53 per hour for Madera and Stanislaus Counties; Job Number 2: \$11.00 per hour for Madera and Stanislaus 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  
 \$0.53 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Administrative Staff		15
Maintenance Staff		15
Operations Staff		30
Production Staff		55
Quality Assurance Staff		15
Sanitation Staff		15
Technicians		5
<b>Job Number 2</b>		
Operations Staff		50
Production Staff		50

## **INTRODUCTION**

Founded in 2006 and headquartered in Madera, Ready Roast Nut Company, LLC (Ready Roast) ([www.readyroast.com](http://www.readyroast.com)) specializes in manufacturing roasted tree nuts and peanuts. Products include whole and sliced dry roasted, oil roasted, and seasoned nuts. The Company has a specialty line which includes flours, butters, and pastes. Ready Roast provides products and services to manufacturing companies in the dairy, snack, food, bakery, and confectionery industries. Customers include Nestle, Mars, Starbucks, Trader Joes, Costco, and Dove Chocolates. Training will be provided at the two Madera locations and the Hughson location.

Though this project does not include a Veterans component, Ready Roast recruits at job fairs targeted for Active/Reserve and Military Veterans.

This is Ready Roast's first ETP Agreement.

## **PROJECT DETAILS**

Ready Roast is improving efficiency and production capacity through LEAN Manufacturing training and equipment upgrades. Through LEAN manufacturing, staff will expand skill levels, improve product quality, and reduce waste. The Company is in the process of researching and expanding its current product line to better meet customer demand. To do this, employees must be trained on enhanced production techniques and newly purchased high-speed equipment such as the mixer drum and drag tube conveyors.

Ready Roast will also cross train Production Staff to support growth and upgrade skills of its current and future employees. Training will focus on upgrading trainees manufacturing skills, business skills and customer service for all trainees. Training will also be provided on a new software program, Alchemy, to be implemented companywide for inventory and cataloging the Company's products.

### **High Unemployment Area**

Trainees work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in Madera and Stanislaus counties are in a HUA region.

#### **➤ 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. Ready Roast is requesting a wage modification from \$16.70 per hour to \$12.53 per hour for Job Number 1, and from \$13.66 per hour to \$11.00 per hour for Job Number 2.

### **Retrainee - Job Creation**

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

Ready Roast has seen an increase in growth over the last year of approximately 37% due to additional product lines and facility expansion. Due to this growth, the Company will hire 100 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

## Training Plan

Classroom/Laboratory and Productive Lab training will be provided. In-house subject matter experts and external training vendors may be utilized to deliver training in the following:

**Business Skills:** Training will be offered to all occupations. Training will provide skills to effectively maintain business operations. Training topics include Business Writing, Leadership, Sales Skills, and Customer Service.

**Computer Skills:** Training will be offered to all occupations. Training will improve software skills. Training topics include Microsoft Office (Intermediate and Advanced) and Alchemy Enterprise Resource Planning.

**Continuous Improvement:** Training will be offered to all occupations. Training will focus on eliminating waste and improving Company processes. Training topics include Kaizen, Six Sigma, and LEAN.

**Literacy Skills:** Training will be offered to 15 trainees across all occupations, except Managers. Training will improve understanding of the English language as it pertains to specific job duties. Training topics include Reading Skills and Writing Skills.

**Manufacturing Skills:** Training will be offered to Maintenance Staff, Operators, Production Staff, Sanitation Staff, and Technicians. Training will improve employee's knowledge of proper techniques for working with equipment and the production process. This also includes cross training. Training topics include Control Systems, Equipment Operation, and Forklift training.

## 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.

## Productive Laboratory

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

Productive Lab training will be offered to Maintenance Staff, Operators, Production Staff, Sanitation Staff and Technicians on Roasting, Packaging, Equipment Operation, and Welding. Productive Lab will provide hands-on experience of Ready Roasts' production process and equipment usage. The trainer-to-trainee ratio will be 1:1.

All training will be delivered by an experienced in-house trainer devoted to training during each training session. Training will ensure trainees meet the Company's core competencies. This will be done through observations and measurable skill assessments once the training is complete.

## Commitment to Training

The Majority of company provided training is job specific and includes organization-wide training for mandated policy and procedure updates. The training budget for last year was approximately \$246,000. Ready Roast's management team, including top level executives, is committed to ensuring training is successful. In addition, the Company is implementing a supportive environment that includes experienced employees from each occupation. The designated group

of employees will be available for consulting, collaboration, and assistance for all Ready Roast employees.

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

➤ Training Infrastructure

Training will be provided by qualified in-house trainers. Ready Roast has designated a Human Resources manager, HR/Payroll Specialist, and one assistant at each location to oversee the ETP project. In addition to the assigned staff members, Ready Roast has also retained the services of a third-party administrator with extensive ETP experience to assist with administration.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

The Company retained Corporate Tax Incentives in Rancho Cordova to assist with development of this proposal for a flat fee of \$20,208.

### **ADMINISTRATIVE SERVICES**

Corporate Tax Incentives will also perform administrative services in connection with this proposal for a fee not to exceed 11% of payment earned.

### **TRAINING VENDORS**

To Be Determined

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

8-200 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Action Cycles
- Approving Process for Vendors and Suppliers
- Business Continuity Plan
- Business Writing
- Communication
- Critical Thinking
- Customer Service
- Finance & Accounting Principles
- Goal Setting
- Leadership
- Marketing Skills
- Presentation Skills
- Problem Solving and Resolution
- Process Improvement
- Project Management
- Sales Skills

**COMPUTER SKILLS**

- Alchemy Enterprise Resource Planning (ERP)
- Computerized Inventory
- Food Safety Software
- Internal Customer Applications
- Microsoft Office (Intermediate and Advanced)

**CONTINUOUS IMPROVEMENT**

- Critical Thinking
- Food Safety
- Inspection
- Kaizen
- LEAN
- Pest Control
- Problem Solving
- Process Improvement
- Safety Leadership
- Six Sigma
- Supply Chain Management

**LITERACY SKILLS**

- Math Skills
- Reading Skills
- Writing Skills



**MANUFACTURING SKILLS**

- Allergens
- Case Packer
- Certificate of Analysis Reporting
- Coating Product
- Compliance Tracking
- Control Systems
- Conveyors
- Crisis Management
- Cross-Training
- Detecting Foreign Objects
- Determinations
- Document Control and Daily Records Monitoring
- Electrical Rosters
- Equipment Cross-Training
- Equipment Maintenance/Repair Skills
- Equipment Operation
- Facility Processes
- Food Safety
- Forklift
- Good Laboratory Practices
- Good Manufacturing Practices
- HACCP & Food Safety
- Hazard Analysis Critical Control Point
- Incident Reporting
- Inventory & Raw Materials Training
- Key Performance Indicators
- Label Compliance
- Labeling Systems
- Laser Sorters
- Maintenance
- Packer
- Palletizing
- Positive Hold and Release
- Preventative Maintenance
- Production Equipment Settings Recordings
- Quality Assurance
- Quality Proficiency Testing
- Sanitation
- Scales
- Sorting
- Warehouse Skills
- Welding

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

- OSHA 10
- OSHA 30

**Productive Lab Hours** (Ratio 1:1)

0-40

**MANUFACTURING SKILLS**

- Automated Packers
- Bag Line Scales
- Bagging Machine
- Cablevey Elevator
- Case Coders
- Chiller/ Votater
- Cutters
- Dryers
- Electrical Roasters
- Equipment Operation
- Equipment Redesign
- Fabricating Conveyors
- Fabricating Nut Breaker
- Filler Fabrication
- Floor Scale
- Forklift
- Full Color Laser Sorter
- High Speed Mixer Drum
- Line Labeler
- Magnotron Conveyor
- Maintaining Equipment
- Managing Inventory
- Matrix Controllers
- Metal Detector
- Packaging
- Powder Press
- Processing
- Roasting
- Slice Line
- Sorting
- Standard Operations
- Steam Boiler
- Sugar Coating Copper Pan
- Tool Sanitation
- Transportation & Storage
- Welding

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

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



**Training Proposal for:**  
**The Wine Group, Inc.**  
**Agreement Number: ET19-0294**

**Panel Meeting of:** October 26, 2018

**ETP Regional Office:** Sacramento

**Analyst:** D. Jordan

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee HUA	Industry Sector(s):	Manufacturing Food Processing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Monterey, Kern, Tulare, Fresno, Madera, San Joaquin, Alameda	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No United Food and Commercial Workers - Wine, Distillery & Allied Workers, Local 186D		
Number of Employees in:	CA: 1,080	U.S.:1,211	Worldwide: 1,246
<u>Turnover Rate:</u>	11%		
<u>Managers/Supervisors:</u> (% of total trainees)	8%		

**FUNDING DETAIL**

<b>Total ETP Funding</b>
\$805,376

<b>In-Kind Contribution: (100% of Total ETP Funding Required)</b>
\$1,300,000

**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 HUA Priority Rate	Continuous Impr, Computer Skills, Mfg. Skills	437	8-200	0	\$1,664	*\$12.53
				Weighted Avg: 64			
2	Retrainee Priority Rate	Continuous Impr, Computer Skills, Mfg. Skills	47	8-200	0	\$1,664	\$18.22
				Weighted Avg: 64			

\*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(HUA): \$12.53 per hour in Fresno, Kern, Madera, San Joaquin, Monterey and Tulare Counties; Job Number 2: \$18.22 per hour in 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 \$0.53 per hour may be used to meet the Post-Retention Wage for Job Number 1 and up to \$1.42 per hour for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Administrative Staff		33
Handlers		60
Leads		45
Logistics		28
Maintenance Staff		58
Operators		144
Supervisors		20
Technicians		14
Winemakers		22
Winery Workers		13
<b>Job Number 2</b>		
Maintenance Staff		4
Technicians		36
Winery Workers		7

## **INTRODUCTION**

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

### **Veterans Program**

TWG recruits Veterans, though they are not included in the training population. TWG participates in various job hiring events from colleges to community job fairs. The Company also lists available positions on veteran-specific job boards.

### **Union Support**

Union letters of support are on file from United Food and Commercial Workers – Wine, Distillery & Allied Workers, Local 186D.

## **PROJECT DETAILS**

Under the previous Agreement, training focused on adapting staff to new technology advancements in the wine industry. This new proposal will emphasize upgraded equipment and specialized production processes. Skills in Lean Manufacturing, warehousing, and farming principles will be delivered to improve processes. Training on updated equipment will include bottling lines, holding tanks and can lines. Trainees will also be cross trained to allow the Company flexibility in assignments and coverage when departments are shorthanded.

Additionally, TWG has expanded into new markets both in the U.S. and internationally. Training will focus on sales, shipping, marketing and social media to meet customer expectations and requirements for International business.

There are training topics included in the curriculum that are similar to topics from the previous Agreement; however, most topics have been updated. Trainees will not receive duplicate training.

### **Training Plan**

Training will be delivered via Class/Lab Training in the following:

**Computer Skills:** Training will be delivered to all occupations. Training will help staff become more proficient with business software solutions in resource planning, inventory control, budgeting, marketing, manufacturing, service delivery and the impact of social media. Training will include SharePoint, JD Edwards and Social Media Consumer Impact software

**Manufacturing Skills:** Training will be offered to all occupations except Administrative Staff. Trainees will gain skills and knowledge to operate and maintain production equipment, ensure product quality, and implement best practices in manufacturing, wine processing, inventory control and warehousing. Trainees will have a full understanding of equipment, development, and packaging. Training will reduce production downtime and automate machine operations.

**Continuous Improvement:** Training will be offered to all occupations. Training includes interpersonal skills, performance and feedback, and marketing. Training will improve team building, communication, leadership and quality improvement.

## **High Unemployment Area**

Trainees in Job Number 1 work in Fresno, Kern, Madera, Monterey, San Joaquin and Tulare Counties, High Unemployment Areas (HUA) with unemployment exceeding the state average by at least 25%. For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. TWG is requesting a wage modification for 46 trainees in Job Number 1 from \$16.70 per hour to \$12.53 per hour.

## **Commitment to Training**

ETP funds will not displace the Company's existing financial commitment to training. The Company's annual training budget for California is approximately \$1.3 million, including new employee orientation, skills enhancement for professional growth, and continuing education courses. Safety training is provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

TWG will begin ETP training upon project approval. The Training Manager will administer the project. Additionally, Administrative Staff at each facility will assist with administration and manage duties at their own facility. The Company also retained a subcontractor, BLI Company, to assist with entering training data into the ETP system. Training will be delivered by in-house subject-matter experts and vendors, if necessary.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0101	Madera, Ripon, McFarland, Fresno, Cutler, Sanger	07/01/2016– 06/30/2018	\$749,988	\$749,988 (100%)
ET14-0290	Madera, Ripon, McFarland, Fresno, Cutler, Sanger	02/03/2014– 02/02/2016	\$604,098	\$604,098 (100%)

## **DEVELOPMENT SERVICES**

BLI Co. in Salida assisted with development for a flat fee of \$8,000.

## **ADMINISTRATIVE SERVICES**

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

## **TRAINING VENDORS**

PSIG, Inc. of Oakhurst will provide Manufacturing Skills training. Other trainers will be identified as they are retained.

**Exhibit B: Menu Curriculum**

**Class/Lab Hours**

8-200

Trainees may receive any of the following:

➤ **COMPUTER SKILLS:**

- SharePoint
- Office 365
- JD Edwards
- Social Media Consumer Impact

➤ **CONTINUOUS IMPROVEMENT:**

- First Pass Quality
- High Performance Work Teams
- Interpersonal Skills
- Marketing
- Supervisory and Management Skills

➤ **MANUFACTURING SKILLS:**

- Advanced Electrical
- Cellar Equipment and Operations
- Crush Operations
- Dock Safety
- Electrical Troubleshooting
- Equipment Center Standard Work
- Housekeeping/GMP's
- Line Flow
- Mainenance Standard Work
- Mobile Equipment
- Packaging Equipment Maintenance and Operation
- Packaging Mechanics
- Refrigeration Systems
- Shipping and Receiving Procedures
- Total Quallity Maintenance

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



# **UFCW**-WINE, DISTILLERY & ALLIED WORKERS, LOCAL 186D

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329 Downey Ave.  
Modesto, CA 95354-1297

Phone (209) 524-4245  
Fax (209) 524-7066

July 2, 2018

Employment Training Panel  
1100 "J" Street  
Sacramento, CA

RE: **Participation in the California Employment Training Panel**

Dear Employment Analyst:

As the representative of the employees of The Wine Group, we support the participation of our members in the training to be provided in the ETP project. As the Local representing the employees of The Wine Group we also support the training as something that we do not offer internally to our members as it is training specific to each plants environment and outside of our memberships qualifications.

Sincerely,

Bill Hale  
President  
United Food and Commercial Workers, Local 186D





**RETRAINEE - JOB CREATION**

**Training Proposal for:**

**Walter Anderson Plumbing Inc. dba Anderson Plumbing Heating and Air Conditioning, Inc.**

**Agreement Number: ET19-0247**

**Panel Meeting of:** September 28, 2018

**ETP Regional Office:** San Diego

**Analyst:** H. Bernard

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative Veterans	Industry Sector(s):	Construction Services  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 200	U.S.: 200	Worldwide: 200
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	3%		

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$696,800		\$0	\$0		\$696,800

In-Kind Contribution:	100% of Total ETP Funding Required	\$753,700
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills Commercial Skills Computer Skills Cont. Imprv. Mgmt. Skills Haz Mat PL – Commercial Skills	180	8-200	0	\$2,600	\$17.03
				Weighted Avg: 100			
2	Retrainee Job Creation Initiative	Business Skills Commercial Skills Computer Skills Cont. Imprv. Mgmt. Skills Haz Mat PL – Commercial Skills	30	8-200	0	\$4,160	*\$14.19
				Weighted Avg: 160			
3	Retrainee Job Creation Initiative Veteran	Business Skills Commercial Skills Computer Skills Cont. Imprv. Mgmt. Skills Haz Mat PL – Commercial Skills	25	8-200	0	\$4,160	*\$14.19
				Weighted Avg: 160			

\*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 – San Diego County - \$17.03/hr.; Job Numbers 2 & 3 - \$14.19/hr.

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

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

Up to \$1.03 per hour in Job Number 1 and up to \$1.69 per hour in Job Numbers 2 & 3 may be used to meet the Post-Retention Wage

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Technicians		115
Administrative Staff		20

Sales Staff		10
Technician Installer/Delivery Staff		30
Supervisors		2
<b>Job Number 2 – Job Creation</b>		
Technicians/Maintenance Technicians		20
Administrative Staff		2
Sales Staff		2
Technician Installer/Delivery Staff		5
Supervisors		1
<b>Job Number 3 – Veteran – Job Creation</b>		
Technicians/Maintenance Technicians		17
Sales Staff		3
Technician Installer/Delivery Staff		4
Supervisors		1

## **INTRODUCTION**

Walter Anderson Plumbing, Inc. dba Anderson Plumbing Heating And Air Conditioning, Inc. (www.andersonpha.com)(Anderson PHA), founded in 1978 and headquartered in El Cajon, installs, repairs and services HVAC systems and plumbing to residential homes in San Diego, Imperial, Orange and Riverside counties. This will be Anderson PHA’s second ETP Agreement, its second in the last five years.

In its first project, Anderson PHA focused on training its staff in Business Skills to facilitate improved communication, customer service and team work. It also focused on Communication Skills, Computer Skills and Commercial Skills. Moving forward, this new project will focus highly on commercial skills for staff including new technologies, new product lines and skills upgrades for lower skilled staff. Trainees will not receive duplicative training provided in the last ETP project.

### **Veterans Program**

Anderson PHA has developed a recruitment campaign specifically aimed at attracting Veterans. The Company collaborates with “Troops to Trades” and “Women Warriors in the Trades”, local organizations that aid in placing local veterans into jobs. In the San Diego area, a large military and veteran population exists. As part of Job Creation, Anderson PHA plans to hire 25 Veterans as net new hires during this project (Job Number 3). The Veteran reimbursement rate of \$26 per hour for training in California applies here.

## **PROJECT DETAILS**

Currently, Anderson PHA is expanding, adding 70 new jobs since 2015 and the Company expects the same continued growth over the next two years. This is driven by expanding markets. In order to keep up with customer demand, Anderson PHA is continually implementing new industry technologies, creating new positions and adding new business segments to its current service offerings. This will include a new Maintenance Technician position. These new staff will perform basic maintenance tasks for customers, mitigating the need to send an experienced, highly skilled technician out for a simple job, reducing costs for the Company and consumers. Anderson PHA

will utilize lower skilled individuals to fill these Maintenance Technician positions, training them in short, intensive training programs. Adding these technicians frees up the more skilled technicians (HVAC, Plumbing) to focus on more complex jobs where their skills are better utilized. Once Maintenance Technicians are able to successfully perform their job functions, these staff will have the opportunity to receive additional training hours and advance up the technician career ladder to become Plumbing or HVAC Technicians.

In addition, Anderson PHA will be expanding its plumbing offerings to include a new technology of drain and pipe lining/sleeving and a new repair system, Cured in Place Pipe (CIPP). These new product offerings create cost-effective and faster solutions for pipe and drain repairs. New equipment for the plumbing department has been purchased, costing approximately \$100,000, including underground cameras and trucks that will assist in the new plumbing offerings and will require training for all plumbing staff.

Alongside the new products and service offerings, the Company is constantly required to train in state regulations, including regulatory changes to California building code (Title 24) which include the implementation of "smart" cooling, ventilations and duct systems. Title 24 requires constant changes to equipment as technology is updated to increase energy efficiencies in the industry. This has been a significant and ongoing training need for all staff as the industry is constantly changing.

Anderson PHA has an extensive training plan in place for newly hired and incumbent staff. The Company hires new staff that have no experience in the industry who must be fully trained in order to ensure competency on the job. Newly hired Technicians may receive daily training for the first 6 months of employment and over 600 hours of training annually. Incumbent Technicians may receive up to 260 hours of training annually in order to keep up with changing technologies in product and service offerings, as well as necessary training relating to Title 24. Finally, the Company's Sales and Administrative staff must be trained on product knowledge, technology updates, customer service, sales and computer skills to successfully perform their job duties. In its previous ETP Agreement, incumbent trainees received an average of 108 training hours, and Job Creation/Veterans received an average of 118 training hours, with 53 Technicians receiving 200 hours of training.

### **Green/Clean Operations**

Anderson PHA is involved in both Green and Clean Operations as it installs green/clean HVAC systems within residential spaces required within Title 24. The Company also utilizes nanotechnology in the use of Nano-air which harnesses nano particles instead of utilizing cooling agents like fluorocarbons, cutting a carbon footprint by 50% and toxic CO2 emissions by 57%.

### **Retrainee - Job Creation**

Due to expansion of business capacity through new service lines, Anderson PHA plans to create 60 new jobs, of which 55 are included in this project. Of the 55 net new hires, 40 of these will be new Maintenance Technicians, and the others will be from the plumbing team. Inclusive of the 55, Job 3 will include 25 Veterans. The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract in Jobs 2 & 3. These trainees will be hired into "net new jobs" as a condition of contract.

## Training Plan

Training will be provided at the Company's El Cajon headquarters and at customer locations in a Classroom/Laboratory, and Productive Lab (PL) setting. The following are some of the curriculum topics included in the Menu Curriculum, Exhibit B of the proposed agreement.

**Business Skills:** Communication Skills, Negotiation Skills, Presentation Skills, Conflict Resolution, Negotiation Skills.

**Commercial Skills:** Thermal Dynamics, Advanced AC Systems, Motors, Digital Tools, Ventilation Systems, Fundamentals of HVAC Systems, Water Heaters, Valves, Drains, Water Supply Treatment Systems.

**Computer Skills:** Successware, Tablet Applications, Trenchless Video X-Ray, Water Leak Video Inspection Tools.

**Continuous Improvement:** Leadership Skills, Root Cause Analysis, Quality Control/Systems, Lean Production.

**Management Skills:** Coaching, Business Acumen, Building High Performance Teams.

**Hazardous Materials:** Field Service Technicians and Sales Staff will receive training in Hazardous Waste/Materials to ensure appropriate response to hazardous waste spills on the worksite or in transit. This training is highly technical and meets all industry and OSHA governmental standards. No specific number of hours has been determined and no certificate will be received at the completion of training.

## Productive Laboratory

Trainees may produce goods for profit as part of the PL training. The instructor must be dedicated to training delivery during all hours of training, and special attendance rosters will be used to assist in monitoring.

Anderson PHA finds that on-the-job training is a critical element to the Company's extensive training program and provides up to 2,200 hours of on-the-job training for its newly hired technicians over a two year period. This training methodology allows the company to provide hands-on experience in the field with a master trained technician. Workers are trained on-site in diagnostics, installation, repair systems planning and code compliance under ETP PL guideline requirements. Anderson PHA expects that production time will be greatly reduced during PL training as the trainer is not able to perform their job duties as their will be 100% spent on training and the Company expects production to be reduced by at least 30%. Approximately 130 technicians will receive PL.

Anderson PHA is requesting a trainer to trainee ratio of 1:3 for PL, but expects that most training will be in a 1:1 or 1:2 setting. In some cases, trainees will be in groups of 2 or 3 trainees because they work in teams on the job installing or repairing HVAC systems. Training these small teams during PL is a necessity based on the way work is actually performed at customer sites.

## Commitment to Training

Anderson PHA's annual training budget is \$750,000. The Company documented over 21,325 of training hours in the last ETP Agreement. The Company employs six full time trainers. In addition, during peak training season, the Company may deploy four additional internal trainers to assist in the delivery of critical training. Training will begin immediately upon project approval.

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

➤ Training Infrastructure

The project will be overseen by the Company's President, with administrative support by the Human Resources Manager and the Human Resources Assistant. Anderson PHA also employed Synergy Management Consultants to assist with the administration of the project. In-house and external trainers will provide training.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0104	San Diego	7/1/16 – 6/30/18	\$375,120	\$375,120 (100%)

**DEVELOPMENT SERVICES**

Anderson PHA retained Synergy Management Consultants to assist with development of this proposal for a flat fee of \$30,000.

**ADMINISTRATIVE SERVICES**

Anderson PHA retained Synergy Management Consultants in Grass Valley to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

**TRAINING VENDORS**

Heat Exchanger Expert of Sacramento has been retained to provide training for a fee of \$12,000. Other trainers will be identified for ETP record-keeping purposes, as they are retained by Anderson PHA.

## **Exhibit B: Menu Curriculum**

### **Class/Lab Hours**

8-200 Trainees may receive any of the following:

#### **BUSINESS SKILLS**

- Persuasion Strategies
- Intra-company communication/ Advanced communication
- Negotiation Skills
- Conflict Resolution
- Customer Needs Assessment
- Presentation Skills
- Active listening skills
- Communication skills
- Managing expectations

#### **COMMERCIAL SKILLS**

- Thermal Dynamics
- Switches and electrical components
- Smart Home Systems/ controls
- Heat Exchanger Systems
- System Sizing/ planning design
- Advanced A/C systems
- Advanced diagnosis
- Metering devices
- Motors
- Digital Tools
- Advanced Wiring and Schematics
- Thermostats
- Maintenance Tune up procedures
- Field tools/ gauges
- Digital tools Gauges
- Air Quality diagnostics and methodologies
- Inverter Technology
- Ventilation systems
- Barriers methodologies
- Fundamentals of HVAC Systems
- Fundamentals of air movement efficiency
- Insulating methodologies

#### **Plumbing**

- Plumbing Safety
- Basic tools
- Fundamentals of Water flow and Plumbing systems
- Maintenance of fixtures drains and water heaters
- Pipes and fittings including install
- Compression Fittings
- Fixtures and Faucets including install
- Disposals

- Drains- roof/ floor and area
- Valves
- Water Heaters
- On Demand hot water systems
- Pipes and supply lines
- Sleeving process
- Gas and fuel systems
- Back flow systems
- Sewage and pump systems
- Venting
- Water pressure booster and recirc systems
- Water supply treatment systems
- Diagnostics
- Septic systems maintenance
- Video Inspection
- Trenchless systems and tooling
- Plumbing Code

### **COMPUTER SKILLS**

- Successware skills
- Regulatory Code research techniques
- Tablet applications for field sales/ invoicing/diagnostics
- Trenchless Video x-Ray
- Water leak video inspection tools

### **CONTINUOUS IMPROVEMENT**

- Leadership skills
- Team Building
- Root cause Analysis
- Quality control/systems
- Logistics efficiency
- Decision Making Skills
- Lean Production

### **MANAGEMENT SKILLS**

- Coaching For leaders
- Business Acumen Skills
- Motivating Employees
- Building High Performance Teams

### **HAZARDOUS MATERIALS**

- Coolant systems- evac and weigh in procedures
- HAZ mat safety
- Asbestos procedures/ handling



## **Productive Lab Hours**

0-60

### **COMMERCIAL SKILLS**

- HVAC
- Thermal Dynamics
- Switches and Electrical Components
- Heat Exchanger Systems
- Air Conditioning Systems
- Metering Devices
- System Controls/Smart System Controls
- Motors
- Whole House Fans
- Inverter-type Systems
- Digital Tools
- Wiring
- Thermostats

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

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



**Training Proposal for:**  
**Hospitality Industry Training and Education Fund dba Hospitality  
 Training Academy**

**Agreement Number: ET19-0307**

**Panel Meeting of:** October 26, 2018

**ETP Regional Office:** North Hollywood

**Analyst:** M. Reeves

**PROJECT PROFILE**

Contract Attributes:	Retrainee New Hire SET Multiple Barriers Apprenticeship	Industry Sector(s):	Services (G)  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No UNITE HERE Local 11		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$91,272		\$6,701 8% Jobs 1 & 3 12% Job 2		\$97,973

In-Kind Contribution:	50% of Total ETP Funding Required	Inherent
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET	Commercial Skills	10	8-200	0	\$590	*\$13.25
				Weighted Avg: 24			
2	New Hire SET Multiple Barriers	Commercial Skills	23	8-260	0	\$663	*\$13.25
				Weighted Avg: 24			
3	Apprentice	Commercial Skills	34	8-200	0	\$2,246	*\$13.25
				Weighted Avg: 100			

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

**Minimum Wage by County:** \$13.25 per union collective bargaining agreement.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Numbers 1 &amp; 2</b>		
Hospitality/LAX Worker		23
Barista		10
<b>Job Number 3</b>		
Apprentice – Chef de Partie/Line Cook		17
Apprentice – Room Attendant/Housekeeper		17

**INTRODUCTION**

Established in 2006, the Hospitality Industry Training and Education Fund dba Hospitality Training Academy (HTA) ([www.lahta.org](http://www.lahta.org)) is a 501(c)(3) non-profit institution and labor-management partnership/Taft-Hartley Fund that provides benefits to both contributing employers and members of the UNITE HERE Local 11 labor union.

HTA launched a program in 2009 to connect employers, community colleges, and community organizations with the workforce development system. This effort ensured that workers were provided access to the training needed to qualify for and progress in the hospitality industry in Los Angeles. HTA has continued to grow and flourish by expanding its reach from primarily hotels and event venues in downtown Los Angeles to additional cities and communities throughout the Greater Los Angeles region.

HTA provides training for both new hires entering the hospitality sector and incumbent workers seeking promotions through improved job skills and work experience. HTA provides classes for various hospitality and LAX airport positions, as well as ServSafe Food Handlers Certification and TiPS Alcohol Certification for incumbent workers.

As the City of Los Angeles prepares for events like the Super Bowl in 2021 and the Summer Olympics in 2028, the hospitality/tourism industry will be adding thousands of new hotel accommodations. HTA's current and future employer partners will be looking to HTA to facilitate their training and hiring needs.

## **PROJECT DETAILS**

HTA's employer partners need to provide employees with the skills to work more independently, execute job tasks safely and efficiently, and respond to and solve problems more effectively.

HTA developed a comprehensive training plan for Hospitality Workers and Baristas. Additionally, a sizable portion of the requested funding will be used to support HTA's newly created Apprenticeship programs for Culinary and Housekeeping occupations. The proposed Apprenticeship training will target hard to reach populations in Los Angeles County. There will also be a new hire training element (Job Number 2) that will target low-income individuals with one or more barriers to employment residing in underserved communities.

### **Apprenticeship Program**

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding supplements cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project, the programs are five weeks (Room Attendant) and six weeks (Line Cook).

For these trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. The Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$26 to \$21 per class/lab hour. In this proposal, the wages paid are per union collective bargaining agreement.

- **Line Cook Apprentice:** training will equip trainees with the skills needed to successfully enter the culinary industry at the Chef de Partie/Line Cook level.
- **Room Attendant Apprentice:** training will equip trainees with the requisite skills to enter the hospitality industry as a Room Attendant at high-end lodging establishments in the Greater Los Angeles area.

### **Training Plan**

**Commercial Skills:** Training will be provided to all occupations. Each participant will be placed in one of four training programs based on their projected career path:

- **Hospitality/LAX Worker:** training will prepare trainees for entry level positions in hospitality by focusing on customer service and food handling skills.
- **Barista:** training will prepare trainees for positions in coffee shops and restaurants at major hotels and the LAX airport. Trainees will learn the history, preparation, and proper service etiquette associated with coffee.

### **Marketing and Support Costs**

HTA conducts outreach and recruitment through mail, informational flyers, personal contacts, telephone calls, emails, and its website. Application announcements for the program are disseminated to local, state and federal agencies as well as community colleges. HTA conducts job fairs and assists in the hiring process for a number of concession companies. While some participating employers and new hires have already been recruited, additional recruitment is necessary to support a greater pipeline of program participants.

HTA is requesting support costs for program marketing and training-related activities including the recruitment of participating employers and assessment of employer-specific job requirements for retrainees. New Hire support activities include the recruitment of participants, intake assessments, job readiness development, and job search/placement assistance. Staff recommends 8% Support Costs for Job Numbers 1 and 3, and 12% Support Costs for Job Number 2 (New Hire).

### **Retention Modification**

Due to the cyclical nature of employment in the hospitality industry, HTA is requesting a modified retention period of at least 500 hours within 272 days with more than one employer. This modification is in addition to the standard retention period of 90 consecutive days with one employer.

### **Tuition Reimbursement**

HTA 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.

### **Commitment to Training**

Employers will continue to make contributions to HTA's trust fund for every hour worked by union employees. Safety training is provided in accordance with all pertinent requirements under state and federal law.

### **➤ Training Infrastructure**

HTA's Executive Director and Director of Administration and Grants will oversee project administration. Additional HTA support staff will assist with recruitment, scheduling, tracking, and documentation. HTA has also retained an administrative consultant to ensure that all training adheres to ETP requirements. HTA has formed a team of 15 instructors to deliver training. The majority of classes, except the Culinary Apprenticeship training, will take place at HTA's training facility in Los Angeles. Some training may also take place at employer sites. HTA rotates the location of the Culinary Apprenticeship training across various industrial

kitchens throughout Los Angeles County in order to reach diverse areas and trainee populations.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **PRIOR PROJECTS**

The following table summarizes Contractor's performance by HTA under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET15-0355	Los Angeles	04/26/15 – 04/25/17	\$98,620	\$25,201 (26%)

Although the Contractor initially enrolled 100% of the planned number of new-hires, many of these trainees were also WIOA recipients. (HTA program participants may receive assistance from various sources including U.S. Department of Labor, EDD, City of Santa Monica and employer contributions negotiated via the CBA.) The WIOA recipients were ultimately not placed as ETP-funded trainees in order to mitigate the risk of duplication of funding. This adversely impacted performance. To minimize this issue in the new proposal, HTA has strengthened its accounting and tracking systems to better monitor all funding sources and ensure there is no duplication of funding for ETP trainees. For this new proposal, HTA is requesting more funding than earned under its previous project. This request is due to an expanded training plan that now includes Apprenticeship and Retraining (the prior project was for new-hires only).

## **DEVELOPMENT SERVICES**

The California Labor Federation in Orangevale and Strategy Workplace Communications in Burlingame assisted with development of this proposal at no cost.

## **ADMINISTRATIVE SERVICES**

Strategy Workplace Communications 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 (Job Number 1)

8 – 260 (Job Number 2)

Trainees may receive any of the following:

**COMMERCIAL SKILLS****Hospitality/LAX Training**

- Proper Service Etiquette
- Sequence of Food Service
- Restaurant Product Knowledge
- Nutritional Information
- Preparation of Food
- Food Allergies
- How to Handle Accidents
- “Up-selling” menu items
- Basic Food Safety
- Personal Hygiene
- Cross-Contamination & Allergens
- Time & Temperature
- Cleaning & Sanitation
- Professionalism on the job
- Importance of Maintaining Personal Grooming & Hygiene
- Communication and Tone/Body Language (Verbal/Non-Verbal)
- Customer Complaints/Handling Difficult Customers
- Tools for Problem Solving
- Managing Time Effectively
- Cultural Diversity

**Barista Training**

- Introduction to Coffee
- Types of Coffee Beans
- Sanitation in the Coffee Station
- Developing a Palate (How to Taste)
- Water to Coffee Ratio/Brewing Techniques/Systems
- Introduction to Equipment/Bar Layout/Equipment Maintenance
- How to Grind Coffee
- Flavoring Coffee (including syrups)
- Coffee Terminology
- Making the Perfect Foam/Milk Preparation
- Making the Perfect Shot
- Creating Drinks
- Allergies
- Proper Service Etiquette

- Sequence of Food Service
- Restaurant Product Knowledge
- Nutritional Information
- Preparation of Food
- Food Allergies
- How to Handle Accidents
- “Up-selling” menu items
- Basic Food Safety
- Personal Hygiene
- Cross-contamination & Allergens
- Time & Temperature
- Cleaning & Sanitation
- Professionalism on the job
- Importance of Maintaining Personal Grooming & Hygiene
- Communication and Tone/Body Language (Verbal/Non-Verbal)
- Customer Complaints/Handling Difficult Customers
- Tools for Problem Solving
- Managing Time Effectively
- Cultural Diversity

**Class/Lab Hours**

8 – 200 (Job Number 3)

**Apprentice Training****COMMERCIAL SKILLS****Room Attendant Skills**

- Introduction to Rooms Services & Hospitality
- Hotel Operations
- Being a Successful Employee
- Exceptional Customer Service
- Hotel Rooms Division
- Cultural Awareness & Diversity
- Technology & Social Media
- Awareness of Safety & Security
- Ergonomics
- Room Services
- Job Interview Skills
- Review & Preparation for the Certified Guest Room Attendant Examination (AHLEI)

**Culinary Skills**

- Food Safety & Sanitation
- Introduction to the Culinary Industry
- Kitchen Equipment



- Knife Skills
- Kitchen Math
- Stock Cookery
- Soup Cookery
- Sauces
- Butchering & Hot Cookery
- Breakfast Cookery
- Basic Baking Concepts
- Ergonomics
- Final Exam

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

Note: Reimbursement for retraining (Job Numbers 1 and 3) is capped at 200 total training hours per trainee, regardless of the method of delivery. Reimbursement for new hire training (Job Number 2) is capped at 260 total training hours per trainee.



**Training Proposal for:  
Managed Career Solutions, Spc.**

**Agreement Number: ET19-0258**

**Panel Meeting of:** October 26, 2018

**ETP Regional Office:** North Hollywood

**Analyst:** E. Wadzinski

**PROJECT PROFILE**

Contract Attributes:	New Hire Veterans Multiple Barriers Medical Skills Training SET	Industry Sector(s):	Services Healthcare  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, San Diego, Ventura	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	N/A		
Managers/Supervisors: (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$183,976		\$24,900 (Job 1: 20% Job 2: 12%)		\$208,876

In-Kind Contribution:	50% of Total ETP Funding Required	N/A
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	New Hire Veterans SET Multiple Barriers	Comm'l Skills, Computer Skills, Other Skills-Job Readiness	33	8-260	0	\$3,981	*\$13.66
				Weighted Avg: 132			
2	New Hire SET Medical Skills Multiple Barriers	MS-Didactic, MS-Preceptor, Computer Skills, Other Skills-Job Readiness	17	8-260	0	\$4,559	*\$13.66
				Weighted Avg: 160			

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

**Minimum Wage by County:** Job Numbers 1 & 2 (SET/New Hire): \$14.62 per hour for Los Angeles County; \$14.58 per hour for Orange County; and \$14.19 per hour in San Diego County and \$13.66 per hour 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 \$0.87 per hour in Job Number 2

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Veteran Executive Protection Agent		33
<b>Job Number 2</b>		
Certified Nurse Assistant		17

**INTRODUCTION**

Founded in 1987, Managed Career Solutions, Spc. (MCS) ([www.mcscareergroup.com](http://www.mcscareergroup.com)) provides workforce development services in Los Angeles County. These services include outreach, intake, case management, job training and job placement for adults and dislocated workers, with priority service to veterans. The Company assists in providing trainees with skills to help maintain gainful employment based on their education, work history and interest.

MCS also partners with Workforce Innovation and Opportunity Act to help provide supportive services to Veterans and underserved Adults. MCS operates comprehensive one-stop employment centers, known as American Job Centers of California for the City and County of Los Angeles. These supportive services provide for child care, transportation assistance, and additional costs necessary for training such as uniforms, supplies and books.

### **Veterans Program**

MCS requests ETP funds to train and place unemployed veterans (Job Number 1) who have served on active full-time duty in the Armed Forces and were honorably discharged or released from active duty because of a service-connected disability; and reservists who have served on active full-time duty and are still on reserve status under the Panel's Veterans Program.

The Panel has established incentives for training Veterans:

- Support Costs are 20% for Veterans to encourage focused outreach.
- Incidental Placement with public and nonprofit entities is permissible not to exceed 45%.
- Retention for Veterans may be satisfied by employment of at least 30 hours a week (instead of the standard 35) for at least 90 consecutive days. For occupations in which it is not customary to be employed 90 consecutive days, retention may be satisfied by employment of at least 500 hours within 272 days (the longest time period permitted by statute).

### **PROJECT DETAILS**

This Proposal was first presented at the September 2018 Panel, at which time the Panel had concerns with the high average cost per trainee and the low wages, specifically for Job Number 1. The Panel directed the proposal be reworked to address these issues. Subsequently, the Contractor worked with participating employers to update post-retention wages and the proposal has been modified as summarized:

- Agreement amount reduced from \$295,939 to \$208,876.
- Wages have been increased and the amount of health benefits necessary to meet minimum wage reduced.
- Average training hours and cost per trainee have been reduced.

Following is information detailing revisions by Job Number:

#### **Job Number 1 – New-Hire Veteran Executive Protection Agents**

- Weighted average training hours is reduced from 200 hours to 132.
- Average cost per trainee is decreased from \$6,032 to \$3,981.
- Post-retention wage range is increased from \$14.00 - \$19.00 to \$14.62 - \$20.00. (higher than \$13.66 minimum wage).
- Health benefits no longer needed to meet the post-retention wage.

#### **Job Number 2 – New-Hire/Multiple Barriers CNA's**

- Weighted average training hours is reduced from 200 hours to 160.
- Average cost per trainee is decreased from \$5,699 to \$4,559.

- Post-retention wage range for New-Hire/MB CNA's placed in employment was increased from \$13.25 - \$15.00 to \$13.75 - \$20.00.
- Health benefits needed to meet the ETP post-retention wage is reduced from \$1.37 per hour to \$0.87 per hour.

Training will address industry demands for workers in healthcare and advanced security. MCS has identified employers that have made firm commitments to hire the participants upon successful completion of training.

MCS will provide training for Executive Protection Agents to place veterans in employment with a focus on security. Some Veteran's being placed in these New-Hire positions have no work experience. MCS was very successful in placing Veterans in these positions under its prior Agreement and exceeded the initial number of Executive Protection Agents placed and retained in employment for this occupation.

Training will also be provided for Certified Nurses Assistants (CNA's). MCS has been successful in using American Medical Careers as a training vendor due to it's success and the high probability of training and placing individuals with significant barriers to employment. CNA training is an excellent point of entry to the healthcare industry. CNA trainees gain critical and meaningful work skills and experience to gain access to employment in the healthcare industry.

## Training Plan

**Commercial Skills:** Training will be offered to Veteran Executive Protection Agents. Training will focus on the fundamentals of protecting high-profile clientele. In addition to patrol, monitoring, and report writing responsibilities, these courses will also cover the specifics of estate security and dealing with paparazzi.

**Medical Skills:** Training will be provided to CNA's. Course topics will outline the California Department of Public Health standards of 100 hours clinical (preceptor) and 60 hours of didactic training to meet the qualifications of the CNA training program. Training in each module starts with didactic training, followed by preceptor training. This training model is effective in ensuring trainees are competent in the subject matter. After ETP-funded training is complete, trainees will be eligible to take a state exam to receive this certification.

**Computer Skills:** Training may be provided to all occupations and is designed to ensure trainees have a broad foundational knowledge of common software platforms.

**Other Skills - Job Readiness Training:** Training is designed to assist participants in preparing a Job Application dossier, including an updated resume, cover letter, and employment application. Additional modules focus on interviewing techniques, workplace skills, transition skills, customer service, communications and other skills as required to help veterans become competitive job candidates and prepare them for successful entry into the labor market.

## Special Employment Training/Multiple Barriers

This project targets workers with multiple barriers to employment (Job Numbers 1 and 2) who lack essential job skills necessary to improve their employment opportunities. Trainees may be affected by lack of prior educational opportunities and intermittent work histories. They may have several barriers to employment, as well as limited literacy skills, education and an inconsistent employment history.

➤ Wage Modification

Trainees have two or more barriers to employment (e.g., adult learners who may be returning to the classroom after many years, mental or physical disability, limited English proficiency, limited work experience and limited math skills). These multiple barrier trainees are eligible to receive the ETP Standard Wage.

➤ Retention Modification

CNA's (Job Number 2) are eligible for full time employment and retention modifications. MCS requests to modify the full-time employment retention requirement from 35 to 30 hours per week in a 90-day period. Additionally, MCS requests an alternate retention of 500 hours within 272 days with one or more employers to satisfy the retention requirement.

➤ Incidental Placement

Incidental placement with public and nonprofit entities of up to 20% is allowed for New-Hire trainees with multiple barriers.

### **Impact/Outcome**

Upon completion of the nursing skills training, trainees will become CNAs. Certifications are awarded by the Department of Public Health.

The trainees completing the Executive Protection Agent training will receive Guard Card Certification, as well as Firearm and Baton permits.

### **Trainer Qualifications**

CNA training will be administered by American Medical Careers (a division of MCS; approved by the California Department of Public Health). The training will be delivered by Licensed Vocational Nurses and supervised by Registered Nurses.

Training for Executive Protection Agents will be administered by Advanced Security Concepts, Inc. This training will be delivered by retired police officers with all current licenses and permits.

Job Readiness, Computer Skills and some Continuous Improvement training will be provided by MCS through its own instructors or those of a qualified vendor.

### **Training Coordinator**

The Program Director will oversee all program administration. Two full-time employees will handle the recruitment of trainees, referrals and reporting. MCS will provide job placement and retention services and coordinate the efforts of all training entities. MCS will also have the assistance of WorkSource Center staff.

### **Marketing, Recruitment and Support Costs**

MCS plans to market and recruit trainees through three of its One-Stop Career Centers, the Employment Development Department, and various other one-stop centers throughout the Los Angeles area. MCS has been providing return-to-work activities since the 1990s and has established longstanding relationships with local area employers. Employers have already been identified for job placement.

MCS requests 20% support costs for Veteran new hires and 12% for new hires with Multiple Barriers to assist in recruitment, employer outreach, and assessment of employer-specific job requirements. Although many of the participating employers have already been notified, additional outreach and needs assessments will continue throughout the Agreement term.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0239	Los Angeles	11/06/15 – 11/05/17	\$199,000	\$180,072 (91%)
ET13-0183*	Los Angeles	10/22/12- 10/21/14	\$231,899	\$140,273 (61%)

\*ET13-0183 – The focus for training in this project was Veterans in Healthcare (CNA) and Technical Services (Executive Protection). Veteran did not experience good retention in the occupation of CAN, as trainees left their positions before the required retention term. Low earnings were a direct result of low retention for CNA's. In this proposed Agreement, Veterans are more suitably being trained in the occupation of "Executive Protection Agents."

## **DEVELOPMENT SERVICES**

N/A

## **ADMINISTRATIVE SERVICES**

N/A

## **TRAINING VENDORS**

Advanced Security Concepts, Inc. of Encino will provide Commercial Skills training for Executive Protection Agents for an amount to be determined.

American Medical Careers in Los Angeles (a division of MCS) will provide Medical Skills training for CNA's for an amount to be determined.

## Exhibit B: Menu Curriculum

### Class/Lab Hours

8-260

Trainees may receive any of the following:

#### MEDICAL SKILLS-DIDACTIC

- + Introduction to Nursing
- + Body Mechanics
- + Medical and Surgical Asepsis
- + Weights and Measures
- + Patient Care Practices and Procedures
- + Vital Signs
- + Nutrition
- + Introduction to Aide and Agency Roles
- + Interpretation of Medical and Social Needs of Patients
- + Personal Care Services
- + Cleaning and Care Tasks in the Home
- + Leadership Core Competencies
- + Medical Overview
- + Demonstration of Clinical Competency
- + CPR
- + Fire and Safety

#### MEDICAL SKILLS-PRECEPTOR (Ratio 1:10)

- + Body Mechanics
- + Medical and Surgical Asepsis
- + Weights and Measures
- + Patient Care Practices and Procedures
- + Vital Signs
- + Nutrition
- + Personal Care Services
- + Cleaning and Care Tasks in the Home
- + Demonstration of Clinical Competency

#### COMMERCIAL SKILLS

- + Executive Protection Fundamentals
- + Arrest and Control
- + Chemical Agents
- + Taser Use
- + Guard Card Certification
- + Firearm Training and Permit
- + Baton Training and Permit
- + Active Shooter Training

#### COMPUTER SKILLS

- + Microsoft Suite (Word, Excel, Outlook, Power Point)
- + Online Document Management Suites (One Drive or Google Drive)

#### JOB READINESS TRAINING

- + Finding Job Placement Leads
- + Resume Review and Writing



- ✚ Interview Preparation
- ✚ Conflict Resolution and Equal Opportunity
- ✚ Diversity and Disability Etiquette Training
- ✚ Customer Service
- ✚ Communication Skills
- ✚ Conflict Resolution
- ✚ Equal Opportunity and Civil Rights
- ✚ Workplace Behavior

Job Readiness training cannot exceed 50% of total training hours per-trainee.

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



**Training Proposal for:  
NTMA Training Centers of Southern California**

**Agreement Number: ET19-0305**

**Panel Meeting of:** October 26, 2018

**ETP Regional Office:** North Hollywood

**Analyst:** E. Wadzinski

**PROJECT PROFILE**

Contract Attributes:	Retrainee SB <100 Priority Rate Veterans	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, Riverside, San Bernardino	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$1,675,440		\$123,804 Jobs 1 and 2 - 8% Job 3 - 20%		\$1,799,244

<b>In-Kind Contribution:</b>	<b>50% of Total ETP Funding Required</b>	<b>\$1,020,000</b>
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Manufacturing Skills	252	8-200	0	\$3,337	\$16.70
				Weighted Avg: 120			
2	Retrainee SB <100 Priority Rate	Manufacturing Skills	240	8-200	0	\$3,642	\$16.70
				Weighted Avg: 131			
3	Retrainee Veteran Priority Rate	Manufacturing Skills	20	8-200	0	\$4,212	\$16.70
				Weighted Avg: 138			

**Minimum Wage by County:** \$17.54 per hour for Los Angeles County, \$17.50 per hour for Orange County, and \$16.70 per hour for Riverside and San Bernardino Counties.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
CNC Machine Operator		140
Machine Set-Up Operator		140
Engineer		55
Set-Up Operator		122
Programmer		55

**INTRODUCTION**

The Los Angeles Chapter of the National Tooling and Machining Association (NTMA) ([www.trainingcenters.org](http://www.trainingcenters.org)) trains for the machining industry in Southern California. NTMA was founded in 1968 and is headquartered in Santa Fe Springs, with training campuses located in Santa Fe Springs and Ontario. This will be NTMA's 36<sup>th</sup> ETP Agreement, the fifth in the last five years.

NTMA prepares students for lifelong careers in the machining, tooling, metal-working and manufacturing industries. NTMA serves small to medium-sized machine shop employers that design and manufacture special tools, machines, dies, jigs, fixtures, gauges and precision-

machined parts. These companies need skilled workers to remain competitive with cutting edge industry demands and to prepare workers to progress toward a high performance workplace due to ongoing advanced technological changes in the metal industry.

## **Veterans Program**

NTMA is committed to support training that helps Veterans. To be able to connect with the Veteran population, NTMA has an established Memorandum of Understanding with the Department of Defense identifying them under the California State Approving Agency for Veterans Education as an institution eligible to train Veterans as part of CalVETS under the Department of Veterans Affairs. NTMA also attends job and resource fairs that are organized to help the Veteran population, participates in network outreach with California and other State agencies. NTMA will continue efforts towards providing training to the Veteran community, while delivering accredited programs that result in opportunities, employment and careers.

NTMA will train 20 incumbent-worker Veterans who have served on active full-time duty in the Armed Forces (Job Number 3).

## **PROJECT DETAILS**

Advances in cutting edge technology, sustained growth in the metal trades, and a significant number of retiring workers are causing an ongoing shortage of trained machine workers. Participating employers require workers with a higher skill set to maintain employment levels needed to compete for business that can be lost to companies outside of California.

NTMA trains employees in the machining industry. For over 50 years, NTMA has been providing manufacturing sector workforce training; and has partnered with ETP since ETP's conception in 1982.

The industry has experienced increased manufacturing demand that it has not experienced in years. The demonstrated demand for ETP-funded training is higher than in previous proposals. ETP funding provides NTMA the ability to market to employers and provide them with training to help grow and maintain the manufacturing sector in California.

## **Curriculum Development**

NTMA's training focuses on Manufacturing Skills for the Machine industry. The proposed Manufacturing Skills curriculum is derived from national industry standards, with additional input from its trustees, local chapter members, and instructional staff. Participating employers review curriculum content prior to training. At the conclusion of each class, NTMA staff conducts surveys with employers and trainees to assess the effectiveness of training and solicit suggestions for improving the content and delivery of training.

## **Training Plan**

The core group of employers represents 97% of the requested funding. Approximately 98% of the proposed training will be delivered at NTMA's training facilities In Santa Fe Springs or Ontario, and the remaining 2% will be at employer worksites.

**Manufacturing Skills** - Training for Computer Numeric Control (CNC) Machine Operators and Machine Set-Up Operators will include CNC, Advanced CNC, Electro-discharge machining, and Inspection. These CNC retraining modules are designed for Machine Operators who need to upgrade their skills in CNC operations, set-up, and programming. Advanced CNC training will

focus on higher-level machinery skills such as surface shading and dialogs, solid construction, and multiple-surface machining. The Inspection training components are designed for workers responsible for performing inspection functions in shops.

Other training topics are specifically designed for higher skilled Engineers, Set-Up Operators, and Programmers who are typically responsible for the most complex programming, engineering, and machine set-up processes. These trainees will study 3D programming, Lathe programming, 3D tool-path planning and editing, file conversion, and multi-axis machining.

### **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 by the participating employers in accordance with all pertinent requirements under state and federal law.

The targeted participating employers generally do not provide formal training to their production employees. Instead, training is typically limited to informal, on-the-job training. Some programmers who will participate in the proposed training have attended brief seminars for certain limited programming skills. However, the proposed Curriculum will provide workers in-depth training in the most proficient use of computerized machine tools.

#### ➤ Training Infrastructure

The Program Director will oversee the project, along with 9 staff members dedicated to this ETP project. Project staff will assist with scheduling training and all aspects of program administration. NTMA's staff has successfully administered NTMA's prior ETP projects and is very knowledgeable of ETP's administrative processes. Training will be provided by in-house trainers mainly at NTMA training centers in Santa Fe Springs and Ontario; and in some instances at the participating employer's workplace.

### **Marketing and Support Costs**

NTMA continuously markets their training programs in a variety of ways including personal contact, telephone calls, email and direct mail to recruit companies. NTMA requests 8% support costs for Job Numbers 1 and 2, and 20% support costs for Veterans in Job Number 3, to cover the cost of recruiting additional employers and assessing employer-specific job training requirements.

### **Training Agency Certification**

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

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

- BPPE licensure valid until January 22, 2020
- Approval for WIOA funding under the I-TRAIN program
- Successful past performance with ETP (see Prior Project table)

**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 Contractor's performance under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET17-0451	\$949,695	03/25/17 – 03/24/19	267	242	136

Based on ETP Systems, 36,281 reimbursable hours have been tracked for potential earnings of \$902,797 (95% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through November 2018.

**PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0110	Statewide	08/01/15 – 07/31/17	\$1,199,168	\$1,194,734 (99%)
ET13-0406	Statewide	06/30/13 – 06/29/15	\$849,116	\$849,116 (100%)
ET12-0278	Statewide	01/28/12 – 01/27/14	\$749,621	\$685,533 (92%)

**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:

**MANUFACTURING SKILLS**

## CNC Fundamentals:

- Types of Equipment
- Mathematical Principles and Applications
- Lathes
- Mills
- Specifications
- Cutting Tools
- Programming
- Setup and Operation
- Tool Paths
- Meeting Tolerances
- Meeting Quality Standards
- Shop Practice

## CNC Advanced:

- CNC Programming System
- Types of Machines
- Set-Up Procedures
- Defining Tool Paths
- Models and Tooling
- Basics of Surface Construction
- Surface Shading and Dialogs
- Multi-surface Machining
- Solid Construction
- Application of Tool Paths to Solid Models
- Tool Paths in Solid Machining

## Electro-Discharge Machining:

- Principles
- Controls and Usage
- Features
- Set-Up
- Tolerances
- Quality Control
- Programming
- Tool Paths
- Models and Tooling

## Inspection:

- Coordinate Measuring Equipment
- Mathematics for Inspection
- Blueprints
- Geometric Dimension and Tolerancing
- Datums and Datum Surfaces

- Coordinate Measuring Machine Set-Up and Operation
- Inspection Records and Requirements
- Parts, Assemblies and Set-Up Techniques Required Using Coordinate Measuring Machine Inspection Methods

Master Cam:

- Mathematical Principles and Applications
- CNC Programming System
- 2D Wire Frame Construction
- Basic 2-D Programming
- Defining Tool Paths
- Introduction to 3D Programming
- Models and Tooling
- Basics of Surface Construction
- Surface Shading and Dialogs
- Multi-Surface Machining
- Review of Basic Programming
- 3D Tool-Paths
- Multi-Axis Machining
- 3D Tool-Path Editing
- 3D Tool-Path Planning
- Engraving Artworks
- Creating Part Geometry for Lathes
- Lathe Programming
- Mill-Turn Tool-Paths
- File Conversion
- Post Processor Customization

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: NTMA Training Centers of Southern California      CCG No.: ET19-0305  
Reference No: 18-0737      Page 1 of 13

---

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: 3D MACHINE COMPANY

---

Address: 4790 EAST WESLEY DR.

---

City, State, Zip: ANAHEIM, CA 92807

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 35

---

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

---

Company: 80 PERCENT ARMS INC.

---

Address: 3480 W WARNER AVE. STE N

---

City, State, Zip: SANTA ANA, CA 92704

---

Collective Bargaining Agreement(s): No

---

Estimated # of employees to be retrained under this Agreement: 5

---

Total # of full-time company employees worldwide: 15

---

Total # of full-time company employees in California: 15

---

Company: ACE CLEARWATER ENTERPRISES

---

Address: 19815 MAGELLAN DR.

---

City, State, Zip: TORRANCE, CA 90502

---

Collective Bargaining Agreement(s): No

---

Estimated # of employees to be retrained under this Agreement: 18

---

Total # of full-time company employees worldwide: 180

---

Total # of full-time company employees in California: 180

---

Company: ACUTEK US INC.

---

Address: 1488 E. VALENCIA DRIVE

---

City, State, Zip: FULLERTON, CA 92831

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 50

---

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

---

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: NTMA Training Centers of Southern California	CCG No.: ET19-0305
Reference No: 18-0737	Page 2 of 13

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: ADVANEX AMERICAS INC.

Address: 5780 CERRITOS AVE.

City, State, Zip: CYPRESS, CA 90630

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 18

Total # of full-time company employees worldwide: 142

Total # of full-time company employees in California: 142

Company: AEROFOAM INDUSTRIES INC.

Address: 31855 CORYDON RD.

City, State, Zip: LAKE ELSINORE, CA 92530

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 112

Total # of full-time company employees in California: 111

Company: AMRO FABRICATING

Address: 1430 ADELIE AVE.

City, State, Zip: SO. EL MONTE, CA 91733

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 28

Total # of full-time company employees worldwide: 175

Total # of full-time company employees in California: 175

Company: CAMTECH

Address: 8710 RESEARCH DR.

City, State, Zip: IRVINE, CA 92618

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 18

Total # of full-time company employees worldwide: 73

Total # of full-time company employees in California: 73

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: NTMA Training Centers of Southern California	CCG No.: ET19-0305
Reference No: 18-0737	Page 3 of 13

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: CARLTON FORGE WORKS

Address: 7743 E. ADAMS

City, State, Zip: PARAMOUNT, CA 90723

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 38

Total # of full-time company employees worldwide: 350

Total # of full-time company employees in California: 350

Company: CAVALLO & CAVALLO DBA: PRODUCTION ENG. & MACHIN.

Address: 14955 HILTON DR.

City, State, Zip: FONTANA, CA 92336

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 8

Total # of full-time company employees worldwide: 33

Total # of full-time company employees in California: 33

Company: CHARLES MEISNER INC.

Address: 201-A SIERRA PL.

City, State, Zip: UPLAND, CA 91786

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 7

Total # of full-time company employees worldwide: 30

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

Company: CIRCOR AEROSPACE INC.

Address: 2301 WARDLOW CIRCLE

City, State, Zip: CORONA, CA 92880

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 275

Total # of full-time company employees in California: 275

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: NTMA Training Centers of Southern California      CCG No.: ET19-0305  
Reference No: 18-0737      Page 4 of 13

---

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: DAICO INDUSTRIES INC.

Address: 1070 E. 233RD STREET

City, State, Zip: CARSON, CA 90745

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 8

Total # of full-time company employees worldwide: 63

Total # of full-time company employees in California: 63

---

Company: EDELBROCK LLC

Address: 2700 CALIFORNIA STREET

City, State, Zip: TORRANCE, CA 90503

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 36

Total # of full-time company employees worldwide: 465

Total # of full-time company employees in California: 465

---

Company: ESTERLINE-KIRKHILL-TA

Address: 300 E. CYPRESS ST.

City, State, Zip: BREA, CA 92821

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 665

Total # of full-time company employees in California: 665

---

Company: FREUDENBERG MEDICAL LLC

Address: 5050 RIVERGRADE RD.

City, State, Zip: BALDWIN PARK, CA 91706

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 150

Total # of full-time company employees in California: 150

---

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: NTMA Training Centers of Southern California      CCG No.: ET19-0305  
Reference No: 18-0737      Page 5 of 13

---

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: GALE BANKS ENGINEERING

---

Address: 546 DUGGAN AVE.

---

City, State, Zip: AZUSA, CA 91702

---

Collective Bargaining Agreement(s): No

---

Estimated # of employees to be retrained under this Agreement: 5

---

Total # of full-time company employees worldwide: 73

---

Total # of full-time company employees in California: 73

---

Company: GENERAL ATOMICS AERONAUTICAL SYS

---

Address: 9779 YUCCA RD.

---

City, State, Zip: ADELANTO, CA 92301

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 8500

---

Total # of full-time company employees in California: 8500

---

Company: HANSEN'S WELDING INC.

---

Address: 358 W. 168TH STREET

---

City, State, Zip: GARDENA, CA 90248

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 29

---

Total # of full-time company employees in California: 29

---

Company: HARTWELL CORP.

---

Address: 900 S. RICHFIELD RD.

---

City, State, Zip: PLACENTIA, CA 92870

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 5

---

Total # of full-time company employees in California: 298

---

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: NTMA Training Centers of Southern California      CCG No.: ET19-0305  
Reference No: 18-0737      Page 6 of 13

---

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: IMPRESA AEROSPACE

---

Address: 344 W 157TH ST.

---

City, State, Zip: GARDENA, CA 90248

---

Collective Bargaining Agreement(s): No

---

Estimated # of employees to be retrained under this Agreement: 8

---

Total # of full-time company employees worldwide: 210

---

Total # of full-time company employees in California: 210

---

Company: INTERNATIONAL AERO ENGINEERING

---

Address: 9058 ROSECRANS AVE.

---

City, State, Zip: BELLFLOWER, CA 90706

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 8

---

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

---

Company: M & R ENGINEERING

---

Address: 227 E. MEATS AVENUE

---

City, State, Zip: ORANGE, CA 92865

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 67

---

Total # of full-time company employees in California: 67

---

Company: MACHINING LOGISTICS INC.

---

Address: 6640 VIEW PARK CT.

---

City, State, Zip: RIVERSIDE, CA 92503

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 20

---

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

---

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: NTMA Training Centers of Southern California      CCG No.: ET19-0305  
Reference No: 18-0737      Page 7 of 13

---

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: MAGNETIC COMPONENT ENGINEERING

---

Address: 2830 LOMITA BLVD.

---

City, State, Zip: TORRANCE, CA 90505

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 2

---

Total # of full-time company employees in California: 78

---

Company: MD ENGINEERING

---

Address: 1550 COMSUMER CIRCLE

---

City, State, Zip: CORONA, CA 92880

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 25

---

Total # of full-time company employees in California: 25

---

Company: METREX VALVE CORP.

---

Address: 505 S. VERMONT AVE.

---

City, State, Zip: GLENDORA, CA 91741

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 25

---

Total # of full-time company employees in California: 25

---

Company: MICRO PRECISION SWISS LLC DBA: ORCHID MPS

---

Address: 3233 W. HARVARD ST.

---

City, State, Zip: SANTA ANA, CA 92704

---

Collective Bargaining Agreement(s): No

---

Estimated # of employees to be retrained under this Agreement: 26

---

Total # of full-time company employees worldwide: 1800

---

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

---

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: NTMA Training Centers of Southern California      CCG No.: ET19-0305  
Reference No: 18-0737      Page 8 of 13

---

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: N/S CORPORATION

---

Address: 235 W. FLORENCE AVE.

---

City, State, Zip: INGLEWOOD, CA 90301

---

Collective Bargaining Agreement(s): No

---

Estimated # of employees to be retrained under this Agreement: 7

---

Total # of full-time company employees worldwide: 96

---

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

---

Company: PANKL AEROSPACE SYSTEMS

---

Address: 16615 EDWARDS ROAD

---

City, State, Zip: CERRITOS, CA 90703

---

Collective Bargaining Agreement(s): No

---

Estimated # of employees to be retrained under this Agreement: 8

---

Total # of full-time company employees worldwide: 1300

---

Total # of full-time company employees in California: 222

---

Company: PNEUDRAULICS

---

Address: 8575 HELMS AVE.

---

City, State, Zip: RANCHO CUCAMONGA, CA 91730

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 203

---

Total # of full-time company employees in California: 203

---

Company: PRL ALUMINUM INC.

---

Address: 14760 DON JULIAN RD.

---

City, State, Zip: INDUSTRY, CA 91746

---

Collective Bargaining Agreement(s): No

---

Estimated # of employees to be retrained under this Agreement: 8

---

Total # of full-time company employees worldwide: 103

---

Total # of full-time company employees in California: 103

---



## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: NTMA Training Centers of Southern California      CCG No.: ET19-0305  
Reference No: 18-0737      Page 9 of 13

---

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: QED INC.

Address: 2920 S. HALLADAY ST.

City, State, Zip: SANTA ANA, CA 92705

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 43

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

---

Company: QUALITY ALUMINUM FORGE

Address: 793 N. CYPRESS STREET

City, State, Zip: ORANGE, CA 92867

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 400

Total # of full-time company employees in California: 180

---

Company: RENY & CO. INC. DBA RENY MED

Address: 4505 LITTLEJOHN STREET

City, State, Zip: BALDWIN PARK, CA 91706

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 50

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

---

Company: SPACE EXPLORATION TECHNOLOGIES

Address: 1 ROCKET ROAD

City, State, Zip: HAWTHORNE, CA 90250

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 5000

Total # of full-time company employees in California: 4000

---

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: NTMA Training Centers of Southern California      CCG No.: ET19-0305  
Reference No: 18-0737      Page 10 of 13

---

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: STAAR SURGICAL

Address: 1911 WALKER AVE.

City, State, Zip: MONROVIA, CA 91016

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 6

Total # of full-time company employees worldwide: 200

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

---

Company: SUPERIOR JIG INC.

Address: 1540 N ORANGETHORPE WAY

City, State, Zip: ANAHEIM, CA 92801

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 1

Total # of full-time company employees worldwide: 21

Total # of full-time company employees in California: 21

---

Company: TECHNICAL ARTS INC.

Address: 370 E. CROWTHER AVE.

City, State, Zip: PLACENTIA, CA 92870

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 62

Total # of full-time company employees in California: 62

---

Company: THALASINOS ENTERPRISES INC.

Address: 1220 RAILROAD ST.

City, State, Zip: CORONA, CA 92882

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 1

Total # of full-time company employees worldwide: 24

Total # of full-time company employees in California: 24

---

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: NTMA Training Centers of Southern California      CCG No.: ET19-0305

Reference No: 18-0737      Page 11 of 13

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: TOWER IND. DBA: ALLIED MECHANICAL

Address: 1720 S. BON VIEW AVE.

City, State, Zip: ONTARIO, CA 91761

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 144

Total # of full-time company employees in California: 144

Company: TRIUMPH STRUCTURES - LOS ANGELES

Address: 17055 E. GALE AVE.

City, State, Zip: CITY OF INDUSTRY, CA 91745

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 8

Total # of full-time company employees worldwide: 395

Total # of full-time company employees in California: 395

Company: UPLAND FAB INC.

Address: 1445 W. BROOKS STREET, UNIT L

City, State, Zip: ONTARIO, CA 91762

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 1

Total # of full-time company employees worldwide: 20

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

Company: UTC AEROSPACE SYSTEMS/GOODRICH

Address: 11120 S. NORWALK BLVD.

City, State, Zip: SANTA FE SPRINGS, CA 90670

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 9

Total # of full-time company employees worldwide: 42000

Total # of full-time company employees in California: 5000

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: NTMA Training Centers of Southern California      CCG No.: ET19-0305  
Reference No: 18-0737      Page 12 of 13

---

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: VOTAW PRECISION TECHNOLOGIES

---

Address: 13153 LAKELAND RD.

---

City, State, Zip: SANTA FE SPRINGS, CA 90670

---

Collective Bargaining Agreement(s): No

---

Estimated # of employees to be retrained under this Agreement: 5

---

Total # of full-time company employees worldwide: 230

---

Total # of full-time company employees in California: 230

---

Company: WATERSTONE LLC

---

Address: 41180 RAIN TREE CT.

---

City, State, Zip: MURRIETA, CA 92562

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 121

---

Total # of full-time company employees in California: 118

---

Company: WILCOX MACHINE CO.

---

Address: 7180 SCOUT AVE.

---

City, State, Zip: BELL GARDENS, CA, 90201

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 80

---

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

---

Company: WILDEN PUMP

---

Address: 22069 VAN BUREN ST.

---

City, State, Zip: GRAND TERRACE, CA 92313

---

Collective Bargaining Agreement(s): No

---

Estimated # of employees to be retrained under this Agreement: 5

---

Total # of full-time company employees worldwide: 300

---

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

---

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: NTMA Training Centers of Southern California      CCG No.: ET19-0305  
Reference No: 18-0737      Page 13 of 13

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---

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: WORTHINGTON INDUSTRIES

---

Address: 336 ENTERPRISE PL.

---

City, State, Zip: POMONA, CA 91768

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 10000

---

Total # of full-time company employees in California: 218

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**Training Proposal for:  
Saisoft Enterprises, Inc. dba Professional Career  
Development Center**

**Agreement Number: ET19-0299**

Panel Meeting of: October 26, 2018

ETP Regional Office: North Hollywood

Analyst: M. Webb

**PROJECT PROFILE**

Contract Attributes:	SET Medical Skills Training New Hire Retrainee Multiple Barriers	Industry Sector(s):	MEC (H)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, Riverside, San Bernardino	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$186,160		\$13,992 8% and 12%		\$200,152

In-Kind Contribution:	50% of Total ETP Funding Required	\$346,800
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	New Hire SET Medical Skills Training Multiple Barriers	Computer Skills, Job Readiness Skills, MS Didactic; MS Preceptor	16	8-260	0	\$2,849	*\$13.66
				Weighted Avg: 100			
2	Retrainee SET Medical Skills Training Multiple Barriers	Computer Skills, Job Readiness Skills, MS Didactic; MS Preceptor	48	8-200	0	\$2,780	\$16.70
				Weighted Avg: 100			
3	Retrainee SET Medical Skills Training	MS Didactic, MS Preceptor	19	8-200	0	\$1,112	\$22.77
				Weighted Avg: 40			

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

**Minimum Wage by County:** Job Number 1: \$14.62 per hour for Los Angeles County; \$14.58 per hour for Orange County; and \$13.66 per hour for Riverside and San Bernardino Counties. Job Number 2: \$17.54 per hour for Los Angeles County; \$17.50 per hour for Orange County, and \$16.70 per hour for Riverside and San Bernardino Counties. Job Number 3: \$22.77 per hour for Priority Statewide Average 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 \$2.50 per hour in health benefits may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1 (New Hire)</b>		
Certified Nursing Assistant		5
Home Health Aide		5
Emergency Medical Technician		6
<b>Job Number 2 (Retrainee)</b>		
Care Givers, Daily Activity Assistants, Foodservice/Dietary Staff, Nurse Monitors, Medical Records Assistants, Housekeepers, Laundry Workers, Social Service Assistants, Central Supply and Maintenance Assistants		48
<b>Job Number 3 (SET/Retrainee/Priority Industry)</b>		
Certified Nursing Assistant		4
Licensed Vocational Nurse		5
Registered Nurse		10

## **INTRODUCTION**

Founded in 2005, Professional Career Development Center was recently acquired by Saisoft Enterprises, Inc. in 2018. The new company, Saisoft Enterprises, Inc. dba Professional Career Development Center (PCDC) ([www.procareer.org](http://www.procareer.org)), is an approved school by the Bureau for Private Postsecondary Education that provides training programs in allied healthcare careers: Certified Nursing Assistant (CNA), Home Health Aide (HHA), Emergency Medical Technician (EMT), and Nursing Informatics. PCDC has a placement rate of 97% for graduates in the CNA and HHA training programs.

Since 2003, Saisoft Enterprises, Inc. has provided ETP funded training as a training provider in over 15 ETP contracts. However, this will be PCDCs first ETP Agreement.

## **PROJECT DETAILS**

According to the Pew Research Center, approximately 10,000 baby boomers turn 65 every day, which will continue until 2030. As a result, hospitals, and nursing centers will need more nurse and medical staff to meet the needs of the growing elderly population. Furthermore, California legislation (Senate Bill 97), recognizes the nursing shortage by creating new mandates such as revising the minimum nursing hours per patient per day from 3.2 to 3.5, with a minimum requirement of 2.4 hours per patients for CNA's.

Due to mobility in the nursing field, the healthcare industry faces a wide shortage of Certified Nursing Assistants. Individuals in this occupation return to college and train to transition into Licensed Vocational and Registered Nurses. While this raises the income levels, it also decreases the overall pool of available CNA's. These factors have increased the need for nursing professionals. Training will help meet the staffing needs of hospitals and nursing facilities.

### **New Hire Training**

PCDC plans to provide New Hire and Retrainee Medical Skills training to individuals who are beginning careers in the healthcare industry. Prior to enrollment, trainees will complete written tests and Assessments to gauge reading comprehension, mathematical proficiency, and analytical skills. Training topics delivered will include a broad range of medical skills training to become Certified Nursing Assistants, HHA, and Emergency Medical Technicians (EMT). Trainees in the CNA and HHA training program will receive up to 160 hours of training and trainees in the EMT program will receive up to 254 training hours. Training delivered will prepare students to pass State and Federal Certification Exams required for employment. The school's Placement Coordinator works with local Employers to ensure graduates will have employment following graduation.

### **Retrainee Training**

PCDC will train currently employed non-medical staff working for nursing and medical facilities. PCDC will provide Medical Skills Training for employees of two Participating Employers who are transitioning to the nursing field (Job Number 2). Training will be provided to Laundry Workers, Housekeepers, Social Service Assistants, and other occupations in Job Number 2. These workers are aware and familiar with the job duties of a CNA. By training current non-medical staff, employers anticipate a decrease in the job attrition rate for CNAs. Following training, these trainees must be employed by a healthcare provider as a CNA, HHA, or EMT to be eligible for reimbursement.

Training will allow Allied Healthcare workers the opportunity to complete the CNA training program and continue education efforts to transcend to the next level of nursing careers (Licensed



Vocational and Registered Nurse). Starting as a CNA, these trainees will gain the experience and knowledge to meet Employer needs and increase upward career mobility with higher paid jobs.

In addition, Job Number 3 will include training for Licensed Vocational and Registered Nurses in addition to CNAs, HHAs, and EMTs. Training topics are comprised of curriculum in Nursing Informatics, a specialty that combines nursing science, information management, and analytical science. This topic is currently being taught to healthcare providers to identify and communicate data and information in the nursing field. Topics will include Informatics Tools to promote patient outcomes and safety, Nursing Science, and Applications of Informatics in Nursing.

## **Training Plan**

Under the proposed training plan, PCDC intends to provide training as follows: Certified Nursing Assistant (55%), Home Health Aide (10%), Emergency Medical Technician (10%), and Nursing Informatics (35%). Training programs are scheduled to begin as follows:

**Medical Skills:** Training in Medical Skills Didactic and Preceptor will be offered to all trainees to learn the skills and techniques needed to become Certified Nursing Assistants, Home Health Aides, and Emergency Medical Technicians. Training topics will include Patients' Rights, Nutrition, Vital Signs, Personal Care Services, and Airway Management.

**Computer Skills:** Training will be offered to trainees in Job Numbers 1 and 2 who have Multiple Barriers. Course topics will include basic computer skills training such as Microsoft Suite (Outlook, Word, Excel), Creating, Editing, How to Save Files, and Using Windows Operating Systems. Training will be provided alongside Job Readiness Skills training (see below).

**Job Readiness Skills:** Training will be offered to trainees in Job Numbers 1-2 who are enrolled in the CNA, HHA, and EMT training programs. Curriculum topics will include Communication Skills, Problem Solving, and New Nurses Orientation training to introduce workers to basic nursing skills required to perform job duties in a medical/healthcare facility.

## **Commitment to Training**

Employers will provide on-going training in the form of mentorship and on-the-job training in nursing and patient care skills and medical device usage. Other mandated training will be provided to staff as required.

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/Coordinator

The President of PCDC will oversee administration of this training project. Administration duties such as enrollment, scheduling classes, and data entry will be completed by PCDC's President, admissions Representative, and Enrollment Coordinator. Training will take place at the Company's location in the City of Montebello.

## **Marketing and Support Costs**

PCDC utilizes the following avenues to market their training programs: email, social media, digital marketing, and in-person visits with Employers. The school also works with several social service agencies such as the Southeast Area Social Services Funding Authority, Learn4Life, and SELACO to promote training opportunities. To continue marketing efforts, PCDC is requesting

8% in support costs for Retrainee training (Job Numbers 2-3), and 12% in support costs for New Hire training (Job Number 1).

### **Curriculum Development**

PCDC curriculum provides courses to prepare trainees for healthcare certification exams (CNA, HHA, and EMT). As such, courses are in compliance with regulations established by the California Department of Public Health. The Curriculum was also established through formal needs assessments and direct interviews with Participating Employers. PCDC met with and interviewed Directors of Staff Development at Hospitals, Nursing Homes, and Ambulance Companies to ensure Employer and industry needs. PCDC also works closely with the LA County Emergency Medical Services Agency to ensure that the curriculum developed adheres to the latest directives in Emergency Medical procedures.

### **Special Employment Training**

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

#### **➤ Wage and Retention Modifications**

Trainees in Job Numbers 1 and 2 have two or more barriers to employment (e.g., mental or physical disability, limited English proficiency, limited math skills). The post-retention wage requirement for these trainees is the ETP Standard Minimum Wage by county.

PCDC is also requesting a retention modification for these trainees, making it 90 days out of 120 consecutive days with up to three employers.

### **Trainer Qualifications**

All training provided under this Agreement will be delivered by PCDC faculty. Instructors have a minimum of three years of experience and are considered subject matter experts. Staff members also meet all requirements of the Bureau of Private Postsecondary Education.

### **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.

### **DEVELOPMENT SERVICES**

N/A

### **ADMINISTRATIVE SERVICES**

N/A

### **TRAINING VENDORS**

N/A

## **Exhibit B: Menu Curriculum**

### **Class/Lab Hours**

Job Number 1: 8-260

Job Numbers 2-3: 8-200

Trainees may receive any of the following:

### **MEDICAL SKILLS TRAINING-DIDACTIC**

#### **CERTIFIED NURSING ASSISTANT PROGRAM (CNA)**

- Vital Signs
- Introduction
- Medical Terminology
- Anatomy
- Patients Rights
- Communication/Interpersonal Skills
- Prevention and Management of Catastrophe and Unusual Occurrences
- Body Mechanics
- Medical and Surgical Asepsis
- Weights and Measures
- Patient Care Skills
- Patient Care Procedures
- Nutrition
- Emergency Procedures
- Long-Term Care Resident
- Rehabilitative/Restorative Care Nursing
- Observation and Charting
- Death and Dying

### **MEDICAL SKILLS TRAINING-PRECEPTOR**

- Vital Signs
- Prevention and Management of Catastrophe and Unusual Occurrences
- Body Mechanics
- Medical and Surgical Asepsis
- Patient Care Skills
- Patient Care Procedures
- Personal Care Services
- Cleaning and Care Tasks in the Homes
- Nutrition
- Emergency Procedures
- Rehabilitative/Restorative Care Nursing
- Observation and Charting

#### **HOME HEALTH AIDE (HHA)**

- Introduction to Aide and Agency Role
- Interpretation of Medical and Social Needs of Clients
- Personal Care Services
- Nutrition
- Cleaning and Care Tasks in the Homes

**NURSING INFORMATICS**

- Nursing Science and the Foundation of Knowledge
- Introduction to Information Science and Systems
- Overview of Nursing Informatics
- Applications of Informatics in Nursing
- Standardized Terminologies to Support Nursing Practices
- Information and Knowledge needs of Nursing Practices
- Privacy and Legislative Aspects-HITECH and HIPAA
- Systems Development Lifecycle
- Information Copyright, Fair Use and Data Security
- Purpose and Use of Electronic Health Records
- Informatics Tools to Promote Patient Outcomes and Safety
- Case Studies and Simulations

**EMERGENCY MEDICAL TECHNICIAN (EMT)**

- Preparatory
- Anatomy and Physiology Medical Terminology
- Pathophysiology
- Life Span Development
- Public Health
- Pharmacology
- Airway Management
- Assessment
- Medicine
- Shock and Resuscitation
- Trauma
- Special Patient Populations
- EMS Operations
- EMT Skills
- Nalaxone, Epipen, Glucometer Usage Skills
- Basic Tactical Casualty Care
- Ambulance Ride Along (P)

**JOB READINESS SKILLS** (Job Numbers 1 and 2 only)  
**(ALL PROGRAMS)**

- Working as a team (Team Building)
- Communication Skills
- Conflict Resolution
- Time Management
- Problem Solving & Decision Making
- New Nurses Orientation Training
- Patient Bill of Rights/Responsibilities
- Patient Self-Determinations Act
- Elder Abuse Definition & Reporting Mechanism

**COMPUTER SKILLS** (Job Numbers 1 and 2 only)

- Using Windows Operating Systems
- File and Folder Management

- Safe Browsing Practices
- Basic Troubleshooting
- Creating, Editing, Printing, and Saving Files
- Microsoft Suite (Word, Excel, Access, PowerPoint, and Outlook)

Note: Reimbursement for New Hire training is capped at 260 total training hours per trainee for Job Number 1, regardless of the method of delivery. Reimbursement for retraining is capped at 200 total training hours per trainee for Job Numbers 2 and 3, regardless of method of delivery.



**Training Proposal for:  
United Association Local 250 Steamfitters**

**Agreement Number: ET19-0931**

**Panel Meeting of:** October 26, 2018

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Apprenticeship Veterans	Industry Sector(s):	MEC (H) Construction (23) Mining, Oil Gas (21)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No United Association Local 250 Steamfitters		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$545,400		\$37,900 8%		\$583,300

In-Kind Contribution:	50% of Total ETP Funding Required	Inherent
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Apprentice Priority	Commercial Skills, OSHA 10/30	180	8-200	0	\$2,583	\$22.77
				Weighted Avg: 115			
2	Retrainee Apprentice Priority Veterans	Commercial Skills, OSHA 10/30	20	8-200	0	\$2,583	\$22.77
				Weighted Avg: 115			
3	Retrainee Priority Journeyman	Commercial Skills, Computer Skills, Cont. Imp., OSHA 10/30	100	8-200	0	\$667	\$22.77
				Weighted Avg: 24			

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

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

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

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
Apprentice Steam Fitter/Pipe Fitter		180
Veteran Apprentice Steam Fitter/Pipe Fitter		20
Journeyman Steam Fitter/Pipe Fitter		100

**INTRODUCTION**

United Association Local 250 Steamfitters (UA Steamfitters) ([www.ajtraining.org](http://www.ajtraining.org)) was created in 1945 by Local 250 and contractors in the industry. The UA Steamfitters is governed by a Board of Trustees and management members, and is a joint effort of the United Association Local 250 Steamfitters. The UA Steamfitters is located in Gardena and currently trains approximately 484 Apprentices and 3,000 Journeymen in Los Angeles area.

The UA Steamfitters provides training for Apprentices and Journeymen who primarily work in oil refineries in Southern California. Major refineries include Chevron USA El Segundo, Tesoro Refining & Marketing Company, PBF Energy Torrance, Phillips 66 Wilmington, Tesoro Refining & Marketing Company, Wilmington Refinery and Valero Wilmington Asphalt Refinery. These refineries process about one million barrels of oil daily. Apprentices learn to lay out, fabricate, assemble, install, maintain and repair piping systems that transport oil and other fluids, including

fluids under high temperatures and high pressures. Journeymen learn skills in specialty areas, which include refiner safety, advanced instrumentation, advanced green building systems and computer-aided drafting and design. These workers must also learn all-around skills as pipefitters and steam fitters so they can safely work in oil refineries and other available projects.

### **Veterans Program**

The Panel has established a higher reimbursement rate and other incentives for training California veterans. The UA Steamfitters will train 20 Veterans (Job Number 2) and is currently working to attract veterans through Camp Pendleton's Veterans In Piping.

### **Apprenticeship Program**

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding supplements cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project the program is four years.

For the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$26 to \$21 per class/lab hour. The ETP wage for Apprentices is no less than \$22.77 per hour. However, the actual wages paid are shown in the Training Plan Table for the Panel's information.

### **PROJECT DETAILS**

In response to major industry accidents, the Legislature passed Senate Bill 54 that found the use of unskilled and untrained workers in chemical manufacturing and processing facilities, including oil refineries, was a risk to public health and safety. The Bill requires contractors working in such facilities to employ only Apprentices and skilled Journeymen who are graduates of apprentice programs. In addition, all workers must complete special high hazard training to work in refineries. The Bill applies to any trade working in a refinery, including plumbers, pipefitters and steam fitters. As a result, there is a high demand for more registered Apprentices and Journeymen who graduated from apprenticeship programs and high hazard safety training.

With the increased demand and awareness for a skilled and trained workforce, the UA Steamfitters designed a comprehensive training program to address these concerns. The program focuses on skills necessary to handle various aspects of installing, maintaining and repairing piping systems, and working safely and productively on various projects.

Multiple participating employers and union representatives work alongside the UA Steamfitters to identify training needs in specialty areas. Training includes refinery operations, safety, and all around skill sets for steam fitters and pipe fitters who performed at facilities that generate, store, treat, handle, refine, process and transport hazardous materials.

This will be UA Steamfitters first ETP Agreement.



## Training Plan

To meet demand for skilled workers, UA Steamfitters will provide training for both large and small employers. Maintaining skilled workers provide employers a competitive advantage in contract bidding and complete jobs safely with the highest quality workmanship.

**Commercial Skills:** Training will be offered to all occupations in the most up-to-date skills training required to perform their jobs efficiently. Training will focus on skills and techniques in piping systems and working in oil refineries, which include installation, understanding piping and oil flow, refinery practices, equipment operations and working in high hazard facilities.

**Computer Skills:** Training will be offered to Journeymen to effectively use and navigate various applications, working with multiple files and project requirements.

**Continuous Improvement:** Training will be offered to Journeymen in the tools to plan, organize, communicate and manage projects more efficiently.

**OSHA 10/30:** This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom for apprentices and 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 10/30 is not included in the 10% limitation on safety training.

## Curriculum Development

The curriculum was developed and customized with input from both union and employer representatives. It has been customized to address the needs of its member, participating employers and the industry. Feedback comes directly from employers and union representatives based on workplace performance and student course evaluations.

## Commitment to Training

Employers will continue to make contributions to the training trust for every hour worked by Apprentices and Journeymen. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

Training will be entirely center-based, and is scheduled to begin following Panel approval. A Training Coordinator and two staff members will coordinate marketing, recruitment, needs assessments, schedule all training and collect training data. Steve Duscha Advisories and the Los Angeles Unified School have been retained to assist with administrative duties.

## Trainer/Coordinator Qualifications

Experienced journey-level workers in the oil refinery trade will provide all training. All trainers are employed by UA Steamfitters and have the knowledge and skills required to deliver oil refinery training topics such as pipefitting, welding, equipment operations and safety.

## **Learning Management System**

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

## **Marketing and Support Costs**

The JATC conducts marketing through association websites, mailings and presentations conducted throughout Los Angeles areas. Class information will be disseminated throughout the year to all apprentices and journeymen within the jurisdiction, as well as to the refinery contractors who employ them.

Training Coordinator and two staff members in the JATC office will assist with marketing, recruitment, needs assessments and scheduling. The JATC is requesting 8% support costs to fund its staff in recruiting and qualifying additional participating employers for this program. Many participating employers have already been recruited; however, additional recruitment and assessment activities are anticipated. Staff recommends the 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.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **DEVELOPMENT SERVICES**

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

## **ADMINISTRATIVE SERVICES**

Steve Duscha Advisories and Los Angeles Unified School District in Los Angeles will perform administrative services for a combined fee not to exceed 13% of payment earned.

## **TRAINING VENDORS**

N/A

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

8-200

Trainees may receive any of the following:

**Apprentice Training****COMMERCIAL SKILLS**

Refinery Safety: Working in High Hazard Facilities

- High tech work process
- Refinery gaskets
- Understanding oil flows
- Refinery systems
- Fundamentals of the petroleum refining industry
- Crude oil and its pipelines
- Classes of refinery processes and refinery configurations
- Properties of the refinery-produced streams
- Hazard communication
- Emergency action plans
- Toxicology
- Personal protective equipment for working in a refinery
- Respiratory protection
- Hearing conservation
- Energy control
- Confined space
- Prevention of heat stress
- Refinery safe working practices
- Refinery process overview
- Introduction to OSHA
- Hazard communication
- Personal protective equipment
- Material handling
- Electrical safety
- Tool safety
- Scaffold safety
- Fall protection
- Stairways and ladders
- Confined spaces
- Mathematics used in the piping trades
- Units of measurement
- "Rigging" in the piping trades
- Materials, hardware and tools associated with "rigging"
- Incorporate units of measuring and mathematical formulas with "rigging"
- Use of copper and acetylene torches
- Gas distribution systems and their components
- Uniform plumbing code and other administrative authorities
- Fittings, pipes, appliances and materials
- Drainage systems and their components
- Water treatment
- Water treatment & water sizing

- Water mains & water sizing
- Water mains & services
- Building water systems
- Hot water supply & water sizing
- Introduction to basic drawing tools, measuring tools and lettering skills
- Three view, plan view and elevation view drawings
- Graphic symbols for pipe fittings and valves
- Interpretation of technical diagrams and piping drawings
- Interpretation of isometric drawings
- Service & repair/fixtures & controls
- Basic electricity, pneumatics, hydraulics and servicing of gas and electrical appliances
- Failure analysis
- Advanced drawing
- Isometric drawings
- Drawing structural backgrounds
- Drawing sleeves on structural backgrounds
- Drawing sleeves without dimensions
- Review other trades drawings
- Design & layout
- Isometric drawing of water, water gas, waste and vent systems
- Plan view drawing of water, gas waste and vent systems
- Material take-off list for installation
- Laying out trenches, figure grade and backfill
- Ordering material for the job site and maintain an inventory
- Using the uniform plumbing code as a guide to maintaining standardization and safety while installing plumbing systems to meet minimum requirements, with consumer cost in mind
- Fundamentals of welding
- How to strike and maintain an arc with shielded metal arc welding process
- Flat, vertical and overhead positions with 610 and 7018 welding rod on plate
- General knowledge of oxy fuel and arc welding safety
- Flame cut and bevel pipe
- Proper use of grinders for welding preparation
- Welding techniques for plate and pipe
- Weld rod designations, amp settings and polarity
- Creating models and estimating
- Qualities and role of a leader
- Using computer-based technologies to manipulate, create, store and retrieve information to express ideas and communicate with others
- Medical gas installer & brazing

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

- OSHA 10
- OSHA 30

## **Journeyman Training**

### **COMMERCIAL SKILLS**

#### Refinery Safety: Working in High Hazard Facilities

- High tech tork process
- Refinery gaskets
- Understanding oil flows
- Refinery systems
- Fundamentals of the petroleum refining industry
- Crude oil and its pipelines
- Classes of refinery processes and refinery configurations
- Properties of the refinery-produced streams
- Hazard communication
- Emergency action plans
- Toxicology
- Personal protective equipment for working in a refinery
- Respiratory protection
- Hearing conservation
- Energy control
- Confined space
- Prevention of heat stress
- Refinery safe working practices
- Refinery process overview
- Advanced instrumentation
- Asbestos awareness
- Backflow prevention
- Basic instrumentation/electric power research institute level I
- Clean room/orbital welding
- Competent person
- Confined spaces
- Crane signal person
- Design and installation of new equipment for energy efficiency
- Energy efficiency in existing equipment
- Electric power research institute level II
- Fitter national inspection testing and certification corporation
- Building green, green plumbing, green mechanical systems
- High-density polyethylene
- Industrial pipefitter refinery training
- Instrumentation classes
- Los Angeles structural steel
- LEED standards
- LEED documentation and rating system
- Medical gas
- Mine safety & health administration
- Pipeline safety
- Plumber national inspection testing and certification corporation
- Renewable and sustainable fuel sources
- Rigging techniques
- Safety classes
- Service & repair - tankless water heater installation & troubleshooting

- Service & repair - water heater repair
- Trimble & sokia robotic total station training
- Tube bending
- United association foreman
- United association industrial rigging
- United association industrial rigging classes
- Valves
- Water conservation

**COMPUTER SKILLS**

- Computer Literacy for plumbers and pipefitters
- Working with files
- Basic computer softwares
- Computer-aided drafting
- Using project management softwares

**CONTINUOUS IMPROVEMENT**

- Project management
- Communications skills
- Strategic planning
- Problem solving
- Quality concepts

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

- OSHA10
- OSHA 30

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

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



**Training Proposal for:  
Murrieta Chamber of Commerce  
Agreement Number: ET19-0285**

**Panel Meeting of:** October 26, 2018

**ETP Regional Office:** San Diego

**Analyst:** H. Bernard

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SB <100 HUA	Industry Sector(s):	Manufacturing (E) Transportation Warehousing (48-49) Trade Wholesale (42) Waste Management (56) Retail (44-45) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Riverside, San Bernardino, San Diego, Orange, Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Teamsters District Council 2, Local 388M		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$888,361		\$61,575 8%		\$949,936

<b>In-Kind Contribution:</b>	<b>50% of Total ETP Funding Required</b>	<b>\$650,000</b>
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills Computer Skills Cont. Improv. Mfg. Skills	400	8 - 200	0	\$1,307	\$16.70
				Weighted Avg: 47			
2	Retrainee	Business Skills Computer Skills Cont. Improv. Mfg. Skills	81	8 - 200	0	\$1,156	\$16.70
				Weighted Avg: 47			
3	SB<100	Business Skills Computer Skills Cont. Improv. Mfg. Skills	250	8 - 200	0	\$1,334	\$16.70
				Weighted Avg: 48			

**Minimum Wage by County:** \$16.70 per hour in Riverside and San Bernardino Counties; \$17.03 in San Diego County; \$17.50 in Orange County; \$17.54 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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Numbers 1-4</b>		
Administrative Staff		118
Operators		160
Production Worker		150
Engineer		10
Manager		50
Lead		98
Supervisor		75
Technician		60
Owner (Job Number 3 Only)		10

**INTRODUCTION**

Founded in 1915 and located in Southwest Riverside County, the Murrieta Chamber of Commerce (Murrieta Chamber) ([www.murrietchamber.org](http://www.murrietchamber.org)) is a nonprofit membership organization whose mission is to create and foster a sustainable business environment in the Murrieta area through networking, promotion and advocacy, and to assist small businesses to grow and achieve their



goals through education and mentorship. The Murrieta Chamber works in partnership with the City of Murrieta and with other Chambers in Southwest Riverside County that form the Southwest California Legislative Council.

The Chamber also partners with the Southwest Cluster of the Riverside County Manufacturers and Exporters Association. This association helps identify the needs of manufacturers and links employers to the tools to help them to be more successful. Many of these companies need training to upgrade the skills of their workforce, to help them grow and stay competitive in Southern California.

This is the Murrieta Chamber's third ETP project, the third in the last five years. Under this proposal, Murrieta Chamber will provide Continuous Improvement, Business, Computer, and Manufacturing Skills training to small and large companies in the Orange, Los Angeles, Riverside and San Bernardino Counties areas.

### **Veterans**

Although this project does not include a Veterans component, and Murrieta Chamber does not recruit specifically to Veterans, the training population of Murrieta Chamber's participating employers may potentially include Veterans.

## **PROJECT DETAILS**

### **Employer Demand**

The core group of employers consists of 10 companies which represent 98% of the requested funding: four small businesses and six large businesses across Southern California. It is anticipated approximately 34% of the trainees will be from small businesses. The employers in the geographic area Murrieta Chamber serves are preparing for growth and expansion. As such, the Chamber wants to ensure that it is able to offer training that meets growing company's needs. This includes training in business skills, specifically for soft skills such as leadership and communication training. This will allow employers to promote staff from within creating opportunities to hire new staff to replace those who were promoted. In addition, the core group of employers are requesting training in computer skills, to implement and troubleshoot new software programs as well as provide training on social media platforms, accounting software and Microsoft suite programs.

Further, Murrieta Chamber is engaged with manufacturing companies in the area. These employers are requesting training in ISO Auditor, Lean and process improvement. Murrieta Chamber will also provide training to these companies if they acquire new equipment or change production lines.

### **Training Plan**

All training will be customized to meet each employers needs based on assessments and industry demand. Training will occur at the participating employers' sites and other training sites in California and will be delivered via a classroom setting. The following are some of the curriculum topics included in the Menu Curriculum, Exhibit B of the proposed Agreement.

**Business Skills:** Communication Skills, Sales Skills, Project Management, Leadership Skills.

**Computer Skills:** E-Commerce, QuickBooks & Accounting Software, Search Engine Optimizations, Social Media Networking.

**Continuous Improvement:** Quality Engineering, Six Sigma, Lean Manufacturing, Kaizen 7S, Process Improvement, Root Cause Analysis.

**Manufacturing Skills:** Advance Measurement Skills, Inventory Management, Electrical Fundamentals, Blue Print Reading.

### **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.

### **Impact/Outcome**

Trainees who participate in the ISO Auditor training may receive ISO Certification for Continuous Improvement.

### **Commitment to Training**

Most employers provide basic on the job training or job specific training and will continue to do so. ETP funds are intended to provide supplemental training for companies that lack the resources to provide training on their own, but need training to upgrade the job skills of its workers to keep the workforce competitive. 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

Murrieta Chamber's President/CEO will oversee and market the program to partners, external trainers and participating employers. In addition, Murrieta's Business Relations Coordinator will assist with outreach and maintain all class/lab attendance rosters. An Administrative Subcontractor, DLI & Associates, LLC, will provide project administration, including enrolling and tracking trainees in the ETP on line systems. The Training vendors will work with Murrieta Chamber on training schedules, training curriculum, training assessments and provide all training under the Agreement.

### **High Unemployment Area**

Although some participating employers may be located in an HUA, Murrieta Chamber is not asking for a wage or retention modification.

### **Marketing and Support Costs**

The Chamber will market this training project through its website, including live presentations at monthly meetings, flyers and social media to its members and partners. It will also work with community partners including the Riverside County Manufacturers and Exporters Association and local chambers of commerce among others to promote the ETP-funded training for companies.

Murrieta Chamber requests 8% support to cover costs and 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.

## **Trainer Qualifications**

Trainers from Custom Corporate Communications (C3) hold a minimum of 5 years of experience in the subject, as well as required degrees in the topics of instruction. Those from Western Training Group hold necessary certifications for topics of instruction and go through a careful vetting process with extensive background and reference checks. Trainers from Brandman University are subject matter experts in their training discipline and utilize instructional strategies that align with best practices in working with adult learners.

## **Union Support**

One participating employer in the core group, Orange County Container LLC dba Smurfit Kappa North America, has submitted a letter of support for training its workers represented by the Teamsters District Council 2 Local 388M.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **ACTIVE PROJECTS**

The following table summarizes Contractor's performance under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET17-0442	\$935,543	4/3/17 – 4/2/19	692	377	267

Based on ETP Systems, 36,432 reimbursable hours have been tracked for potential earnings of \$775,851 (83% of approved amended amount). Currently, Job Numbers 1 & 5 have tracked hours over the job total amount and once funds can be shifted, Murrieta Chamber has tracked potential earnings equivalent to \$862,430 (92% of the approved amended amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through October 2018.

## **PRIOR PROJECTS**

The following table summarizes Contractor's performance by Murrieta Chamber under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0161	So Cal	9/28/15 – 9/27/17	\$389,626	\$373,348 (96%)

## **DEVELOPMENT SERVICES**

DLI & Associates, LLC in San Juan Capistrano assisted with development of this proposal at no charge

**ADMINISTRATIVE SERVICES**

DLI & Associates, LLC will also perform administrative services for an amount not to exceed 10% of payment earned.

**TRAINING VENDORS**

Custom Corporate Communications (C3) of Redondo Beach has been retained to provide Continuous Improvement, Business, Computer, and Manufacturing Skills training for a fee of \$379,974.

Brandman University of Irvine has been retained to provide Business Skills and Continuous Improvement training for a fee of \$189,987.

Western Training Group of Playa Del Rey has been retained to provide Continuous Improvement, Business, Computer, and Manufacturing Skills training for a fee to be determined.

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 Writing Skills
- Communication Skills
- Sales Skills
- Social Media Marketing
- Project Management
- Leadership Skills
  - Finance for Non-Finance People
  - Goal Setting
  - Managing Change
  - Performance Management Skills
  - Problem Solving
  - Team Building
  - Time and Priority Management

**COMPUTER SKILLS**

- E- Commerce
- QuickBooks and Accounting Software
- Search Engine Optimization (SEO)
- Social Media Networking Training
- Microsoft Office Suite
  - Word
  - Excel
  - Access
  - PowerPoint

**CONTINUOUS IMPROVEMENT**

- ISO Auditor Training
- Quality Engineering
- Six Sigma
- Statistical Process Control Team Building
- Lean Enterprise
  - Lean Manufacturing
  - Lean Office
  - Kaizen 7S
  - Process Improvement
  - Process Mapping
  - Problem Solving
  - Root Cause Analysis
  - Set Up Time Reduction

**MANUFACTURING SKILLS**

- Advance Measurement Skills
- Inventory Management
- Electrical Fundamentals
- Blue Print Reading

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: Murrieta Chamber of Commerce  
Reference No: 18-0780

CCG No.: ET19-0285  
Page 1 of 3

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Behr Process Corp

Address: 3400 W Segerstrom Ave.

City, State, Zip: Santa Ana, CA 92704

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 55

Total # of full-time company employees worldwide: 3300

Total # of full-time company employees in California: 1300

Company: Eversoft Water

Address: 707 West 16<sup>th</sup> Street

City, State, Zip: Long Beach, CA, 90813

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 81

Total # of full-time company employees in California: 81

Company: Jondo

Address: 22700 Savi Ranch Road

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: 145

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

Company: Kingson Mold and Machine, Inc.

Address: 1350 Titan Way

City, State, Zip: Brea, CA 92821

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 26

Total # of full-time company employees in California: 26

## Participating Employers for Multiple Employer Contract (MEC) Retraining

Contractor's Name: Murrieta Chamber of Commerce  
Reference No: 18-0780

CCG No.: ET19-0285  
Page 2 of 3

Company: Motorcycle Tires and Accessories LLC

Address: 1550 Melissa Ct.

City, State, Zip: Corona, CA, 92879

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 129

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

Company: Oakley Inc.

Address: 1 Icon

City, State, Zip: Foothill Ranch, CA, 92610

Collective Bargaining Agreement(s): No

Estimated #of employees to be retrained under this Agreement: 275

Total # of full-time company employees worldwide: 2000

Total # of full-time company employees in California: 1400

Company: Price Products, Inc.

Address: 106 State Place

City, State, Zip: Escondido, CA, 92029

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 35

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

Company: Smurfit Kappa North America

Address: 1161 E Walnut St.

City, State, Zip: Carson, CA 90746

Collective Bargaining Agreement(s): Yes

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

Total # of full-time company employees worldwide: 47000

Total # of full-time company employees in California: 420



**Participating Employers for  
Multiple Employer Contract (MEC) Retraining**

Contractor's Name: Murrieta Chamber of Commerce  
Reference No: 18-0780

CCG No.: ET19-0285  
Page 3 of 3

Company: Tripac

Address: 475 Klug Circle

City, State, Zip: Corona, CA, 92880

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 42

Total # of full-time company employees in California: 42

Company: Western Oil Fields Supply Co. dba Rain for Rent

Address: 6400 Fischer Road

City, State, Zip: Riverside, CA, 92507

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 1584

Total # of full-time company employees in California: 481



# TEAMSTERS DISTRICT COUNCIL 2

Affiliated with the Graphic Communications Conference-International Brotherhood of Teamsters  
Affiliated Local Unions 388M, 747M, 28N, 541S, 543M, 625S

## Main Business Office

710 E. Commonwealth Avenue, Fullerton, CA 92831-3842  
(714) 447-3382 Fax (714) 447-3385 (800) 333-4388

## Northern California/Colorado/Utah/Nebraska

6111 Southfront Rd., Suite R, Livermore, CA 94551  
(925) 960-1295 (925) 960-1297 Fax (925) 960-1285 (800) 333-4388

## Oregon/Washington/Idaho

2233 N. Lombard, Portland, OR 97217-5737  
(503) 285-0529 Fax (503) 283-4801 (800) 333-4388

August 8, 2018

Executive Director  
Employment Training Panel  
1100 J Street, 4<sup>th</sup> Floor  
Sacramento, CA 95814

Dear ETP,

I am writing on behalf of Teamsters District Council 2, Local 388M. We support the proposed training funded in part by the Employment Training Panel.

This training will assist our members in meeting their goals.

Sincerely,

Daniel Cabada  
President

DC:sc



**Training Proposal for:**  
**Orange County Electrical Joint Apprenticeship**  
**and Training Trust Fund**  
**Agreement Number: ET19-0930**

**Panel Meeting of:** October 26, 2018

**ETP Regional Office:** San Diego

**Analyst:** H. Bernard

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee Apprenticeship	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Brotherhood of Electrical Workers, Local 441		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$879,090		\$60,974 8%		\$940,064

In-Kind Contribution:	50% of Total ETP Funding Required	Inherent
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Journeyman Priority Rate	Comm'l. Skills, Business Skills, Computer Skills, OSHA 10/30	51	8 - 200	N/A	\$667	\$22.77
				Weighted Avg: 24			
2	Retrainee Apprentice	Comm'l. Skills, OSHA 30	174	8 - 200	N/A	\$4,132	\$22.77
				Weighted Avg: 184			
3	Retrainee Apprentice Veteran	Comm'l. Skills, OSHA 30	20	8 - 200	N/A	\$4,132	\$22.77
				Weighted Avg: 184			
4	Retrainee Pre-Apprentices Priority Rate	Comm'l. Skills, OSHA 10/30	31	8 - 200	N/A	\$3,369	*\$14.10
				Weighted Avg: 150			

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

**Minimum Wage by County:** Job Numbers 1-3 (SET/Priority Industry): \$22.77 per hour  
 Job Number 4: Trainees will be compensated in accordance with the Collective Bargaining Agreements.  
**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 \$5.95 per hour may be used to meet the Post-Retention Wage for Job Numbers 2 and 3.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Journeyman Inside Wireman, Sound Installers, Intelligent Transportation Systems Installer		51
Apprentice Inside Wireman, Sound Installer		174
Veteran Apprentice Inside Wireman, Sound Installer		20
Pre-Apprentice Construction Worker, Construction Electrician		31

**INTRODUCTION**

Created in 1950, the Orange County Electrical Joint Apprenticeship and Training Trust Fund (OCETT) ([www.ocett.org](http://www.ocett.org)) is administered jointly between the Orange County Chapter of the National Electrical Contractors Association (NECA) and the International Brotherhood of Electrical

Workers (IBEW) Local 441. The Trust is located in Santa Ana. Its mission is to provide up-to-date industry skills training and secure high-quality job opportunities for Journeymen and Apprentices and Pre-Apprentices in four electrical occupations.

At present, the OCETT serves approximately 1,100 Journeymen, 479 Apprentices and 140 Pre-Apprentices. The Trust administers funds for three apprenticeship programs and one Pre-Apprenticeship program under two different Joint Apprenticeship Committee's (JAC):

#### Orange County Electrical JAC

- Inside Wireman
- Intelligent Transportation Systems Installer
- Construction Wireman/Construction Electrician

#### Orange County Sound Technician JAC

- Sound Installer

Approximately 237 employers are signatory to the three collective bargaining agreements (CBA). These employers perform specialized construction work related to the design, installation and maintenance of commercial and residential electrical systems. Both the Inside Wiremen and Transportation Systems apprenticeship programs are five years, while the Sound Technician Installer program is three years. This will be OCETT's seventh ETP Agreement, and the fifth in the last five years

Orange County continues to experience increases in construction projects, coupled with the fact that many journey level Electricians are retiring and the county is experiencing a gap of qualified tradespeople. As a result, there is a greater need for new apprentices entering the trades. In 2018, OCETT will train the highest number of Apprentices since 2007. As a result, the OCETT has outgrown its current training space and currently holds classes at Santiago Canyon College and El Modena High School to accommodate all trainees. The OCETT is currently looking to relocate to a larger facility or add a second training location by 2019.

#### **Veterans Program**

The Veteran training curriculum is the same as the Apprentice training. These trainees are in a separate Job Number to better track performance toward the goal of improved outreach for Veterans. OCETT works with Helmets-to-Hardhats to recruit veteran applicants. Veterans who apply for the apprenticeship program will skip the first stage of approval, a written assessment, and qualify immediately for an oral interview.

#### **PROJECT DETAILS**

Signatory employers and union representatives have identified the following reasons for Journeymen training: energy efficiency regulations (Title 24), National Electrical Codes (NEC) and ARC-Flash 70E. These courses are required by employers before Journeymen are allowed on a worksite to ensure all staff are following best practices and are able to safely perform their job functions. OCETT will provide training to workers for commercial, industrial and residential projects with local signatory contractors.

New Orange County construction projects include: Disneyland Four Diamond Hotel with 700 rooms; Wincome Group Luxury Hotels, Lake Forest Civic Center, Doheny Beach Ocean Desalination Project. Ongoing projects include: Disneyland Expansion, Desalination Plant in Huntington Beach, Power Plant in Huntington Beach, Anaheim Convention Center Expansion, Santa Ana College Science Center, Soka University.

## **Pre-Apprentice**

Despite the fact that the apprentice program is thriving, OCETT is still experiencing difficulty finding qualified Apprentices to enter the program. In an effort to build a larger pool of apprentice candidates, OCETT's Pre-Apprentices are included in this project (Job Number 4). Occupations include Construction Wireman and Construction Electrician. The Construction Wiremen may be trained up to five years as pre-apprentices, with an average of two years before transferring to the apprenticeship program. The pre-apprentices are included by MOU under the Inside Wireman's CBA and the reported minimum wage is in accordance with the CBA.

The Pre-Apprentice training is required for trainees to be employed on public and private works projects. The classes taken by the pre-apprentices will not duplicate classes they will receive as apprentices.

## **Apprenticeship Program**

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding supplements cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project the Sound Installer program is three years and the Inside Wireman and Intelligent Transportation System Installer programs are 5 years.

For the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$26 to \$21 per class/lab hour. The ETP wage for Apprentices is no less than \$22.77 per hour. However, the actual wages paid are shown in the Training Plan Table for the Panel's information.

## **Training Plan**

OCETT will provide its Journeymen and Pre-Apprentices with OSHA 10/30 and a variety of Business, Commercial and Computer skills training topics included in the Agreement's menu curriculum. All training is center-based and will be delivered at the Trust's training center in Santa Ana or its satellite sites.

Training under this project will emphasize green training such as energy management, lighting controls and Electric Vehicle Infrastructure for all trainees.

## **Journeyman Training**

Journeyman training will focus on conduit bending classes. This training has required the OCETT to invest upwards of \$60,000 to build a lab with the necessary equipment for this training. This training is critical for high industrial areas and will assist the journeyman to build and service desalination plants, such as the project in Huntington Beach.

**Commercial Skills:** Codeology, Analog/Digital Circuit Principles, Grounding, Fire Alarm Systems and Installations, Fire Life Safety, Electrical Design, Programmable Logic Control.

**Business Skills:** Leadership Skills, Customer Service, Problem Solving, Advanced Time Management, Project Management, Creating Project Bids, Inventory Checklist

**Computer Skills:** AutoCAD, Job Tracking System, Scheduling & Planning Jobs

### **Ancillary Training**

OCETT will again provide a Foreman training class, which is not currently on the approved RSI curriculum. This class will be for 5<sup>th</sup> year apprentices who will soon journey out of the program and are taking on leadership roles with their employers. Further, OCETT will provide Energy Storage and Microgrids Training and Automated Demand Response Systems, which are not on the RSI curriculum but are advanced technologies that will allow greater employability for the apprentices. These ancillary courses are not covered by the DAS approved curriculum standards; however, in accordance with ETP Apprenticeship Guidelines, are eligible for funding.

**Commercial Skills:** Blueprints; Codes, Standards and Practices, Conduit Bending, Motors, Motor Controls, National Electrical Code, 70E Arc-Flash, AC Systems/Theories, Transformers, Electrical Vehicle Infrastructure

### **Pre-Apprentice Training**

Construction Wireman and Construction Electrician will receive training similar to the commercial skills Journeymen will receive as they work alongside them on job sites. However, the Pre-Apprentices attend separate, less advanced classes that have been adjusted to their work experience and skills.

**Commercial Skills:** National Electric Code, Measuring Voltage, Current and Resistance in AC Circuits, Transformers, Codeology, Motor Control, Basic Lighting Controls, Code Calculations, Programmable Logic Controllers

### **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 delivered to Journeyman, Apprentices and Pre-Apprentices.

### **Commitment to Training**

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

#### ➤ Training Infrastructure

The Training Director will oversee all project administration. Four staff members will assist to coordinate training schedule. In addition, OCETT has retained Strategy Workplace Communications to assist with the administrative duties.

## **Trainer Qualifications**

OCETT employs a total of 21 full and part-time trainers. All trainers are former or current members of the trade and some have received Master Certification status by the National Joint Apprenticeship and Training Committee. All trainers are approved by Santiago Canyon College.

## **Impact/Outcome**

Trainees may earn one or more of the following certifications: OSHA 10, OSHA 30, Rigging and Lifting, Green Audits, Arc Flash Safety Awareness, Building Automation Systems, CALCTP Lighting, CALCTP Acceptance Testing, Title 24 Lighting Installation and Codes and Microgrid Training and Certification.

## **Marketing and Support Costs**

OCETT conducts marketing through direct mailings, informational flyers, personal contacts, telephone calls, public service announcements, emails, and its website. Class information is disseminated throughout the year to all apprentice and journeyman electricians within the jurisdiction, as well as to the electrical contractors who employ them.

Application announcements for the Apprenticeship program are disseminated to local, state and federal agencies as well as to local high schools and community colleges; and community based organizations.

Four staff persons will assist with marketing, recruitment, needs assessments, and scheduling of classes. The Trust requests 8% support costs to fund its staff in recruiting and qualifying additional participating employers for this program. Many participating employers have already been recruited; however, additional recruitment and assessment activities are anticipated. Staff recommends the 8% support costs.

## **Curriculum Development**

The Apprentice program uses the National Joint Apprenticeship and Training Committee's Curriculum which was developed for the exclusive use of IBEW-NECA. The Journeyman upgrade Curriculum is employer-driven to meet the needs of signatory Orange County employers. The Curriculum was developed and customized with input from both labor and management representatives to address the local needs of union members, participating employers, and the industry as a whole.

## **Green Technology**

Training will cover energy-efficient technologies and products such as energy management, lighting and controls, and Electrical Vehicle Installation Training Program green building materials among others. This training will help electrical workers hone the new skills and knowledge necessary to work in green construction in the Orange County area.

## **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 OCETT's performance under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET17-0934	\$655,010	9/5/17 – 6/4/19	262	54	54

Based on ETP Systems, 48,803 reimbursable hours for 452 trainees have been tracked for potential earnings of \$619,204 (95% of approved amount). The Contractor projects final earnings of 100%.

**PRIOR PROJECTS**

The following table summarizes OCETT's performance under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0913	Santa Ana	10/5/15 – 10/4/17	\$477,825	\$477,825 (100%)
ET14-0918	Santa Ana	5/5/14 – 5/4/16	\$335,299	\$335,299 (100%)
ET13-0903	Santa Ana	9/4/12 – 9/3/14	\$336,789	\$336,789 (100%)

**DEVELOPMENT SERVICES**

California Labor Federation in Sacramento, and Strategy Workplace Communications in Oakland, assisted with development of this proposal at no charge.

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

N/A

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

8-200

Trainees may receive any of the following:

**Journeyman Training****COMMERCIAL SKILLS**

## 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 Bonding
- 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
- Building Automation
- Transformers and the Code

#### Voice, Data, and Video

- Audio Distribution
- CCTV Security Surveillance
- Computer Networking
- Fiber Optics
- Telephonic Interconnect

#### Industry Specific Skills

- Solar Panel Installation
- Solar Photovoltaics
- Building Automation Systems
- Confined Space Entry
- Specialized Tools
- Conduit Bending
- Rigging and Lifting
- Firestop Installation
- Blueprints and Schematics
- Work Flow and Resources
- 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)

#### California Advanced Lighting Control Program (CALCP)

- Advanced Lighting Control Systems
- Lighting Control Strategies
- Line Voltage Switching Controls
- Low Voltage Switching Control
- Dimming Controls
- Occupancy Sensors
- Photosensors
- CALCP Acceptance Testing
- Electric Vehicle Infrastructure Training Program
- Instrumentation Certification
- Energy Storage and Microgrid Training and Certification
- Automated Demand Response Systems (new)

#### **BUSINESS SKILLS**

- Teambuilding Skills
- Green Awareness Training and Green Certifications
- Leadership Skills
- Customer Service Skills
- Conflict Resolution
- Problem Solving
- Decision Making Skills
- Inventory Checklist
- Advanced Time Management
- Filling Out Work Documents and Reports Accurately
- Project Management
- Creating Project Bids

#### **COMPUTER SKILLS**

- Auto Computer-Aided Design
- Job Tracking System
- Scheduling & Planning Jobs

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

- OSHA 10
- OSHA 30

## Pre-Apprentice Training

### **COMMERCIAL SKILLS**

#### CW1

- Orientation
- Math for Electricians
- First Aid CPR
- Introduction to National Electrical Code

#### CW2

- Review of CW1 Major Topics Relevant to CW2
- DC Theory Prep
- Measuring Voltage, Current and Resistance in DC Circuits
- Ohm's Law
- Solving DC Series and Parallel Circuits

#### CW3

- Review of CW2 Major Topics Relevant to CW3
- AC Theory Prep
- Measuring Voltage, Current and Resistance in AC Circuits
- Continues Review of Ohms Law
- Solving AC Series-Parallel Circuit

#### CW4

- Review of CW3 Major Topics Relevant to CW4
- Transformers
- NEC Electricity and Magnetism
- Codeology

#### CW5

- Review of CW4 Major Topics Relevant to CW5
- Motors
- Motor Control
- NEC Code Circuit Conductors & Wire Sizes
- NEC Code Fuses & Circuit Breakers
- NEC Code Grounding
- NEC Code Lighting Equipment
- Basic Lighting Controls
- Related NEC content

#### CW6

- Review of CW5 Major Topics Relevant to CW6
- Code Calculations
- AC Motors
- Motor Controls (Overview & Introductory)
- PV/Solar (Overview & Introductory)

- Uses of Programmable Logic Controllers/Variable Frequency Drives (Overview & Introductory)
- Related NEC Content

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

- OSHA 10
- OSHA 30

### **Apprentice Training**

#### **COMMERCIAL SKILLS**

##### 2nd Year

- Orientation, Level II
- Test Instruments, Level I
- Codeology, Level I
- AC Systems
- AC Theory, Level I
- Blueprints, Level I
- COMET
- Electrical Safety-Related Work Practices, Level I
- Transformers, Level I
- Code, Standards & Practices Level I
- Code Calculations Level I

##### 3rd Year

- Blueprints Level II
- Code, Standards and Practices Level II
- Electrical Safety-Related Work Practices
- Grounding and Bonding Level I
- Grounding and Bonding Level II
- Transformers Level II
- Conduit Bending: Mechanical and Hydraulic Benders
- Lighting Control Panels
- Transformer Wiring
- Rigging, Hoisting & Signaling

##### 4th Year

- Code Calculations Level II
- Blueprints Level III
- Grounding and Bonding Level III
- Motors
- Motor Control Level I
- Motor Control Level II
- Lighting Essentials
- Motor Control Labs
- Code Prep (National Electrical Code Review)

## 5th Year

- NFPA 70E Arc-Flash Training
- Code and Practices
- Code Calculations
- Rigging
- Torque Level I
- PV/Solar Installer
- California Advanced Lighting Control Training Program
- Electric Infrastructure Training Program
- CPR/First Aid Refresher
- Code of Excellence
- Foreman Training

## Ancillary Training (For All Years)

- Electric Vehicle Infrastructure Training Program
- Foreman Training
- CPR/First Aid
- Energy Storage and Microgrid Training and Certification (new)
- Automated Demand Response Systems (new)

**OSHA 30** (Certified OSHA Instructor)

- 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 200 total training hours per trainee, regardless of the method of delivery.



**Training Proposal for:**  
**San Francisco Electrical Industry Joint Apprenticeship  
 and Training Trust**

**Agreement Number: ET19-0928**

**Panel Meeting of:** October 26, 2018

**ETP Regional Office:** San Francisco Bay Area      **Analyst:** C. Hoover

**PROJECT PROFILE**

Contract Attributes:	Retrainee Apprenticeship Veterans Priority Rate	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Francisco	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Brotherhood of Electrical Workers Local 6		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$888,240		\$61,750 8%		\$949,990

<b>In-Kind Contribution:</b>	<b>50% of Total ETP Funding Required</b>	<b>Inherent</b>
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Priority Journeyman	Business Skills, Comm'l. Skills, Computer Skills, OSHA 10/30	10	8-200	0-18	\$667	\$22.77
				Weighted Avg: 24			
2	Priority Apprentice	Comm'l. Skills, OSHA 10/30	188	8-210	0	\$4,492	\$22.77
				Weighted Avg: 200			
3	Priority Veteran Apprentice	Comm'l. Skills, OSHA 10/30	22	8-210	0	\$4,492	\$22.77
				Weighted Avg: 200			

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

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

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

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

**Wage Range by Occupation**

Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Journeyman Inside Wireman		10
<b>Job Number 2</b>		
Apprentice Inside Wireman		188
<b>Job Number 3</b>		
Veteran Apprentice Inside Wireman		22

**INTRODUCTION**

Established in 1962, the San Francisco Electrical Industry Joint Apprenticeship and Training Trust (SF Electrical JATT) [www.sfelectricaltraining.org](http://www.sfelectricaltraining.org) is a cooperative effort between the San Francisco Chapter of the National Electrical Contractors Association (NECA) and the International Brotherhood of Electrical Workers (IBEW) Local Union 6. SF Electrical JATT serves approximately 410 Apprentices and 1,650 Journeymen. This is SF Electrical JATT seventh ETP Agreement.

More than 180 employers contribute to the SF Electrical JATT and all are signatory to the collective bargaining agreement. Participating employers perform specialized construction work related to the design, installation, and maintenance of electrical systems in commercial, industrial and

residential buildings. The JATT recruits and trains apprentices to meet the expanding and rapidly changing needs of San Francisco's electrical industry. Additionally, SF Electrical JATT provides skills' update and improvement courses to Journeymen.

The JATT's training program keeps Journeymen and Apprentices technologically current in various fields including energy efficiency systems, computerized layout, and a new level of infrastructure for energy systems and telecommunications. Electricians perform specialized construction work related to the design, installation and maintenance of electrical systems with more energy efficiency technologies than in previous years.

### **Veterans Program**

Veteran training curriculum will be the same as Apprentice training outlined below. These trainees are in a separate Job Number to better track performance toward the goal of improved outreach for veterans.

SF Electrical JATT is committed to training 22 Veterans (Job Number 3) and to supporting job-related training that helps Veterans transition into the California workforce. Veterans in an apprenticeship are eligible to receive Montgomery GI Bill benefits, such as a Monthly Housing Allowance. These benefits are paid directly to the veteran trainees. The JATT recruits veterans in cooperation with Helmets-to-Hardhats, which is a national joint labor-management program that recognizes the link between skills acquired in military service and the building trades. On its website, the JATT advertises special days just for veterans to apply for the apprenticeship program. Veterans who apply for an apprenticeship can skip the first stage (the written assessment) and go to the second stage (the interview).

### **Employer Demand**

The local hiring demands of the City and County of San Francisco have been considered for this funding request. San Francisco is experiencing a building boom with an increase of more high-rise buildings. For this, the SF Electrical JATT's offering of new code and safety training and emerging technologies' courses has increased to keep up. The emerging-technology classes focus on renewable energy and highly efficient electrical control systems to keep up with the changes in electrical construction, since many of these tall buildings must have electrical systems that can support new technologies and meet the state's energy efficiency requirements.

Training in this proposal is driven by the demand of employers for skilled apprentice and journeyman electricians in San Francisco. The JATT expects an increase in the number of apprentices graduating from 89 in 2017 to 109 in 2018. Additionally, the JATT expects 110 more graduates during 2019.

SF Electrical JATT reports the following projects are driving new and ongoing employer demand:

- Ongoing - Cathedral Hill Hospital; Transbay Terminal; Chase Center (Warriors' new arena); Bayview Hunters Point, Treasure Island, and the Pier 70 redevelopments.
- New - Mission Rock Development (SF Giants' project); Oceanwide Center; Caltrain Modernization Program (electrification of the main line); 5th and Mission redevelopment project (The Chronicle); and, Central Subway Project (Muni Metro).

## Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding supplements cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project, the program is five years.

For the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$26 to \$21 per class/lab hour. The ETP wage for Apprentices is no less than \$22.77 per hour. However, the actual wages paid are shown in the Training Plan Table for the Panel's information.

## PROJECT DETAILS

### Training Plan

**Commercial Skills:** Electrician/Inside Wiremen install, maintain and repair various types of electrical and electronic equipment in commercial, industrial and residential establishments. They also learn to install, connect, and test electrical wiring systems for lighting, heating, air conditioning, and communications in any building or structure. In San Francisco, industry is undergoing significant change due to the emergence of green technology. Green training is expected to be the centerpiece of the new program because of the demand for energy efficient construction methods and technologies. The shift from analog to digital equipment also dictates the need for extensive retraining.

**Business Skills:** Journeymen must understand new national building codes and green practices; follow certification guidelines; use more collaborative bidding and project development practices; meet budgets; interact with various types of construction workers; and implement green solutions in traditional work environments. ETP-funded training will give workers the tools to plan, organize, and manage their construction projects more efficiently. Training will also include teambuilding and leadership skills so that electricians can lead teams in an effective and efficient manner.

**Computer Skills:** Training will include scheduling, planning and modeling software. AutoCAD and Job Tracking applications will provide trainees with the tools to modify blueprints, look up project requirements, build budgets and timelines, design virtual buildings, and adjust computerized control systems.

**OSHA 10/30:** OSHA 10/30 training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of training for journey-level and 30 hours for frontline supervisors. 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.

## **Curriculum Development**

The Apprentice program uses the National Joint Apprenticeship and Training Committee's Curriculum which was developed for the exclusive use of IBEW-NECA. The Journeyman upgrade Curriculum is employer-driven to meet the needs of signatory employers. The Curriculum was developed and customized with input from both labor and management representatives to address the local needs of union members, participating employers, and the industry as a whole.

## **Commitment to Training**

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

### ➤ Training Infrastructure

SF Electrical JATT's Training Director will be the dedicated administrator for this project. An Office Manager with assistance from four other administrative staff will be responsible for collecting and verifying ETP rosters for the proposal. SF Electrical JATT employs four full-time and 22 part-time trainers (Journeyman) who meet standards set by the LEA. A third-party administrator- Strategy Workplace Communications will provide administrative services, while assisting with invoicing, tracking and inputting of training data into ETP's online systems.

## **Impact/Outcome**

Upon successful completion of the program, each Apprentice will receive Certificates of Completion from the State of California DAS, the Department of Labor, the National Joint Apprenticeship and Training Committee for the Electrical Industry, and Foothill College. Certifications for Apprentices and Journeymen may include Arc Flash Safety Awareness, Building Automation Systems, Green Audits, California Advanced Lighting Control Program (CALCTP) Installer and Lighting Acceptance Testing, and Title 24 Lighting Installation and Codes. Apprentices and Journeymen may also receive OSHA 10/30 certifications.

## **Marketing and Support Costs**

SF Electrical JATT is requesting 8% in support costs to fund its staff in recruiting and qualifying additional participating employers for this program. The JATT's staff also assist with the marketing, recruitment, and needs assessments of trainees and employers.

SF Electrical JATT will publicize its training through brochures/flyers, personal contacts, the web, public service announcements and presentations at labor-management meetings and industry assemblies. While many participating employers have already been recruited, additional recruitment and assessment activities are still required. The JATT's projected budget costs for personnel alone will exceed the ETP support cost funding. 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.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **ACTIVE PROJECTS**

The following table summarizes performance by SF Electrical JATT under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET18-0914	\$614,000	10/2/17 – 10/1/19	460	357	0

Based on ETP Systems, 31,702 reimbursable hours have been tracked for potential earnings of \$443,950.60 (72% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through June 2019.

## **PRIOR PROJECTS**

The following table summarizes Contractor's performance by SF Electrical JATT under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0904	San Francisco	9/5/16 – 9/4/18	\$551,960	\$428,853* (78%)
ET16-0903	San Francisco	9/8/15 – 9/7/17	\$670,400	\$543,283 (81%)
ET14-0914	San Francisco	3/3/14 – 3/2/16	\$405,376	\$405,376 (100%)
ET13-0916	San Francisco	10/29/12 – 10/28/14	\$340,178	\$340,178 (100%)

\*Payment Earned section is based on the amount earned to date in the ETP Online system as of September 27, 2018, and percentage showing is of the projected performance of approved amount based on the current number of hours logged and tracked within the Job Numbers.

## **DEVELOPMENT SERVICES**

California Labor Federation (CalFED) in Sacramento and Strategy Workplace Communications in Burlingame assisted with development at no cost.

## **ADMINISTRATIVE SERVICES**

Strategy Workplace Communications will also perform administrative services for an amount not to exceed 13% of payment earned.

## **TRAINING VENDORS**

N/A

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

8-200 (Job Number 1)

Trainees may receive any of the following:

**Journeyman****COMMERCIAL SKILLS**

## 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 Principles

- Math for Electricians
- Ohm's Law
- Generators
- Inductance/Reactance
- Series/Parallel Circuits

## Grounding

- Grounding and Bonding
- 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

- Solar Panel Installation
- Solar Photovoltaics
- Building Automation Systems
- Confined Space Entry
- Specialized Tools
- Conduit Bending
- Rigging and Lifting
- Firestop Installation
- Blueprints and Schematics
- Work Flow and Resources
- Green Training
  - Proper Installation and Use of Testing and Auditing Materials and Equipment
  - Understanding New Technologies and Changes to Industry Standards
  - Proper Equipment Set-Up
  - Testing Materials and Equipment - Proper Set-Up and Use
  - Understanding Changes to Industry Standards
- Safe Working Practices
- Advanced Instrumentation and Motor Controls

- Programmable Logic Controllers
- Advanced Welding
- Architecture Designs and Advanced Plan Reading
- Management and Monitoring of Materials
- Energy Storage and Microgrid Training and Certification

#### California Advanced Lighting Control Program (CALCP)

- Advanced Lighting Control Systems
- Lighting Control Strategies
- Line Voltage Switching Controls
- Low Voltage Switching Control
- Dimming Controls
- Occupancy Sensors
- Photosensors
- CALCTP Acceptance Testing (Title 24 Lighting Class)

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

#### **BUSINESS SKILLS**

- Teambuilding Skills
- Green Awareness Training and Green Certifications
- Leadership Skills
- Customer Service Skills
- Conflict Resolution
- Problem Solving
- Decision Making Skills
- Inventory Checklist
- Advanced Time Management
- Filling Out Work Documents and Reports Accurately
- Project Management
- Creating Project Bids

#### **COMPUTER SKILLS**

- Auto Computer-Aided Design (AutoCAD)
- Job Tracking System
- Scheduling & Planning Jobs

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

- OSHA 10
- OSHA 30

#### **CBT Hours**

0-18

#### **COMMERCIAL SKILLS**

- Electric Vehicle Infrastructure Training Program Certification (18 hours)



**Class/Lab/E-Learning Hours**

8-210 (Job Numbers 2 &amp; 3)

Trainees may receive any of the following:

**Apprentice****COMMERCIAL SKILLS**

## 2nd Year

- Orientation, Level II
- Test Instruments, Level I
- Codeology, Level I
- AC Theory, Level I
- Blueprints, Level I
- Electrical Safety-Related Work Practices, Level I
- Transformers, Level I
- Application #5: Conduit Bending
- Application #6: Conduit Bending
- Application #7: Comb. Circuit Wiring
- Application #8: Transformer Connections

## 3rd Year

- AC Theory
- Blueprints
- Code and Practices
- Electrical Safety-Related Work Practices
- Fire Alarm Systems
- Grounding and Bonding
- Transformers
- Conduit Bending: Rigid & EMT, Chicago & 555
- Lighting Control Panels
- Motor Controls: Relays & Start/Stop
- Cad-Welding
- Ground Testing
- Transformer Wiring
- CPR/First-Aid Refresher
- COMET

## 4th Year

- Code Calculations
- Blueprints (& Layout Yard)
- Grounding and Bonding
- Motors
- Motor Control
- Lightning Protection
- Lighting Essentials
- Motor Controls: Mag Starter & 3-Wire Control
- PLC's

- VFD's
- Motor-Control Labs
- Code Prep

#### 5th Year

- Code and Practices
- Code Calculations
- Motor Control
- Orientation
- Rigging
- Torque
- PV/Solar Installer
- CALCTP
- EVITP
- CPR/First-Aid Refresher
- Foreman Training: Managing the Work (including NECA/IBEW presentations)

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

- OSHA 10
- OSHA 30

Note: Reimbursement for Job Number 1 training is capped at 200 total training hours per trainee. Reimbursement for Job Numbers 2 & 3 (Apprenticeship) training is capped at 200 total training hours per trainee in Commercial Skills and 10 hours of OSHA 10/30 for a total of 210 hours.



**Training Proposal for:**  
**Santa Clara County Electrical Joint Apprenticeship  
 and Training Committee**

**Agreement Number: ET19-0929**

**Panel Meeting of:** October 26, 2018

**ETP Regional Office:** San Francisco Bay Area      **Analyst:** D. Woodside

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Apprenticeship Veterans	Industry Sector:	Construction (C) Construction (23)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Clara	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Brotherhood of Electrical Workers Local 332		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$887,952		\$61,637 8%		\$949,589

<b>In-Kind Contribution:</b>	<b>50% of Total ETP Funding Required</b>	<b>Inherent</b>
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Journeyman Priority Rate	Business Skills, Commercial Skills, Computer Skills, OSHA 10/30	79	8-200	0	667	\$22.77
				Weighted Avg: 24			
2	Retrainee Apprentice	Commercial Skills, OSHA 10/30	171	8-210	0	\$4,312	\$22.77
				Weighted Avg: 192			
3	Retrainee Apprentice Veteran	Commercial Skills, OSHA 10/30	37	8-210	0	\$4,312	\$22.77
				Weighted Avg: 192			

**Minimum Wage by County:** Job Numbers 1-3 (SET/Priority Industry): \$22.77 per hour  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Up to \$.62 per hour may be used to meet the Post-Retention Wage in Job Numbers 2 & 3.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Journeyman Electrician/Inside Wireman		66
Apprentice and Veteran Apprentice Electrician/Inside Wireman		176
Journeyman Residential Electrician		13
Apprentice and Veteran Apprentice Residential Electrician		32

**INTRODUCTION**

The Santa Clara County Electrical Joint Apprenticeship and Training Committee (Santa Clara JATC) (<http://www.ejatic332.org/>) was founded in 1958. The JATC is funded through collective bargaining between signatory employers of the National Electrical Contractors Association (NECA) and the International Brotherhood of Electrical Workers (IBEW) Local 332.

Santa Clara JATC currently serves approximately 497 Apprentices and 2,300 Journeymen. The JATC sponsors two Apprenticeship programs: Electrician/Inside Wireman and Residential Electrician. Apprentices learn to work on electrical systems and component wiring, such as power distribution systems, electrical panels, conduit, piping, test equipment, transformers, motors, grounding, over-current protection, security, solar and home automation systems.

The JATC also provides skills upgrade courses to keep Journeymen technologically current. Journeymen need new certifications and skills to install, maintain, and integrate a wide variety of electrical systems.

In addition, Santa Clara JATC must prepare Journeymen and Apprentices to meet green electrical standards as they evolve under legislation, regulations and local initiatives.

This is Santa Clara JATC's sixth ETP Agreement, the sixth in the last five years. This is the third time Veterans have been included as a discrete cohort of Apprentice trainees. As of September 2018, 29 Veterans have been enrolled and trained under the current Agreement. The JATC expects to train 37 Veterans under this proposal.

The JATC is returning to the Panel for funding at this time because all training has been delivered under its most recent Agreement. The additional funding is driven by the demand of employers for skilled apprentices and journeymen Electricians in Santa Clara County. The JATC must continue to train more Apprentices to meet continued and significant employer demand.

### **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 the 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 Inside Wireman program is five years and the Residential program is three years.

For the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$26 to \$21 per hour. The ETP wage for all trainees is no less than \$22.77 per hour, tracking the statewide Special Employment Training wage as modified for priority industries. The actual wages paid are shown in the Training Plan Table for the Panel's information.

### **Veterans Apprentice**

These trainees are in a separate Job Number to better track performance toward the goal of improved outreach for Veterans. Santa Clara JATC works with Helmets-to-Hardhats to recruit veteran applicants. Veterans who apply for the apprenticeship program skip the first stage of approval, a written assessment, and qualify immediately for an oral interview.

## **PROJECT DETAILS**

### **Employer Demand for Training**

Apprentices and Journeymen work in Silicon Valley, building and maintaining facilities for California's high technology companies. High profile projects include the ongoing expansion of Apple Corporation headquarters; the BART extension into downtown San Jose; the Lucille

Packard Children's Hospital and Stanford Hospital housing project; expansion of the Google campus; eight new Microsoft buildings; and the continuation of the Santa Clara square project.

In addition to new construction, upgrades, renovations and continuing maintenance at facilities like the following generate additional demand for highly skilled electricians: NASA facilities, Lockheed Martin, IBM, Facebook, Adobe, Levi's Stadium, and Intel.

### **Green Technology and New Systems**

This proposal will emphasize advanced training to meet local employer demand for specialized skills and critical employer-mandated certifications. In addition, both Apprentices and Journeymen will gain skills in emerging technologies focusing on clean energy, the shift from analog to digital equipment, testing and auditing equipment, and new programmable control systems. In addition, changes in the California Energy Codes will require buildings to be more efficient by integrating lighting systems, HVAC systems, and the building envelope to operate symbiotically. Electricians need to install, maintain, and integrate a wide variety of systems and because this industry is constantly evolving, upgrade training, which often leads to certifications, is in high demand.

### **Training Plan**

All training will be conducted at the JATC Santa Clara Training Center in San Jose. This is a 30,000 sq. ft., state-of-the-art facility with numerous computer and technical labs in addition to classrooms. Santa Clara JATC employs 23 full and part-time instructors. All trainers are former or current members of the trade and some have received Master Certification status by the National Joint Apprenticeship and Training Committee.

### **Journeyman**

**Commercial Skills:** Journeymen will learn advanced skills for installing, connecting, and testing electrical wiring systems for lighting, heating, air conditioning, and communications in any building or structure. Trainees may receive specialized training that may include courses leading to certification. Santa Clara JATC has been certified by Electric Power Research Institute as the nationally-certified lab and testing facility in northern California to certify Level B Technicians.

Green training will focus on energy-efficient technologies and products such as green building materials, solar photovoltaic panels, new motor controls, advanced welding, green materials testing, audit equipment and electric vehicle infrastructure training program (EVITP). The EVITP class provides training on the regulations, products and strategies to install and maintain electric vehicle and lug-in hybrid electric vehicle infrastructure.

**Business Skills:** This training will focus on using more collaborative bidding and project development practices, meeting budgets, interacting with other types of construction workers, and implementing green solutions in traditional work environments. Trainees will learn the tools to plan, organize, and manage construction projects so that they can complete them efficiently and on time. Training will also include team-building and leadership skills so that electricians can participate and lead teams in an effective and efficient manner.

**Computer Skills:** Training will include scheduling, planning and modeling software. AutoCAD and Job Tracking software will provide trainees with the tools to modify blueprints, look up project requirements, build budgets and timelines, design virtual buildings, and adjust computerized control systems.

Responding to employer requests, Santa Clara JATC has added new computer classes to the Journey-level training. These new computer classes will help the electricians learn to use new technology tools such as BlueBeam, a computer program designed specifically for construction workers. It provides trainees with the ability to make changes to a project in real time. Also, advanced Excel skills allows electricians to: write a voltage drop formula, create a transformer calculator, and create a dynamic feeder schedule.

## **Apprentice**

**Commercial Skills:** The Apprentice Electrician works directly under the supervision of a qualified Journeyman electrician in installing or maintaining a variety of approved wiring methods for distribution of electrical light, heat, power, radio and signaling utilization systems in existing or new buildings; including street and highway lighting, traffic signal and other outdoor above and below grade installations.

Inside Wireman Apprentices will learn to install, maintain and repair various types of electrical and electronic equipment in commercial, industrial and residential establishments. Training will also include how to install, connect and test electrical wiring systems for lighting, heating, air conditioning and communications in any building or structure.

Residential Wireman Apprentices will learn to install and connect electrical systems in homes, condos and apartments. Today's homes are being equipped with computer networks, energy management systems, security systems, fire alarm systems, and new power distribution systems. Residential Wiremen must have the knowledge and the skills necessary to make these systems work for today's homeowner.

## **Certified Safety Training**

**OSHA 10/30:** Journeymen and Apprentices may receive OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. Completion of the training results in a certificate that expands employment opportunities. Typically, OSHA training is delivered to workers in the building trades. This training is not required as a condition of doing business in California. OSHA 10/30 is not included in the 10% limitation on safety training. The trainer-to-trainee ratio is 1:40 for OSHA 10/30.

## **Curriculum Development**

Santa Clara JATC, with input from both labor and management representatives, has developed and customized the national electrical curriculum to address the local needs of its members, participating employers, and the local construction industry. The apprenticeship program uses the National Joint Apprenticeship and Training Committee's Curriculum which was developed for the exclusive use of IBEW-NECA JATC'S.

The Journeyman curriculum is employer-driven and based on local hiring demands in Santa Clara County. Feedback on the curricula also comes directly from employers and union representatives based on workplace performance, customer requests, industry feedback, and course evaluations completed by trainees.

## **Impact/Outcome**

Upon successful completion of the apprenticeship program, each Apprentice will receive Certificates of Completion from: National Santa Clara Electrical JATC; State of California DAS; and from Foothill Community College. Apprentices also receive an OSHA 10/30 certification upon

completion of training. Certifications for both journeymen and apprentices may also include Rigging and Lifting, Arc Flash Safety Awareness, Building Automation Systems, Green Audits and Solar Installation, California Advanced Lighting Control Program (CALCTP) Installer, Electric Vehicle Infrastructure Training Program Technician, and Lighting Acceptance Testing Technician.

### **Commitment to Training**

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.

#### ➤ Administrative Infrastructure

This project will be overseen by the Santa Clara JATC Training Director. The JATC employs seven administrative staff who are available to assist the designated internal administrative staff person responsible for collecting and verifying ETP rosters. Strategy Workplace Communications will provide administrative services for the project and will input enrollment, tracking, and employer certification data into the ETP Online Systems.

### **Marketing and Support Costs**

Santa Clara JATC is requesting 8% in support costs to assist in Apprentice and Journeymen recruitment, employer outreach, and assessment of employer-specific job requirements. These activities will take place throughout the Agreement.

Program information is disseminated through direct mailings, informational flyers, personal contacts, telephone calls, public service announcements, emails, and the JATC's website. Application announcements for the apprentice program are disseminated to local, state and federal agencies as well as to local high schools and community colleges. Community-based organizations are also included in this effort (mailings and onsite job fairs).

### **Trainer-to-Trainee Ratio**

While the majority of both journeymen and apprentice classes will be provided at the standard class/lab ratio of 1:20 or less, the JATC is requesting a waiver to expand the ratio to 1:25 for all trainees including Journeymen.

The JATC is requesting a trainer-to-trainee ratio of 1:25 for both Journeymen and Apprentices. Scheduling classes at an exact ratio is difficult because Journeymen and Apprentices work full-time and may not be available to attend classes as readily at a particular time and date. If trainees cannot get into a particular class and maintain their work schedules, they may have to wait six months to a year before that class is offered again. This ratio is necessary given the unique structure of JATC training for individuals who work many hours and then commute to a training center. The JATC estimates that less than 10% percent of training will require the 1:25 ratio.

### **RECOMMENDATION**

Staff recommends approval of this proposal.



## **ACTIVE PROJECTS**

The following table summarizes performance by Santa Clara JATC under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET18-0912	\$501,200	10/02/17– 10/01/19	260	322	23

As of 9/6/18, ETP's Online System shows 32,577 reimbursable hours have been tracked for potential earnings of \$439,480 (over 88% of the approved amount). All Apprentices have completed training and began retention in June 2018. Journeymen hours will be completed by October 2018. Funding under this new proposal will not begin until November 5, 2018, and initially will fund Apprenticeship training starting in November 2018. The Contractor projects final earnings of 100% as all trainees are working.

## **PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
ET17-0906	San Jose	10/03/16- 10/02/18	\$501,200	\$501,200	(100%)
ET16-0905	San Jose	09/08/15- 09/07/17	\$557,600	\$525,267	(94%)
ET14-0915	San Jose	03/03/14- 03/02/16	\$328,640	\$328,640	(100%)
ET13-0913	San Jose	10/22/12– 10/21/14	\$360,907	\$360,907	(100%)

## **DEVELOPMENT SERVICES**

California Labor Federation in Sacramento and Strategy Workplace Communications in Oakland assisted with development at no cost.

## **ADMINISTRATIVE SERVICES**

Strategy Workplace Communications will also perform administrative services for an amount not to exceed 13% of payment earned.

## **TRAINING VENDORS**

N/A

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

8-200 (Job Number 1)

**Journeyman**

Trainees may receive any of the following:

**COMMERCIAL SKILLS**

## 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 Bonding
- 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 (PLC)

- 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

- Advanced Instrumentation and Motor Controls
- Advanced Welding
- Architecture Designs and Advanced Plan Reading
- Blueprints and Schematics
- Building Automation Systems
- Conduit Bending
- Confined Space Entry
- Firestop Installation
- Management and Monitoring of Materials
- Photovoltaic
- Programmable Logic Controllers
- Proper Equipment Set-Up (Green Training)
- Proper Installation and Use of Testing and Auditing Materials and Equipment (Green Training)
- Rigging and Lifting
- Safe Working Practices
- Solar Panel Installation
- Solar Photovoltaics
- Specialized Tools
- Testing Materials and Equipment –Proper Set-Up and Use (Green Training)
- Understanding Changes to Industry Standards (Green Training)
- Understanding New Technologies and Changes to Industry Standards (Green Training)
- Work Flow and Resources

### CALCTP (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

CALCTP Acceptance Testing  
Electric Vehicle Infrastructure Training Program (EVITP)

### **BUSINESS SKILLS**

- Teambuilding Skills
- Green Awareness Training and Green Certifications
- Leadership Skills
- Customer Service Skills
- Conflict Resolution
- Problem Solving
- Decision-Making Skills
- Inventory Checklist
- Advanced Time Management
- Filling Out Work Documents and Reports Accurately
- Project Management
- Creating Project Bids

### **COMPUTER SKILLS**

- Auto Computer-Aided Design (AutoCAD)
- Job Tracking System
- Scheduling & Planning Jobs
- Computer Systems/Hardware Basics
- Internet, Networks and Web Services
- Microsoft Office Tools: Excel, Word & PowerPoint
- BlueBeam Software

### **OSHA 10/30 (OSHA CERTIFIED INSTRUCTOR)**

- OSHA 10
- OSHA 30

## **Apprentice**

### **Class/Lab Hours**

8-210 (Job Numbers 2 & 3)

Trainees may receive any of the following:

### **COMMERCIAL SKILLS**

#### **2nd Year**

- Orientation, Level II
- Test Instruments, Level I
- Codeology, Level I
- AC Theory, Level I
- Blueprints, Level I

- Electrical Safety-Related Work Practices, Level I
- Transformers, Level I
- Application #5: Conduit Bending
- Application #6: Conduit Bending
- Application #7: Comb. Circuit Wiring
- Application #8: Transformer Connections

### **3rd Year**

- AC Theory
- Blueprints
- Code and Practices
- Electrical Safety-Related Work Practices
- Fire Alarm Systems
- Grounding and Bonding
- Transformers
- Conduit Bending: Rigid & EMT, Chicago & 555
- Lighting Control Panels
- Motor Controls: Relays & Start/Stop
- Cad-welding
- Ground Testing
- Transformer wiring
- CPR/First Aid refresher
- COMET

### **4th year**

- Code Calculations
- Blueprints (& layout yard)
- Grounding and Bonding
- Motors
- Motor Control
- Lightning Protection
- Lighting Essentials
- Field Trip to motor repair shop and Folsom power house
- Motor Controls: mag starter & 3-wire control
- Programmable Logic Controls (PLC's)
- Variable Frequency Drive (VFD's)
- Motor control labs
- Code Prep

### **5th Year**

- Code and Practices
- Code Calculations
- Motor Control
- Orientation
- Rigging
- Torque
- PV/Solar Installer
- CALCTP

- EVITP
- CPR/First Aid Refresher
- Leadership/Foreman Training: Managing the Work including NECA/IBEW presentations

**OSHA 10/30 (OSHA CERTIFIED INSTRUCTOR)**

- OSHA 10
- OSHA 30

\*Safety training cannot exceed 10% of total training hours for any individual trainee. This 10% safety training cap does not apply to Hazardous Materials or OSHA 10/30 training.

Note: Reimbursement for Job Number 1 training is capped at 200 total training hours per Journeyman trainee regardless of the method of training delivery. Reimbursement for Job Numbers 2 & 3 Apprentices is capped at 200 total training hours per trainee in Commercial Skills and 10 hours of OSHA10/30 for a total of 210 hours.



**Training Proposal for:  
All-Ways Metal, Inc.**

**Small Business**

**ET19-0276**

**Approval Date:** September 18, 2018

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

**CONTRACTOR**

- Type of Industry: Manufacturing
  
  - Number of Full-Time Employees
    - California: 21
    - Worldwide: 21
    - Number to be trained: 21
  
  - Out-of-State Competition: NAICS Code Eligible
  - Special Employment Training (SET):  Yes  No
  - High Unemployment Area (HUA):  Yes  No
  - Turnover Rate: 0%
  - Repeat Contractor:  Yes  No
- Priority Industry:  Yes  No
- Owner  Yes  No

**FUNDING**

- Requested Amount: \$11,466
- In-Kind Contribution: \$14,994

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate HUA	Computer Skills, Cont. Imp., Mfg. Skills	21	8-60	0	\$546	*\$13.25
				Weighted Avg: 21			

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

- Reimbursement Rate: \$26 Small Business Rate
- County(ies): Los Angeles
- Occupations to be Trained: Production Worker, Shipping & Receiving, Quality Control, Manager, Owner
- Union Representation:  Yes  
 No
- Health Benefits: Job #1: \$1.25 per hour

**SUBCONTRACTORS**

- Development Services: NA
- Administrative Services: NA
- Training Vendors: To Be Determined

**OVERVIEW**

Founded in 1983 and located in Gardena, All-Ways Metal, Inc. (AWM)(www.allwaysmetal.com), provides customized metal solutions. The Company offers a full range of custom sheet metal fabrication capabilities with CNC machining services, such as precision bending, shearing, turret punching, laser cutting, contouring and welding. AWM has the capability to work on all types of metals, stainless steel, aluminum, galvanize steel, hot roll steel, cold roll steel, diamond floor plate, copper and brass metal that range in thickness up to 12 feet capability. Its primary customers include the military, commercial, architectural, food service, transportation, entertainment and medical industries.

Due to market expansion of the industries it serves, AWM's business has grown and generated the need for company-wide training. To remain competitive, the Company must meet precise specifications consistent with new regulations and requirements. In order to provide quality products and customer service, the Company will provide training on AS9100 procedures, skills training on its new operating system PC-DIMS (PC-Dimensional Measuring Interface Standard) and on newly acquired equipment, designed for highly accurate tactile 3D measurement in



cutting metals and various work-piece. This is AWM's first ETP proposal and training will be provided at its single facility in Gardena.

## **Training Plan**

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

**Computer Skills:** Training will be offered to all occupations in logging, tracking and maintaining the Company's new operating system and Solidworks software.

**Manufacturing Skills:** Training will be offered to Production Workers, Shipping and Receiving, Quality Control and Managers to develop skills in customer orders, new products and operating new manufacturing equipment.

**Continuous Improvement:** Training will be offered to all occupations in order fulfillment, new quality control requirements and customer specifications. Employees will also gain better understanding of the documentation control methods, procedures, and production methods to meet the requirements of AS9100.

## **High Unemployment Area (HUA)**

All trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's location in Gardena (Los Angeles County) is in an HUA.

### ➤ **Wage Modification**

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. The Company is requesting the 25% HUA wage modification from \$17.54 to \$13.25.

## **Training Infrastructure**

AWM is ready to start training upon approval. The President will oversee all project administration. An Assistant Administrative Coordinator will oversee scheduling and tracking. Training will be delivered by in-house experts and vendors as needed.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

**Exhibit B: Menu Curriculum**

**Class/Lab Hours**

8-60

Trainees may receive any of the following:

**COMPUTER SKILLS**

- PC-DMIS – Measurement Software
- MS Office Excel Software
- Solidworks – CAD/CAM Software

**CONTINUOUS IMPROVEMENT**

- First Article Reporting
- AS9100 Manufacturing Procedures
- AS9100 Quality Reporting Procedures
- Foreign Object Debris – Customer Requirement
- Counterfeit Parts Prevention – Customer Requirement

**MANUFACTURING SKILLS**

- Coordinate-Measuring Machine
- Romer ARM – Portable Measuring Arm
- Forklift
- Welding

Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.



**Training Proposal for:  
Belshire Environmental Services, Inc.**

**Delegation < \$75,000 Single Employer**

**ET19-0281**

**Approval Date:** September 18, 2018

**ETP Regional Office:** San Diego

**Analyst:** C. Clady

**CONTRACTOR**     [www.belshire.com](http://www.belshire.com)

- Type of Industry: Services (G)  
Construction (23)  
Priority Industry:  Yes  No
- Number of Full-Time Employees  **Small Business**
  - California: 89
  - Worldwide: 98
  - Number to be trained: 94
- Out-of-State Competition:  Yes  No
- Special Employment Training (SET):  Yes  No
- High Unemployment Area (HUA):  Yes  No
- Turnover Rate: 16%
- Repeat Contractor:  Yes  No

**FUNDING**

- Requested Amount: \$58,656
- In-Kind Contribution: \$89,564

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	Priorirty Initiative Retraining	Computer Skills Commercial Skills Business Skills HazMat	89	8-200	0	\$624	\$17.50
				Weighted Avg: 24			
2	Job Creation Initiative	Computer Skills Commercial Skills Business Skills HazMat	5	8-200	0	\$624	*\$14.58
				Weighted Avg: 24			

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

- Reimbursement Rate: Job #1 & 2: \$26 Priority/ Program Initatives
  
- County(ies): Orange
- Occupations to be Trained: Testing, Operators, Administration, Drivers, Supevisor/Manager, and owner.
- Union Representation for Trainees:  Yes  No
  
- Health Benefits: (Employer Paid to Meet ETP Wage)  No  Yes  
Up to \$2.50 /hour may be included to meet ETP Required Wage for Jobs 1 & 2.

**OVERVIEW**

<b>Year Company Founded:</b>	1991	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location Foothill Ranch, CA
<b>Total Number of Facility locations in California</b>	2	
<b>Facility location(s) where training will occur .</b>	Foothill Ranch, Orange County	

<b>Nature of Business</b>	<ul style="list-style-type: none"> <li>• Specialize in the transportation of hazardous and non-hazardous waste.</li> <li>• Provide full spectrum waste management and environmental compliance services.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>• Companies who use or produce hazardous and nonhazardous waste to include Petroleum companies: Arco and Chevron. Belshire client is also Kaiser Hospital.</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>• Belshire's base is growing beyond its standard hazardous waste pick up and disposal business. Current and new customers are asking for more project management services to help in the collection of waste for removal.</li> <li>• Belshire plans to provide more services in-house as opposed to subcontracting for services. Therefore, it intends to expand its workforce by 10-15%.</li> <li>• New regulations are taking effect in October 2018, which will require updated procedures.</li> <li>• Changes in technology, which will require training to staff.</li> </ul>
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**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>• All staff will be trained in project management to better serve the needs of customers. Project management skills will streamline processes for staff to work more efficiently.</li> <li>• Designated Operators will be trained with new regulations on inspections of gas stations in order to be in compliance with State laws.</li> <li>• Drivers will be trained in new technology such as e-logs. This will enable drivers to use electronic equipment for milk runs instead of manual milk runs.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Computer skills will be offered to Designated Operators, Drivers, Administrative Staff, and Supervisor/Manger. This training will create efficiencies in the transfer of data between customers as well as field staff employees and vice versa.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab     
  E-Learning     
  CBT     
  Productive Lab

Business Skills	Commercial Skills	Computer Skills
<b>Certified Safety Training</b>	<input type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)	

<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; or,  <input type="checkbox"/> Expanding existing business capacity by adding a new production shift;
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<b>Training Infrastructure &amp; Administrative Plan</b>	<ul style="list-style-type: none"> <li>• <b>Coordination of Training (Oversight):</b> The Controller and Human Resource Manager will oversee the overall administration and implementation (coordinating &amp; scheduling) of training. Training will be conducted at both locations by Managers /Supervisors.</li> <li>• <b>Trainers:</b> In-house subject matter experts. ETP training will start at contract approval.</li> <li>• <b>Administrative Duties:</b> An administrative contractor will assist with project administration.</li> </ul>
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**Repeat Contract**

<ul style="list-style-type: none"> <li>• <b>Number Of Agreements in last 5 years:</b></li> </ul>	2
<ul style="list-style-type: none"> <li>• <b>Training provided / focus in last Agreement:</b></li> </ul>	<ul style="list-style-type: none"> <li>• In the last agreement ET, 16-0429 training focused on Commercial Skills for field staff, Designated Operators, and Testing staff to improve standard operating procedures.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Difference in Training Plan:</b></li> </ul>	<ul style="list-style-type: none"> <li>• Belshire will focus on succession planning, technology training, and regulatory training.</li> </ul>

**Prior Projects**

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0429	Foothill Ranch	4/12/16-4/11/18	\$56,100	\$53,997 (96%)
ET15-0121	Foothill Ranch	7/7/14-7/6/16	\$45,188	\$45,188 (100%)

**RECOMMENDATION**

Staff recommends approval of this proposal and modifications

**SUBCONTRACTORS**

Subcontractor Type	Subcontractor Name	City	Cost / %
• Development	Training Funding Source	Seal Beach	\$3,090
• Administrative	Training Funding Source	Seal Beach	13% of funds earned
• Training Vendors	TBD		

**Exhibit B: Menu Curriculum**

Trainees may receive any of the following:

**Class/Lab Hours**

8 – 200

**COMPUTER SKILLS**

- Great Plains
- Odyssey II (In house Proprietary software)
- Document Management/Petrotools
- Electronic logs

**COMMERCIAL SKILLS**

- Confined space
- Emergency plans
- Environmental procedures
- Equipment Operation, Maintenance & Troubleshooting
- Fuel Storage equipment
- Maintenance troubleshooting
- Planning
- Profiling for disposal
- Sampling
- Site Inspection procedures
- Standard Operating procedures
- Storage Tanks
- Vapor recovery

**BUSINESS SKILLS**

- Accounting (Accounts Payable and Accounts Receivables)
- Communication
- Customer Service
- Job Costing
- Proposal writing
- Product Knowledge
- Project Management
- Quoting
- Leadership skills
- Time Management
- Writing Skills (emails, quotes, letters)
- Work Procedures

**HAZARDOUS MATERIALS**

- Hazardous Waste disposal

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





**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	Priority Retraining SET	Business Skills, Comm'l Skills, Computer Skills Cont. Imprv., Haz. Mat. PL-Comm'l. Skills	40	8-200	0	\$1,040	\$22.77
				Weighted Avg: 40			
2	Priority Retraining Job Creation SET	Business Skills, Comm'l Skills, Computer Skills Cont. Imprv., Haz. Mat. PL-Comm'l. Skills	5	8-200	0	\$1,040	*\$14.19
				Weighted Avg: 40			

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

- Reimbursement Rate: Job #'s 1 & 2: \$26 Priority/Program Initiatives
- County(ies): San Diego, Orange, Santa Clara
- Occupations to be Trained: Refinishing Technicians, Administrative Staff, Installation Technicians, Owner, Sales Staff, Field Technicians, Managers/Supervisors
- Union Representation for Trainees:  Yes  No
- Health Benefits: (Employer Paid to Meet ETP Wage)  No  Yes  
Up to \$2.50 per hour in Job Number 1; up to \$1.18 per hour in Job Number 2

**OVERVIEW**

<b>Year Company Founded:</b>	1991	<b>Company Headquarters:</b> Newport Beach
<b>Total Number of Facility locations in California</b>	4	
<b>Facility location(s) where training will occur</b>	<ul style="list-style-type: none"> <li>• San Diego (San Diego County)</li> <li>• Santa Ana (Orange County)</li> <li>• Newport Beach (Orange County)</li> <li>• San Jose (Santa Clara County)</li> </ul>	
<b>Nature of Business</b>	Cal-Spec Enterprises, Inc. dba CALBath Renovations (CALBath) provides bathroom remodeling, bathtub and countertop repair and refinishing.	
<b>Customer Base:</b>	Residential Homeowners, Property Management Companies, Hotel/Motels, Realtors and Construction Contractors	

<p><b>Business / Industry Needs / Changes</b></p>	<ul style="list-style-type: none"> <li>• In the last two years, CALBath has experienced 15% growth in revenue and expects this growth to continue. This can be attributed, in part, to the growth of the Construction industry. Further, the industry has become increasingly competitive and to ensure continued growth, CALBath must improve its internal processes, maximize efficiencies and train staff to highest quality standards.</li> <li>• The industry is constantly changing, improving materials and tools/equipment that the Technicians utilize. For example, the coatings utilized for renovations are being re-formulated to meet Air Quality Management District standards changing the application process of the coatings. This change then updates the spray equipment and other tools to ensure maximum efficiency and waste reduction of the raw material.</li> <li>• Further, CALBath must adhere to Environmental Protection Agency guidelines as its staff works regularly with many hazardous materials and toxic substances. These regulations are frequently updated and it is critical to train staff on updates to ensure compliance.</li> </ul>
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**Training Plan:**

<p><b>Need for Training:</b></p>	<p>To support overall growth and industry changes, CALBath will provide the following training:</p> <ul style="list-style-type: none"> <li>• Commercial skills will be provided to all Technicians to ensure that the staff are trained in updated procedures, fully competent to utilize all equipment, and are knowledgeable about any regulatory requirements.</li> <li>• Managers/Supervisors, Owner, Administrative and Sales Staff will receive training in Leadership, Customer Service and Management Skills to ensure that staff is providing the highest quality of customer service. In addition, because the industry is increasingly more competitive, the Company must ensure that the support staff are able work efficiently.</li> </ul> <p>Currently, there are no specific trade schools for bath refinishing or acrylic installation, as such, the Company has difficulty in recruiting and retaining qualified new staff. As a result, virtually all new staff hired have little to no experience in the field and must be fully trained to perform successfully. CALBath will provide the following training to these staff:</p> <ul style="list-style-type: none"> <li>• Extensive Commercial Skills training including Productive Lab in Installation and Refinishing Techniques, as well as Customer Service Skills and Sales Skills.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab     
  E-Learning     
  CBT     
  Productive Lab

<b>Business Skills</b>	<b>Commercial Skills</b>	<b>Computer Skills</b>
<b>Continuous Improvement</b>	<b>Hazardous Materials</b>	<b>PL – Commercial Skills</b>

<b>Certified Safety Training</b>	<input checked="" type="checkbox"/> Hazardous Materials (HAZMAT) CALBath will provide Hazardous Materials training; however, these are not Certified Safety Training per the ETP guidelines.
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<b>Productive Laboratory</b>	<b>Justification:</b> <input type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards
	Estimated 25 <b>PL Hours per-trainee</b>
	<b>Occupations Receiving PL Training:</b> Refinishing Technicians, Installation Technicians, Field Technicians
The PL instructor must be dedicated to training, at a ratio of 1:1.	

<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function
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<b>Training Infrastructure &amp; Administrative Plan</b>	<ul style="list-style-type: none"> <li>• <b>Coordination of Training (Oversight):</b> The President will oversee all project administration and implementation (coordinating &amp; scheduling) with assistance of the Human Resources Manager. In addition, the Human Resources Manager will coordinate with the Managers/Supervisors at each location to ensure training is being performed and tracked accordingly.</li> <li>• <b>Trainers:</b> In-house experts (Owners, Managers/Supervisors, Lead Technicians) and vendors as needed. ETP training will start at contract approval.</li> <li>• <b>Administrative Duties:</b> CALBath has retained an administrative subcontractor to assist with project administration. The President and Human Resources Manager will work together to submit copies of completed attendance rosters to administrative subcontractor for uploading in the ETP online system.</li> </ul>
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**RECOMMENDATION**

Staff recommends approval of this proposal and modifications.

**SUBCONTRACTOR**

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Cost / %</b>
• Development	Training Funding Source	Seal Beach	\$1,900
• Administrative	Training Funding Source	Seal Beach	13%
• 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**

- Budget
- Coaching Skills
- Communication
- Contracts
- Conflict Management
- Customer Service
- Sales Skills
- Leadership
- Performance Management Planning
- Product Knowledge
- Risk Management
- Schedule Coordination

**COMMERCIAL SKILLS**

- Equipment and Operations
- Installation techniques
- Job Costing
- Materials Handling and Storage
- Painting
- Power Tool use and Guarding
- Product and Service knowledge
- Prepping/Protecting Property
- Refinishing/Renovate Techniques
- Respiratory Protection
- Site Logistics
- Work zone traffic control

**COMPUTER SKILLS**

- Customer Relationship Management
- GPS Software
- iSolved
- Jobber
- MarketSharp
- Microsoft Office
- QuoteWerks
- QuickBooks
- GeoTab – Time Tracking

**CONTINUOUS IMPROVEMENT**

- Process Improvement
- Problem Solving/Decision making
- Productivity Improvement

- Quality Systems and Procedures
- Team Building

**HAZARDOUS MATERIALS**

- Hazard Communication
- Material Safety Data Sheet
- Toxic Substances

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

**Productive Lab Hours**

- 0-25      **COMMERCIAL SKILLS** (Ratio 1:1)
- Equipment Operations
  - Field Operational Procedures
  - Refinishing/Renovation Techniques

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

**DELEGATION ORDER**



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

**Campbell Taylor & Company, An Accountancy Corp.**

**Small Business**

**ET19-0231**

**Approval Date:** September 25, 2018

**ETP Regional Office:** Sacramento

**Analyst:** J. Dongallo

**CONTRACTOR**

- Type of Industry: Financial Services
  
  - Number of Full-Time Employees
    - California: 48
    - Worldwide: 48
    - Number to be trained: 46
  
  - Out-of-State Competition: Competitors Outside CA
  - Special Employment Training (SET):  Yes  No
  - High Unemployment Area (HUA):  Yes  No
  - Turnover Rate: 5%
  - Repeat Contractor:  Yes  No
- Priority Industry:  Yes  No
- Owner  Yes  No

**FUNDING**

- Requested Amount: \$60,450
- In-Kind Contribution: \$106,050



**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100	Business Skills, Commercial Skills, Computer Skills	41	8-200	0	\$1,300	\$16.70
				Weighted Avg: 50			
2	Retrainee Job Creation Initiative SB <100	Business Skills, Commercial Skills, Computer Skills	5	8-200	0	\$1,430	*\$13.66
				Weighted Avg: 55			

\*It will be made a condition of contract that 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 & 2: \$26 SB
- County(ies): Placer
- Occupations to be Trained: Project Managers, Senior Associates, Associates, Administration
- Union Representation:  Yes  
 No
- Health Benefits: N/A

**SUBCONTRACTORS**

- Development Services: Propel Consulting Group of El Dorado Hills assisted with development for a flat fee of \$3,500
- Administrative Services: Propel Consulting Group will also provide administrative services for a fee not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

**OVERVIEW**

Founded in 1977 and headquartered in Roseville, Campbell Taylor & Company, An Accountancy Corp. (CTC) ([www.campbelltaylor.com](http://www.campbelltaylor.com)) is a full service accounting and professional services firm that specializes in tax, professional design, administration and consulting services for businesses and not-for-profit organizations. Customers include employers and businesses that operate in manufacturing, agriculture, construction and

engineering industries. This will be CTC's first ETP Agreement. Training under this proposal will be for its Roseville location.

## Training Plan

Training under this proposal will focus on transitioning to paperless processes and the application of the new Tax Cut and Jobs Act which became effective January 1, 2018. In addition to this recent law, continuous regulation changes related to state and federal taxes occur on an annual basis requiring the Company to rewrite/restate existing training documents for each client's industry. Training under this proposal will focus on the current 2018 tax regulations and existing documents to new formats.

Training will also focus on the Company's multiple software platforms including CCH Tax/Research Software and RIA Tax/Research Software which will allow staff to utilize numerous databases for accounting techniques and tax research information. Training will allow staff to provide the best potential options for their new and existing clients.

Additionally, CTC recognizes the need for more in-depth cross-training within departments. Cross-training will allow employees to assist in other departments as workflow changes seasonally. Training will assist the Company in maximizing resources and overall customer service skills during peak months.

## Retrainee - Job Creation

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

Due to CTC's 20% increase in business over the past 5 years and a projection of an additional 20% increase over the next two years, the Company has committed to hiring five new employees (Job Number 2). Additionally, the Company anticipates expanding its workforce to assist in maximizing workflow.

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

## Training Plan

Class/Lab training will be provided by in-house subject matter experts and potential training vendors as needed in the following:

**Business Skills:** Training will be offered to all occupations. Training will ensure employees develop skills to communicate effectively with clients, respond within deadlines and improve sales. Training topics include Customer Service, Communication Skills, Marketing Techniques and Conflict Resolution.

**Commercial Skills:** Training will be offered to all occupations. Training will enable employees to improve quality and consistency in the accounting process. Training topics include Audit Standards, Estate Planning, Internal Revenue Code Updates, Tax Cuts and Jobs Act, and Workflow Techniques.

**Computer Skills:** Training will be offered to all occupations. Training will focus on various software systems tailored to meet customer needs and/or requirements. Training topics include Contract Administration Software, ProSystems Suites, CCH Tax/Research Software, RIA Tax/Research Software, and Social Media Software.

### **Training Infrastructure**

CTC has a detailed training plan in place and is ready to begin training upon approval. A Partner in the Company and two administrative staff members will oversee this training project. In addition, the Company has retained the services of Propel Consulting Group to assist with administration.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

## **Exhibit B: Menu Curriculum**

### **Class/Lab Hours**

8-200

#### **BUSINESS SKILLS**

- + Communication Skills
- + Conflict Resolution
- + Customer Service
- + Marketing Techniques
- + Presentation Skills
- + Project Management
- + Source New Leads/Opportunities
- + Technical Understanding

#### **COMMERCIAL SKILLS**

- + Accounting, Auditing, & Tax Techniques
- + Audit Standards
- + Estate Planning
- + Ethics in Accounting
- + Financial Statement & Tax Return Preparation/Review
- + Generally Accepted Accounting Principles
- + Internal Revenue Code Updates
- + Merger & Acquisitions
- + Not-For-Profit Accounting
- + Research Techniques
- + Tax Cuts and Jobs Act
- + Workflow Techniques

#### **COMPUTER SKILLS**

- + Adobe Office Suite
- + Contract Administration Software
- + Intermediate/Advanced Microsoft Office
- + ProSystems Suites
- + CCH Tax/Research Software
- + RIA Tax/Research Software
- + Social Media Software

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



**Training Proposal for:  
ELROB, Inc. dba EL-COM System Solutions**

**Delegation  $\leq$  \$75,000 Single Employer**

**ET19-0282**

**Approval Date:** October 1, 2018

**ETP Regional Office:** San Diego

**Analyst:** K. Hernandez

**CONTRACTOR** <https://www.el-comsystems.com>

- Type of Industry: Manufacturing (E)  
Manufacturing (33)  
Priority Industry:  Yes  No
- Number of Full-Time Employees  **Small Business**
  - California: 68
  - Worldwide: 110
  - Number to be trained: 50Small Business Only:  
Owner  Yes  No
- Out-of-State Competition:  Yes  No
- Special Employment Training (SET):  Yes  No
- High Unemployment Area (HUA):  Yes  No
- Turnover Rate: 14%
- Repeat Contractor:  Yes  No

**FUNDING**

- Requested Amount: \$74,880
- In-Kind Contribution: \$72,604

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	Priority Initiative Retrain	Computer Skills, Cont. Improv., Mfg. Skills, PL-Mfg. Skills	35	8-200	0	\$936	\$17.50
				Weighted Avg: 36			
2	Job Creation Initiative	Computer Skills, Cont. Improv., Mfg. Skills, PL-Mfg. Skills	15	08-200	0	\$2,808	*\$14.58
				Weighted Avg: 108			

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

- Reimbursement Rate: Job #1 & 2: \$26 Priority/ Program Initiatives
- County(ies): Orange
- Occupations to be Trained: Administration Staff, Engineering Staff, Managers, Owner, Production Staff, Quality/Inspection Staff
- Union Representation for Trainees:  Yes  No
- Health Benefits: (Employer Paid to Meet ETP Wage)  No  Yes  
Up to \$2.50 /hour may be included to meet ETP Required Wage for Job#(s) 1 and 2.

**OVERVIEW**

<b>Year Company Founded:</b>	1988	<b>Company Headquarters:</b> <input type="checkbox"/> Single location Garden Grove, CA
<b>Facility Locations Outside CA</b>	<ul style="list-style-type: none"> <li>• Puerto Rico</li> </ul>	
<b>Facility location(s) where training will occur</b>	<ul style="list-style-type: none"> <li>• Garden Grove (Orange)</li> </ul>	
<b>Nature of Business</b>	<ul style="list-style-type: none"> <li>• Manufacturer specializing in mechanical design and engineering, precision machining, and R&amp;D services for aerospace computer equipment.</li> </ul>	

<p><b>Customer Base</b></p>	<ul style="list-style-type: none"> <li>• Aerospace, military and industrial companies including Boeing, L3 Communications, Raytheon, Lockheed Martin, Northrop Grumman and Space X.</li> </ul>
<p><b>Business / Industry Needs / Changes</b></p>	<ul style="list-style-type: none"> <li>• EL-COM has a unique opportunity to significantly increase its business with a commitment from SpaceX to broaden its relationship with the Company if EL-COM can commit to increasing capacity by approximately 50 trained Production Staff in the next 12 to 24 months. In addition, the Company needs to broaden the support roles of Engineering Staff and Quality/Inspection Staff.</li> <li>• Training will provide staff with cross-functional quality and inspection skills. EL-COM will also provide Lean principals across the facility.</li> <li>• EL-COM recently converted a 5,000sq. ft. portion of their Garden Grove manufacturing floor to a humidity controlled environment to support new requirements from SpaceX and place newly hired Production Staff.</li> </ul>

**Training Plan:**

<p><b>Need for Training:</b></p>	<ul style="list-style-type: none"> <li>• If EL-COM is able to meet specific production requirements, they will acquire increased business from SpaceX. SpaceX has contributed to developing training curriculum for new and existing staff to ensure workers have the technical capabilities to fulfill its exacting specifications</li> <li>• Training will focus on Manufacturing Skills and the effective use of equipment to meet specific certifications and customer requirements.</li> <li>• Continuous Improvement (Lean Enterprise and Quality Management Systems) training will be provided to Production Staff, Engineering Staff, Quality/Inspection Staff and Managers in the manufacturing area, ensuring customer requirements and the Company quality standards are met.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Computer Skills will be offered to select employees in all occupations to ensure workers have the skills to effectively utilize the Company’s ERP system, to improve operational effectiveness.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab     
  E-Learning     
  CBT     
  Productive Lab

<b>Computer Skills</b>	<b>Continuous Improvement</b>	<b>Manufacturing Skills</b>
<b>PL-Manufacturing Skills</b>		

<b>Productive Laboratory</b>	<b>Justification:</b> <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input checked="" type="checkbox"/> Certification Standards
	<b>80 PL Hours per-trainee</b>
	<b>Occupations Receiving PL Training:</b> Production Staff
The PL instructor must be dedicated to training at a ratio of 1:3.	
<b>Ratio Higher than 1:1</b>	1: 3 Production process requires a team of 2-3 workers.

<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.  <input checked="" type="checkbox"/> Expanding and upgrading existing facilities, and/or repurposing existing unused space/buildings or facilities.
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**Modifications from Standard**

<input checked="" type="checkbox"/> Weighted Average Hours over 45	108 Hours (Job Creation)
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Modification(s) fall within Panel guidelines whereas, the Company needs training for Production Staff to meet specific customer specifications.



**Temp-to-Perm**

Average days to convert temporary workers to full time permanent employment.	90-180; generally convert after 120 days.
Employer-paid healthcare premiums while on temporary status.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No It is expected that these workers will receive employer-paid health benefits immediately upon permanent status.

<p><b>Training Infrastructure &amp; Administrative Plan</b></p>	<ul style="list-style-type: none"> <li>• <b>Coordination of Training (Oversight):</b> EL-COM's Human Resources Manager will oversee the overall administrative and implementation (coordinating and scheduling) of this training project with the assistance from support staff as needed.</li> <li>• <b>Trainers:</b> El-Com will utilize in-house subject matter experts and vendors, if necessary. Training is ongoing; however, ETP training will start at contract approval.</li> <li>• <b>Administrative Duties:</b> EL-COM has a well planned training shechedule in place that is ready to be executed. The Company has also retained the same administrative subcontractor that successfully administered its previous project to assist with project administration. EL-COM's Human Resources Manager will work to provide the necessary documents to their administrative subcontractor for uploading in the ETP online systems.</li> </ul>
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**Repeat Contract**

<ul style="list-style-type: none"> <li>• <b>Number Of Agreements in last 5 years:</b></li> </ul>	1
<ul style="list-style-type: none"> <li>• <b>Training provided / focus in last Agreement:</b></li> </ul>	<ul style="list-style-type: none"> <li>• EL-COM's previous ETP agreement focused exclusively on newly hired trainees (Job Creation) and the skills needed to execute primary job responsibilities.</li> <li>• EL-COM won a contract with Space X to manufacture aerospace cable assemblies and wire harnesses that needed to meet SpaceX's requirements.</li> <li>• Production Staff were certified in Inter-Process Communications (IPC) IPC/WHMA-A-620A Specialist Training – Modules 1 thru 8, as well as SpaceX's Workmanship Standards.</li> </ul>

<ul style="list-style-type: none"> <li><b>Difference in Training Plan:</b></li> </ul>	<p>Training will provide workers with technical skills that are in high demand in the aerospace industry, including numerous certification. Additionally, the Company has upgraded Syspro, its Enterprise Resource Planning (ERP) system. Both Job Creation and incumbent workers will need to be trained on the changes to the ERP system.</p>
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### **Active Projects**

The following table summarizes performance under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees Enrolled	No. Completed Training	No. Retained
18CS-0067	\$90,896	09/19/17 – 09/18/19	30	0	0*

\*Based on ETP Systems, EL-COM's reimbursable hours have been tracked for potential earnings of \$66,144\*\* (72% of approved amount). \*\*\$20,094 of the \$66,144 is attributed to 9 temporary to permanent trainees that will convert to full-time by November, 2018 and their hours will officially be reflected in the ETP Tracking System. The Contractor projects final earnings of 100% based on training currently scheduled and in progress through the end of 2018.

### **RECOMMENDATION**

Staff recommends approval of this proposal and modifications

### **SUBCONTRACTORS**

Subcontractor Type	Subcontractor Name	City	Cost / %
<ul style="list-style-type: none"> <li>Development</li> </ul>	California Manufacturing Technology Consulting	Torrance, CA	N/A
<ul style="list-style-type: none"> <li>Administrative</li> </ul>	California Manufacturing Technology Consulting	Torrance, CA	Not to exceed 13%
<ul style="list-style-type: none"> <li>Training Vendors</li> </ul>	To Be Determined	N/A	N/A

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

8-200

Trainees may receive any of the following:

**COMPUTER SKILLS**

- Enterprise Resource Planning
- Microsoft Office – Int & Advanced

**CONTINUOUS IMPROVEMENT**

- Lean Enterprise
- Quality Management Systems
- Leadership

**MANUFACTURING SKILLS**

- AV1200-4 Avionics Standard Operating Procedure
- IPC-620 Cable/Wire Harness Assemblies
- AV1329 Honeycomb Termination (Related to AV1200-4)
- SpaceX and NASA workmanship specifications
- J-STD-001 Soldering Skills
- IPC-630 Box Build

**PL Training**

0-80

**MANUFACTURING SKILLS (1:3 Ratio)**

- AV1200-4 Avionics Standard Operating Procedure
- IPC-620 Cable/Wire Harness Assemblies
- AV1329 Honeycomb Termination (Related to AV1200-4)
- SpaceX and NASA workmanship specifications
- J-STD-001 Soldering Skills
- IPC-630 Box Build

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.
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**Retrainee - Job Creation  
Training Proposal for:  
J.R. Putman, Inc.**

**Small Business**

**ET19-0279**

**Approval Date:** September 25, 2018

**ETP Regional Office:** Sacramento

**Analyst:** K. Mam

**CONTRACTOR**

- Type of Industry: Construction  
Priority Industry:  Yes  No
- Number of Full-Time Employees  
California: 75  
Worldwide: 75  
Number to be trained: 82  
Owner  Yes  No
- Out-of-State Competition: No OSC
- Special Employment Training (SET):  Yes  No
- High Unemployment Area (HUA):  Yes  No
- Turnover Rate: 15%
- Repeat Contractor:  Yes  No

**FUNDING**

- Requested Amount: \$73,632
- In-Kind Contribution: \$79,443

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100 SET	Business Skills, Commercial Skills, Computer Skills, Cont. Imprv, Mgmt Skills, PL - Comm Skills, OSHA 10/30	56	8-60	0	\$832	\$22.77
				Weighted Avg: 32			
2	Retrainee Priority Rate Job Creation Initiative SB <100 SET	Business Skills, Commercial Skills, Computer Skills, Cont. Imprv, Mgmt Skills, PL - Comm Skills, OSHA 10/30	23	8-60	0	\$1,040	\$14.00*
				Weighted Avg: 40			
3	Priority Rate Job Creation Initiative Veterans SB<100 SET	Business Skills, Commercial Skills, Computer Skills, Cont. Imprv, PL – Comm Skills, OSHA 10	3	8-60	0	\$1,040	\$14.00*
				Weighted Avg: 40			

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

- Reimbursement Rate: Job #'s 1-3: \$26 Small Business Rate
- County(ies): Sacramento
- Occupations to be Trained: Technician, Sales/Administrative Staff, Tech Installer/Logistics, Supervisor, Owner
- Union Representation:  Yes  
 No
- Health Benefits: Job #1: \$2.40 per hour; Job #'s 2-3: \$2.00 per hour

**SUBCONTRACTORS**

- Development Services: Synergy Management Consultants in Grass Valley assisted with development of this proposal for a fee of \$5,890.
- Administrative Services: Synergy Management Consultants will also perform administrative services for a fee not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

## **OVERVIEW**

Founded in 1981 and headquartered in Rancho Cordova, J.R. Putman, Inc., ([www.jrputman.com](http://www.jrputman.com)), provides installation and repairs of heating, ventilation, and air conditioning (HVAC); plumbing; and solar and insulation equipment to residential homeowners and tenants. Training under this proposal will be delivered at the Company's headquarters in Rancho Cordova. This is J.R. Putman's first ETP Agreement.

### **Veterans Program**

J.R. Putman has identified approximately 3 Veterans trainees (Job Number 3) who have served on active full-time duty in the Armed Forces. The Company actively works with organizations and job placement firms that seek to match veterans with its employment opportunities. The Company also participates in veteran-focused job fairs and online recruiting events.

### **Need for Training**

California Building Standards Code (also known as The Energy Efficiency Standards for Residential and Nonresidential Buildings or Title 24) was created by the California Building Standards Commission in 1978 to reduce California energy consumption. The standards allow periodic consideration and incorporation of new energy efficiency technologies and methods by the California Energy Commission. To adapt to ongoing changes to Title 24 regulations and guidelines, the Company must continuously train staff to properly diagnosis, install and repair inverter technology, circuit board technology, whole home performance systems, home automations, and smart systems.

Additionally, training will focus on technical and soft skills to ensure J.R. Putman can meet consumer demands and exceed their expectations while meeting Title 24 efficiency standards. Staff will be trained on critical and diagnostic skills for HVAC and plumbing work and customer needs assessment to ensure staff provides an overall positive customer interaction.

### **Retrainee - Job Creation**

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

J.R. Putman has experienced an approximately 25% increase in business within the last two years. The Company is also expanding business capacity by investing in 19 new service vans. To support the growth in business, the Company will hire 26 new Technicians (Job Numbers 2 and 3). 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 delivered via Classroom/Laboratory and Productive Lab methods. In-house subject matter experts and vendors may be utilized to deliver training in the following:

**Business Skills:** Training will be offered to all occupations. Training will focus on improving customer satisfaction. Training topics include Communication Skills, Negotiation Skills, and Customer Service Skills.

**Commercial Skills:** Training will be offered to all occupations. Training will focus on adhering to Title 24 requirements and increasing technical skills. Training topics include Thermal Dynamics, Inverter Type Motors, and Insulating Methodologies.

**Computer Skills:** Training will be offered to all occupations. Training will focus on the Company's management software and mobile applications. Training topics include Successware and Tablet Computer Applications.

**Continuous Improvement:** Training will be offered to all occupations. Training will focus on improving overall operational efficiency and quality control. Training topics include Leadership Skills, Problem Solving Skills, and Lean Concepts.

**Management Skills:** Training will be offered to Supervisors. Training will focus on business acumen and leadership skills. Training topics include Coaching for Team Leads, Motivating Teams, and Leading Teams.

### **Certified Safety Training**

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

### **Productive Laboratory (PL)**

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

PL training will be provided to Technicians and Tech Installers/Logistics. PL training will allow the Company to train staff to extend technical learning under practical working conditions without creating an excess of waste. PL training will focus on training topics such as Thermal Dynamics, Metering Devices, Inverter Type Systems, and Ventilation Systems. The Company is requesting a trainer-to-trainee ratio of 1:3 as some training requires a "team" of three trainees.

Training will be led by subject-matter experts with demonstrated knowledge and expertise in the field. Instructors will monitor trainee competencies before the trainee is deemed competent.

#### ➤ Training Infrastructure

J.R. Putman has a detailed training plan in-place and is ready to begin training upon approval. The Service Manager and two support staff will be responsible for overseeing all training efforts. Additionally, the Company has engaged the services of a third-party subcontractor with extensive ETP administration experience to work closely with staff to complete the project successfully.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

## Exhibit B: Menu Curriculum

### Class/Lab Hours

8-60 Trainees may receive any of the following:

#### **BUSINESS SKILLS**

- + Business Acumen for Leaders
- + Communication Skills
- + Conflict Management
- + Customer Needs Assessment and Relationship Building
- + Customer Service Skills
- + Dispatch Procedures
- + Equipment and Industry Overview
- + Finance/Accounting Skills
- + HVAC/Plumbing Product Knowledge for Non Technicians
- + Logistics Skills
- + Maintenance/Membership Programs
- + Marketing
- + Memberships
- + Negotiation Skills
- + Payment Refunds/Credit Card Financing
- + Presentation Skills
- + Product Knowledge/Offerings
- + Sales Skills

#### **COMMERCIAL SKILLS**

- + Air Conditioning Systems
- + Air Quality Diagnostics and Methodologies
- + Digital Tool Gauges
- + Digital Tools
- + Field Tools/Gauges
- + Fundamentals of Solar Technology
- + Heat Pump/Furnace Systems
- + Insulating Methodologies
- + Inventory Management
- + Inverter Technology
- + Inverter Type Motors
- + Maintenance Parts/Supplies
- + Metering Devices
- + Motors
- + Radiant Barrier Methodologies
- + Residential Indoor Air Quality/Testing
- + Solar Skills
  - o Building
  - o Demolition
  - o Designing
  - o New Construction
  - o Renovations
  - o Repairs
  - o Service
- + Switches and Electrical Components
- + System Controls/Smart System Controllers



- + Thermal Dynamics
- + Thermostats
- + Tune Up Procedures
- + Ventilation Systems
- + Whole Home Efficiency
- + Wireless Technologies/Controls
- + Wiring

**COMPUTER SKILLS**

- + Payment Card Certification
- + Regulatory Code Research Techniques
- + Successware
- + Tablet Computer Applications

**CONTINUOUS IMPROVEMENT**

- + Change Management Skills
- + High Performance Team Building
- + Leadership Skills
- + Lean Concepts
- + Logistics Efficiency
- + Problem Solving Skills
- + Project Management Skills
- + Quality Control/Systems
- + Root Cause Analysis
- + Time Management Skills

**MANAGEMENT SKILLS** (Managers and Supervisors only)

- + Coaching for Team Leads
- + Development Plans for Subordinates
- + Finance for Leaders
  - o Budgeting
  - o Forecasting
  - o Planning
- + Leading Teams
- + Motivating Teams

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

- + OSHA 10
- + OSHA 30

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

**Productive Lab Hours**

0-24

**COMMERCIAL SKILLS (1:3)**

- + Air Conditioning Systems
- + Air Quality Diagnostics and Methodologies
- + Barrier Methodologies
- + Cast Iron Pipe and Fittings

- ✚ Copper Pipe and Fittings
- ✚ Corrugated Stainless Steel Tubing
- ✚ Diagnostics
- ✚ Digital Tools
- ✚ Gas and Fuel Systems
- ✚ Heat Pump Systems
- ✚ Inverter Type Systems
- ✚ Metering Devices
- ✚ Motors
- ✚ Pipes and Fittings
- ✚ Solar Replacement
- ✚ Switches and Electrical Components
- ✚ System Controls/Smart System Controllers
- ✚ Thermal Dynamics
- ✚ Thermostats
- ✚ Tune Up Procedures
- ✚ Ventilation Systems
- ✚ Venting
- ✚ Whole Home Fans
- ✚ Wiring

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



**TRAINING PROPOSAL AMENDMENT**

Lester Lithograph, Inc.

**Approval Type:** Delegation

**Reference Number:** 17-0632

**Contract Number:** 17CS-0023-000

**Panel Meeting Date:**  
**Regional Office:** San Diego Regional Office  
**Analyst Name:** Clady, Cassandra  
**Contract Term Date:** 6/30/2017 - 6/29/2019

**Revision Number:** 3  
**Requested Date:** 07/17/2018  
**Revision Status:** In Executive Review  
**Effective Date:** 10/10/2018

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

**FUNDING AMENDMENT:**

Current Funding (\$)		Requested Funding Increase (\$)		Revised Funding (\$)	
26,832.00		27,950.00		54,782.00	
Training Cost	Admin Cost	Support Cost	Substantial Contribution	Total In Kind	
47,637.00	7,145.00	N/A	0.00	34,139.00	

**PROJECT PROFILE**

<b>Repeat Contractor:</b>	No		
<b>High Unemployment Area:</b>	No	<b>Turn Over Rate(Applicant):</b>	3.00 %
Industry Sector		Priority Industry	
Manufacturing		Yes	

**AMENDMENT REQUEST DETAILS:**

**Reason for the Amendment Request:**

Please see attached request for additional funds.

**REVISED ITEMS:**

**Costing Group**

Attribute	Job Title	No. Trainees		Min Training Hours		Max Training Hours		Estimated Training Hours	
		From	To	From	To	From	To	From	To
<b>Group No. 1 Location: The Castle Press</b>									
S-RET	Production	26	26	8.00	8.00	200.00	200.00	25.00	49.00
	Admin	5	5	8.00	8.00	200.00	200.00	20.00	45.00
	Sales	4	4	8.00	8.00	200.00	200.00	20.00	49.00
	Customer Service	5	5	8.00	8.00	200.00	200.00	24.00	49.00
S-RET-OWNER	Supervisor/Manager	3	3	8.00	8.00	200.00	200.00	20.00	49.00

**Amended Funding Detailed**

Funding	Group No.	Attributes	Number Of Trainees	Weighted Average Hours	Reimbursement Rate	Cost Per Trainee	Cost Per Group
OSC	1	S-RET-OWNER	43	49	\$26.00	\$1,274.00	\$54,782.00
		<b>Funding Total:</b>	43				\$54,782.00
		<b>Grand Total:</b>	43				\$54,782.00

Legend of Attributes	
Code	Description
S	Single Employer
RET	Retrainee
OWNER	Owner

**Introduction**

The ETP project for Lester Lithograph, Inc./Castle Press was approved on 06/30/2017 for \$26,832. The last date of training is March 30, 2019. The Company requests to add \$27,950 (total funding amount would be \$54,782).

**Amendment Details**

Lester Lithograph grossly underestimated the amount of training needed and has accumulated training hours significantly faster than expected. The Company requests an increase in funding by increase the weighted average of all trainees. Additional funds will increase skill level of incumbent employees and allow newly hired employees to obtain new skills. Additionally, the Company is delivering more cross-training than anticipated.

**Recommendations**

Staff recommends approval to increase funding amount from \$26,832 to \$54,782.

**SUMMARY OF PRIOR MODS/AMDS**

Modification #1: Increased term by 1 year

Amendment #2: Administrative Amendment to reduce wages to ETP Required Wage.

**ACTIVE CONTRACT PERFORMANCE**

This table summarizes active contract(s) performance for Lester Lithograph, Inc.

Contract Number	Approved Amount	Term	Total No. Trainees (Estimated)	Trainees Enrolled	Trainees Completed Training	Total Trainees Retained
17CS-0023-000	\$26,832.00	06/30/2017 - 06/29/2019	43	49	0	0

Based on the ETP System, for the current contract 1449.25 reimbursable hours have been tracked for potential earnings of \$37,680.50 ( 140.33 % of approved amount)

## Curriculum Exhibit B

### Classroom /Simulated Laboratory

Training Type (Level)	Course/Class Topic
Business Skills	Communication Skills
Business Skills	Customer Relations
Business Skills	Leadership/Coaching Skills
Business Skills	Planning
Business Skills	Presentation Skills
Business Skills	Product Knowledge
Business Skills	Project/Program Management
Business Skills	Sales
Continuous Improvement Skills	5S
Continuous Improvement Skills	ISO 9001
Continuous Improvement Skills	Lean Manufacturing Operations
Continuous Improvement Skills	Problem Solving Tools and Techniques
Continuous Improvement Skills	Process Improvement
Continuous Improvement Skills	Quality improvement
Continuous Improvement Skills	Teambuilding
Hazardous Materials Skills	Hazardous Material Handling
Hazardous Materials Skills	Material Safety Data Sheets
Computer Skills (Standard)	Adobe-Creative, Marketing
Computer Skills (Standard)	Customer Relation Management (CRM)
Computer Skills (Standard)	Document Management
Computer Skills (Standard)	MS Office
Computer Skills (Standard)	Payroll
Computer Skills (Standard)	Web Design
Computer Skills (Standard)	Web to print
Computer Skills (Standard)	Management Information System
Manufacturing Skills (ME) (Standard)	Design & Prototyping
Manufacturing Skills (ME) (Standard)	Equipment/Printing Operations
Manufacturing Skills (ME) (Standard)	Good Manufacturing
Manufacturing Skills (ME) (Standard)	Inspection Techniques
Manufacturing Skills (ME) (Standard)	Inventory Processes
Manufacturing Skills (ME) (Standard)	Maintenance (preventative) & Troubleshooting
Manufacturing Skills (ME) (Standard)	Pre-Press
Manufacturing Skills (ME) (Standard)	Product Assembly/Packaging/Shipping Operation
Manufacturing Skills (ME) (Standard)	Standard Operating Procedures



**Training Proposal for:  
Radford Cabinets, Inc.**

**Delegation  $\leq$  \$75,000 Single Employer**

**ET19-0277**

**Approval Date:** September 26, 2018

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

**CONTRACTOR**      [www.radfordcabinetsinc.com](http://www.radfordcabinetsinc.com)

- Type of Industry: Manufacturing (E)  
Manufacturing (33)  
Priority Industry:  Yes  No
- Number of Full-Time Employees  **Small Business**
  - California: 72
  - Worldwide: 72
  - Number to be trained: 29
  - Small Business Only:  
Owner  Yes  No
- Out-of-State Competition:  Yes  No
- Special Employment Training (SET):  Yes  No
- High Unemployment Area (HUA):  Yes  No  
29
- Turnover Rate: 5%
- Repeat Contractor:  Yes  No

**FUNDING**

- Requested Amount: \$56,550
- In-Kind Contribution: \$58,759

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	Priority Small Business HUA Retrainee	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., Mfg. Skills, PL-Mfg. Skills	29	8-200	0	\$1,950	\$13.25
				Weighted Avg: 75			

\*ETP Required Wage floats down to a High Unemployment Area wage modification if trainees in Job number are located in an HUA, regardless if they are requesting a wage modification. It will be made a condition of contract that the trainees will never be paid less than the statewide or local minimum wage rate in effect at the end of retention regardless of wage expressed in this table & Contract.

- Reimbursement Rate: \$26 Priority/Program Initiatives
- County(ies): Los Angeles
- Occupations to be Trained: Customer Service Staff, Designer, Finishing Tech, Installer, Lead, Manager
- Union Representation for Trainees:  Yes  No
- Health Benefits: (Employer Paid to Meet ETP Wage)  No  Yes

**OVERVIEW**

<b>Year Company Founded:</b>	1992	<b>Company Headquarters:</b> <input type="checkbox"/> Single location Lancaster
<b>Total Number of Facility locations in California</b>	2	
<b>Facility location(s) where training will occur</b>	Lancaster (Los Angeles County) Palmdale (Los Angeles County)	
<b>Nature of Business</b>	Radford Cabinets, Inc. (Radford) manufactures cabinets and other quality woodwork.	
<b>Customer Base:</b>	The Company provides custom designed cabinets and installation for residential and commercial projects.	

<b>Business / Industry Needs / Changes</b>	<p>Radford reports that many of the Company's current manufacturing techniques and business practices are driving up costs due to outdated processes and procedures. Therefore, Radford must streamline its operations to improve efficiencies. For example, the Company plans to replace its current design and quoting software with more sophisticated technology that offers better functionality and features.</p> <p>Another factor affecting business is the loss of technical expertise due Radford's aging/retiring workforce. Although the Company has experienced steady growth in recent years, many of the newer members of Radford's production team are not sufficiently skilled in the Company's complex machinery, tools and processes. This lack of experience also applies to Radford's team of installers, many of whom have little experience with professional woodworking.</p>
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**Training Plan:**

<b>Need for Training</b>	<p>All of Radford's products are 100% turnkey, meaning the Company does everything from field measure to installation. Therefore, the Company has identified several areas for improvement, with much of the proposed training focused on Continuous Improvement and Lean Manufacturing principles.</p> <p>Business Skills training will provide Customer Service Techs and Managers with the skills to maintain vital customer relationships, and ensure effective lines of communication with internal and external customers.</p> <p>Commercial Skills training will help Installers and Finishing Techs develop the technical skills to provide quality installation services.</p> <p>Design Staff will receive industry-specific Computer Skills training to improve their proficiency in the use of new design and quoting software.</p> <p>All trainees will receive Continuous Improvement training, with a heavy emphasis on Lean concepts, problem solving, strategic thinking and leadership skills.</p> <p>Manufacturing Skills training will teach Installers, Designers, Leads, and Finishing Techs how to operate equipment more effectively, reduce waste, and manage inventory and tools more efficiently.</p>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab     
  E-Learning     
  CBT     
  Productive Lab

<b>Business Skills</b>	<b>Commercial Skills</b>	<b>Computer Skills</b>
<b>Continuous Improvement</b>	<b>Manufacturing Skills</b>	

<b>Productive Laboratory</b>	<p><b>Justification:</b></p> <p><input type="checkbox"/> New Equipment</p> <p><input checked="" type="checkbox"/> New Production Procedures</p> <p><input checked="" type="checkbox"/> Certification Standards</p>
	<p><b>24 PL Hours per-trainee</b></p> <p><b>Occupations Receiving PL Training: Installers</b></p>
<p>The PL instructor must be dedicated to training, at a ratio of 1:1.</p>	



<p><b>Training Infrastructure &amp; Administrative Plan</b></p>	<ul style="list-style-type: none"> <li>• <b>Coordination of Training (Oversight):</b> The Vice President of Operations will oversee project administration. Managers and Leads at will assist with training implementation (coordinating, scheduling, documenting) at both locations.</li> <li>• <b>Trainers:</b> In-house experts and vendors as needed. Radford plans to use at least one outside training vendor, 5 Why Leaders. This particular vendor has developed a training plan that includes course study in excess of 60 hours per trainee.</li> <li>• <b>Administrative Duties:</b> Radford has retained an administrative subcontractor to assist with project administration. The Vice President of Operations and support staff will work cooperatively with the administrative subcontractor to ensure that training is documented properly and meets all ETP requirements.</li> </ul>
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**RECOMMENDATION**

Staff recommends approval of this proposal.

**SUBCONTRACTORS**

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Cost / %</b>
• Development	Training Refund Group	Anaheim	\$5,000
• Administrative	Training Refund Group	Anaheim	Not to exceed 13% of payment earned
• Training Vendors	5 Why Leaders	Palmdale	TBD

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

8 - 200 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Advanced Sales Skills
- Product Knowledge
- Negotiation & Overcoming Objectives
- Providing the Ultimate Customer Experience
- Customer Service Skills
- Telephone Skills and Etiquette
- Proper Email Techniques
- How to Ensure Customer Expectations are Met
- How to Measure and Draw Kitchen Projects
- Dealing with Difficult People

**COMMERCIAL SKILLS**

- Finishing & Touching Up Techniques
- Cabinetry Standards
- Field Installation Techniques
- Building Codes
- Restoration Techniques
- Hand Tools

**COMPUTER SKILLS**

- Cabnetware
- Cabnetvision

**CONTINUOUS IMPROVEMENT**

- To Lean Leadership
- To Lean Manufacturing
- To Lean Manufacturing-Understanding TAKT Time, Flow and Balanced Production
- The Harata Method
- Lean Manufacturing – The Nine Deadly Wastes
- Lean Manufacturing – The 5 S Process
- Lean Manufacturing – Waste Throughout The Business Process, Flow Mapping
- Lean Manufacturing – Waste Throughout The Business Process, Value Stream Mapping
- Lean Manufacturing – Total Productive Maintenance
- Lean Manufacturing – Single Minute Exchange of Dies
- Lean Leadership
- Basic Variation
- Industrial Psychology
- Systems Thinking
- Theory of Knowledge
- To Kaizen
- To Dr. Shigeo Shingo
- To Dr. W. Edwards Deming

- The Fourteen Management Principles
- The Five Deadly Wastes
- Advanced Lean Leadership
- Variation – Creating Your Own Control Charts
- Psychology – Moving From Command and Control Towards Continuous Improvement
- Systems Thinking – Understanding The Customer, The Employee, Production and Finance
- The Theory of Knowledge – What Is Knowledge
- Single Minute Exchange of Die – Kaizen
- Lean Manufacturing – Kaizen Production Line Improvement
- Total Productive Maintenance – Kaizen
- Hoshin Planning – Establishing Your Company's True North
- Order to Cash – Kaizen
- Zero Quality Control – Source Inspection and the Poka-Yoke System
- Non-Stock Production – The Shingo System For Continuous Improvement
- Managing To Learn – Using The A3 Management Process to Solve Problems, Gain Agreement, Mentor and Lead
- Kanban – Just-In-Time At Toyota
- Study of Toyota – An Industrial Engineering Perspective
- 5 Keys to Workplace Improvement – Courses 1 - 4
- Kaizen and Communications – The AITI Method of Continuous Improvement
- Developing Your Own Production System
- Implementing The Harata Method
- Coaching, Managing and Leading – Knowing the Difference
- Key Performance Indicators – Knowing What To Measure
- Developing Your Own KPIs
- Assessing The Culture – Measuring The People, The Work They Must Do, The Environment You Create
- Financialization, Innovation, Knowledge Creation
- Creating and Writing Standardized Work Instructions
- Measuring Machine Downtime and Overall Equipment Effectiveness
- Eliminating Waste in The Office – Creating Flow For The Business
- Process – Business Process Mapping

### **MANUFACTURING SKILLS**

- Equipment Operation
- Production Skills
- Proper Set-Up of the CNC Machine
- Proper Set-Up and Use for Table Saws
- Proper Set-Up and Use of the Finish Sander
- Proper Set-Up and Use of the Automated Finish Line
- Proper Set-Up and Use of a Hand Router
- Proper Set-Up and Use of the Pin Router
- Proper Set-Up and Use of the Blum Boring Machine
- Proper Set-Up and Use of Pneumatic Hand Sanders
- Production and Inventory Management

**Productive Lab Hours**

0 – 24

**MANUFACTURING SKILLS (1:1 ratio)**

- Equipment Operation
- Production Skills
- Proper Set-Up of the CNC Machine
- Proper Set-Up and Use for Table Saws
- Proper Set-Up and Use of the Finish Sander
- Proper Set-Up and Use of the Automated Finish Line
- Proper Set-Up and Use of a Hand Router
- Proper Set-Up and Use of the Pin Router
- Proper Set-Up and Use of the Blum Boring Machine
- Proper Set-Up and Use of Pneumatic Hand Sanders
- Production and Inventory Management

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



**DELEGATION**

**Training Proposal for:**

**Spectra Laboratories, Inc.**

**Agreement Number: ET19-0288**

**Approval Date:** October 9, 2018

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

**Analyst:** R. Jackson

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Clara	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 241	U.S.: 713	Worldwide: 713
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	17%		

**FUNDING DETAIL**

<b>Total ETP Funding</b>
\$74,880

<b>In-Kind Contribution: (100% of Total ETP Funding Required)</b>
\$116,391

**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., HazMat, Mgmt. Skills	120	8-200	0-5	\$624	\$18.22
				Weighted Avg: 24			

**Minimum Wage by County:** \$18.22 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
Lab Staff		51
Logistics Staff		13
Quality Staff		5
Scientists		31
Managers		10
Supervisors		10

**INTRODUCTION**

Founded in 1982 and located in Milpitas, Spectra Laboratories, Inc., (Spectra) ([www.spectra-labs.com](http://www.spectra-labs.com)) is a clinical laboratory specializing in hematology, immunochemistry, therapeutic drugs monitoring, hepatitis serology and anemia testing. The Company offers a wide range of data, diagnostic and disease management services to dialysis centers, physician's offices, medical clinics and hospitals nationwide. Spectra is a wholly owned subsidiary of SRC Holding, Inc.

This will be Spectra's fourth ETP Agreement, and the first in five years. Previous training focused on technology upgrades, new software (including a new ERP system), and training needs resulting from expanded facilities and an expanded workforce.

**Veterans Program**

Spectra currently employs six Veterans at its Milpitas facility who are included in this proposal. The Company recruits for Veterans.

## **PROJECT DETAILS**

Due to increased customer service demands by an aging U.S. population, training is required in new methods, technology for upgraded skills to keep pace with industry changes.

Spectra performed an internal assessment and established the following training objectives:

- Boost productivity by an estimated 10% and increase annual revenues by 6%.
- Train staff in the new Laboratory Information System (LIS).
- Upgrade staff skills to meet new healthcare industry standards such as new HIV testing and sequencing methods.
- Improve efficiency in service delivery to remain competitive.

Spectra will deliver customized training in best practices to boost competencies and reinforce the high performance workplace business model currently in place. In 2018, Spectra invested in a new software system, LIS, for approximately \$3.9 M. Diagnostic training is needed to cross-train employees to manage patient data more efficiently and make critical health and related information available in real-time.

Continuous Improvement training is needed to improve accuracy and quality assurance. The Company is working to improve customer service by focusing on increasing efficiencies such as speeding time to delivery.

### **Training Plan**

Training will delivered via Class/Lab, E-learning, and Computer- Based Training in the following:

**Business Skills:** Training will be offered to Managers, Supervisors, Logistics, Lab and Quality Staff. Training will include customer service, communication, account management, effective negotiations, report and proposal preparation. Training will improve staff effectiveness in meeting job duties requirements and meeting customer expectations.

**Commercial Skills:** Training will be offered to all occupations to improve processes and implement best practices. Topics such as Field Data Processes and Data Validation for Lab Staff and Scientists will upgrade skills. Logistics Staff will receive training in shipping rules and processing specimens to improve timeliness and accuracy of processing. Quality Staff will receive training on Validation Guidelines and Procedures to improve their capabilities to develop validation planning and effective protocol writing.

**Computer Skills:** Training will be offered to Lab, Logistics and Quality Staff. Training in the LIS upgrade is needed to efficiently track patient/customer data.

Expanding the staff job duties to meet industry standards and perform various functions is estimated to require eight hours of training for LIS users. Intermediate Microsoft Office tools are needed to process data and generate reports.

**Continuous Improvement:** Training will be offered to all occupations. Lab Staff and Scientists will participate in advancements in white blood count differential technology and HIV update in laboratory testing to provide updates in scientific methodologies relevant to specific lab processes. Topics in Operations Workflow and Project Management Essentials will enhance worker performance. Some general safety topics such as OSHA 501 and OSHA 3095 will also be provided.

**Management Skills:** Training will be offered to Managers and Supervisors to increase productivity. Improved communication and leadership is r needed to assist Spectra in achieving efficiency goals. Training will include managing negative people, motivating staff, first time manager training, situational leadership and communication best practices. Training will help

improve delegations practices, clarify assignments and expectations for staff, reinforce the high performance work environment and reduce errors.

### **Certified Safety Training**

Hazardous Materials (HAZMAT). This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Lab Staff and Logistics Staff will receive up to 24 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, the certification entity has not yet been determined.

### **Commitment to Training**

Spectra spends an estimated \$47,095 annually on training in California. Training includes safety and new hire orientations, and continuing education for some professional level positions. ETP funds will not displace the existing financial commitment to training. The Company will continue to provide safety training in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

Spectra is ready to begin training in October 2018. The Manager, Vice President and HR Manager will oversee all project administration. The company designated eight internal trainers (Managers and Directors) and vendors to provide all training. Spectra retained Economic Incentives Advisory Group (EIAG) to assist with administrative duties.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

EIAG in Phoenix, AZ, assisted with development for a flat fee of \$6,739.

### **ADMINISTRATIVE SERVICES**

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

### **TRAINING VENDORS**

Alameda County Training & Education Center in Oakland will provide Business, Management and Computer Skills training.

Labroots in Torba Linda will provide Continuous Improvement training.

Brainstorm in American Fork, Utah, will provide E-learning Computer Skills training.



American Association of Clinical Chemistry in Washington, DC, will provide Continuous Improvement training.

Other trainers will be identified as they are retained.

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

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- + Billing Customer Service Training
- + Team Effectiveness: DNA of a TEAM
- + Conducting Effective Quality Assurance
- + Customer Service and Communication
- + Leadership Skills
- + Account Management
- + Business Communication Skills
- + Financial Management
- + Inventory Control
- + Effective Negotiations
- + Report & Proposal Preparation
- + Contract Writing & Review Procedures
- + Collaborate in Groups and Teams

**COMMERCIAL SKILLS**

- + Procedure Writing and Reviewing
- + Analytical and Field Data Processes
- + Data Validation – Levels I,II,III,IV
- + Statistics
- + New International Air Transport Association and Shipping Rules
- + Google Analytics
- + Search Engine Optimization
- + APICS Supply Chain Performance
- + Validation Guidelines/Procedures

**COMPUTER SKILLS**

- + Laboratory Information System Patient and Healthcare Provider Management System
- + Microsoft Office (Intermediate)

**CONTINUOUS IMPROVEMENT**

- + OSHA 501 – General Industry OSHA Trainer Course
- + OSHA 3095 – Electrical Standards
- + Decision Making
- + Lean Leader Training
- + Improving Risk and Compliance
- + Operations Workflow
- + Project Management Essentials
- + Leading Change
- + DevOps
- + Microservices
- + Data Visualization
- + Data Mining
- + Advancements in White Blood Cell (2018.07)
- + Antimicrobial Susceptibility Challenges (2018.18)
- + Pathogen ID for Improved Outcomes

- ✦ Verification of Commercial Microbial Identification and Antimicrobial Susceptibility Testing Systems (2018.19)
- ✦ Human Microbiome in Health and Disease (2018.15)
- ✦ Causes and Consequences of Discrepant Laboratory Results (2018.22)
- ✦ Automated Platelet Counting Methods (2018.31)
- ✦ Herpes Simplex Virus Infections (2018.20)
- ✦ Vitamin D Measurements (2018.33)
- ✦ HIV Update in Laboratory Testing (2018.34)
- ✦ Next Generation Sequencing (2018.21)
- ✦ Anatomic and Cytopathology (2018.25)
- ✦ A Review of Immunology and Immunodeficiency (2018.26)
- ✦ Testing for Coagulation (2018.27)
- ✦ 2018 CAP Accreditation (2018.23)
- ✦ Financial Decision Makers (2018.28)
- ✦ UltraCare Training

### **HAZARDOUS MATERIALS**

- ✦ HAZMAT (2015)

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

- ✦ Conflict Resolution
- ✦ Managing Negative People
- ✦ Motivating Staff
- ✦ Leading from the Center
- ✦ Delegating Effectively
- ✦ First Time Manager Training
- ✦ Key Management Skills
- ✦ Situational Leadership
- ✦ Teambuilding
- ✦ Communication Best Practices for Managers
- ✦ Developmental Planning
- ✦ Leading Effective Meetings

### **CBT Hours**

0 – 5

### **BUSINESS SKILLS**

- ✦ Customer Service (1.0)
- ✦ Account Management (1.0)
- ✦ Business Communication (2.0)
- ✦ Financial Management (1.0)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.
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**Retrainee – Job Creation  
Training Proposal for:  
SVD, Inc.**

**Delegation  $\leq$  \$75,000 Single Employer**

**ET19-0280**

**Approval Date:** October 9, 2018

**ETP Regional Office:** North Hollywood

**Analyst:** M. Reeves

**CONTRACTOR**     **www.voskos.com**

- Type of Industry: Manufacturing (E)  
Manufacturing (33)  
Priority Industry:  Yes  No
- Number of Full-Time Employees  **Small Business**
  - California: 52
  - Worldwide: 56
  - Number to be trained: 51Small Business Only:  
Owner  Yes  No
- Out-of-State Competition:  Yes  No
- Special Employment Training (SET):  Yes  No
- High Unemployment Area (HUA):  Yes  No
- Turnover Rate: 5%
- Repeat Contractor:  Yes  No

**FUNDING**

- Requested Amount: \$48,152
- In-Kind Contribution: \$48,052

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage
				Class / Lab	CBT		
1	Priority Small Business	Business Skills, Computer Skills, Cont. Imp., HazMat, Mfg Skills, Mgmt. Skills PL-Mfg Skills	47	8-200	0-10	\$936	\$17.54
				Weighted Avg: 36			
2	Priority Small Business Job Creation	Business Skills, Computer Skills, Cont. Imp., HazMat, Mfg Skills, PL-Mfg Skills	4	8-200	0-10	\$1,040	* \$14.62
				Weighted Avg: 40			

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

- Reimbursement Rate: Job #'s 1 & 2: \$26 Priority/ Program Initiatives
- County(ies): Los Angeles
- Occupations to be Trained: Finance Staff, Lab Staff, Logistics Staff, Maintenance Staff, Manager/Supervisor/Executive, Office Staff, Production Staff, Shipping/Receiving Staff
- Union Representation for Trainees:  Yes  No
- Health Benefits: (Employer Paid to Meet ETP Wage)  No  Yes  
Up to \$2.50/hour may be included to meet ETP Required Wage for Job# 1.  
Up to \$0.62/hour may be included to meet ETP Required Wage for Job# 2.

**OVERVIEW**

<b>Year Company Founded:</b>	2005	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location Sun Valley
<b>Facility location(s) where training will occur</b>	Sun Valley (Los Angeles County)	
<b>Nature of Business</b>	SVD, Inc. (Sun Valley Dairy) or (SVD) manufactures Voskos Greek Yogurt.	

<b>Customer Base:</b>	SVD's products are distributed nationally through private labels, and regionally through grocery stores such as Ralphs. The Company's products also reach local markets through well-known distributors such as United National Foods Incorporated and KeHe Distributors.
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<b>Business / Industry Needs / Changes</b>	SVD is in the process of transitioning from a small-sized to a medium-sized yogurt producer. The Company has increased sales by 5% compared to last year and is forecasting additional sales growth of 7-10% for 2018. To facilitate this growth, SVD continues to increase production capacity and introduce new product lines. While SVD believes its facility can accommodate increased production, the Company needs to improve its internal systems and processes, as well as upgrade the skills of its employees.
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**Training Plan:**

<b>Need for Training:</b>	<p>During the second quarter of 2018, SVD began implementing a new formal training program with the assistance of Alchemy Systems, a food manufacturing subject matter expert and training module developer. The proposed Curriculum is comprised of topics most relevant to dairy plants and is intended to provide SVD employees with vital training on industry-specific processes and procedures, food and workplace safety, and good manufacturing practices.</p> <p>SVD purchased new production equipment during the first half of 2018, including a new liquefier and storage tanks (silos and set tanks). These new additions require that employees learn how to integrate new processes and tasks into their job functions. Employees will also receive training on the functionality of a newly implemented Power Edge server designed to improve computing capacity and operational efficiency.</p> <p>As the Company releases new products in the coming months, additional training will be needed in the areas of product knowledge, handling and storage, sales, and marketing.</p>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab     
  E-Learning     
  CBT     
  Productive Lab

<b>Business Skills</b>	<b>Computer Skills</b>	<b>Continuous Improvement</b>
<b>Hazardous Materials</b>	<b>Management Skills</b>	<b>Manufacturing Skills</b>

<b>Productive Laboratory</b>	<b>Justification:</b>
	<input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input checked="" type="checkbox"/> Certification Standards
	<b>24 PL Hours per-trainee</b> <b>Occupations Receiving PL Training:</b> Maintenance Staff, Production Staff, Shipping/Receiving Staff
The PL instructor must be dedicated to training, at a ratio of 1:1.	

<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; and  <input checked="" type="checkbox"/> Expanding or upgrading existing facilities, and/or repurposing existing unused space/buildings or facilities.
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**Temp-to-Perm**

Average days to convert temporary workers to full time permanent employment.	180
Employer-paid healthcare premiums while on temporary status.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  It is expected that these workers will receive employer-paid health benefits immediately upon hire.

<b>Training Infrastructure &amp; Administrative Plan</b>	<ul style="list-style-type: none"> <li>• <b>Coordination of Training (Oversight):</b> The Controller will oversee project administration and implementation of training.</li> <li>• <b>Trainers:</b> In-house staff (department managers and supervisors) will provide training. Alchemy Systems will provide Manufacturing and Computer Skills and vendors as needed.</li> <li>• <b>Administrative Duties:</b> The Controller will work closely with department managers to coordinate, schedule, and track training. SVD has also retained an administrative subcontractor to assist with project administration duties.</li> </ul>
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**RECOMMENDATION**

Staff recommends approval of this proposal and modifications

**SUBCONTRACTORS**

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Cost / %</b>
• Development	Economic Incentives Advisory Group	Phoenix, AZ	\$3,500
• Administrative	Economic Incentives Advisory Group	Phoenix, AZ	Not to exceed 9% of payment earned
• Training Vendors	Alchemy Systems	Austin, TX	\$7,600

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

8 - 200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Sales Strategies
- Marketing Strategies
- Forecasting
- Communicating Effectively in the Workplace
- Solving Problems at Work
- Implementing Coaching and Observations
- Exploring the Roles and Behaviors of a Coach
- Effective Record Keeping Practices
- Product Knowledge
- Brand Recognition
- Consumer Education
- Social Media

**COMPUTER SKILLS**

- Excel Intermediate and Advanced
- PowerEdge
- Alchemy

**CONTINUOUS IMPROVEMENT**

- Process Improvement
- Lean Manufacturing
- Introduction to Root Cause Analysis

**HAZARDOUS MATERIALS**

- Ammonia Awareness
- Ammonia Accident Prevention and First Aid
- Asbestos Awareness
- Effective Pest Control Practices
- Waste Management Procedures and Proper Disposal
- Hazardous Communication

**MANAGEMENT SKILLS** (managers/supervisors only)

- Coaching Skills
- Communication Best Practices
- First Time Manager
- Leadership Skills
- Teambuilding
- Overview of Hazard Analysis Critical Control Point

**MANUFACTURING SKILLS**

- Equipment Training
  - Liquefier
  - Storage Tanks (Silos and Set tanks)
- New Product Processes
- Heat Exhaustion



- Bloodborne Pathogens
- Confined Spaces for Attendants
- Electrical Safety
- Fire Prevention and Protection
- Introduction to Fire Extinguishers
- Lift Truck Safety Awareness
- Hand and Power Tools
- Lockout/Tagout Procedures
- Machine Guarding
- Personal Protective Equipment
- Slips, Trips and Falls
- Combustible Dust
- Working at Height
- Confined Spaces for Affected Employees
- Knife Safety Basics (Product Knives)
- Cleaning and Sanitizing Procedures for Food Manufacturers
- Introduction to Clean in Place
- Introduction to Food Allergens
- Proper Handling of Food Allergens
- Preventing Foodborne Illness
- Foodborne Illness and Employee Reporting
- Employee Illness Reporting
- Dangerous Microorganisms in Food Manufacturing
- Bacteria Basics
- Overview of Dangerous E.coli
- Understanding Listeria and its Dangers to Food
- Controlling Salmonella in Food Manufacturing
- Good Manufacturing Practices
- Preventing Food Contamination
- Water Hose Safety
- Air Hose Safety
- Basic Food Facility Defense
- Overview of Hazard Analysis Critical Control Point
- Introduction to Food Safety Standards
- Environmental Monitoring Basics
- Introduction to Food Safety Modernization Act
- Introduction to Food Fraud
- Overview of Preventive Controls
- Introduction to Pasteurization
- Overview of the Raw Milk Receiving Process (US)
- Lift Truck Operator Overview
- High Lift Truck Review
- Pallet Truck Review
- Material Handling - Distribution
- Basic Food Defense
- Maintaining the Cold Chain
- Food Safety Standard Operating Procedures
- Good Laboratory Practices

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

### **Productive Lab Hours**

0 – 24

#### **MANUFACTURING SKILLS** (1:1 ratio)

##### Maintenance

- Confined Space
- Hazard Communication
- Hand and Power Tools
- Electrical Safety
- Preventing Food Contamination
- Fire Prevention and Protection

##### Production

- Equipment Functions and Operation
- Workplace Safety-Heat Exhaustion, Emergency Preparedness, etc.
- Food Safety-Cleaning & Sanitation
- Food Allergens-Proper Handling
- Lockout/Tagout Procedures
- Hazard Analysis Critical Control Point Overview
- Good Manufacturing Practices

##### Shipping/receiving

- Lift Truck Operator
- Slips, Trips and Falls
- Material Handling
- Basic Food Defense
- Good Manufacturing Practices
- Receiving Food Safety
- Safe Pallet Building Practices
- Back Injury Prevention

### **CBT Hours**

0 – 10

#### **MANUFACTURING SKILLS**

- Ammonia Awareness (0.22 hours)
- Ammonia Accident Prevention (0.25 hours)
- Heat Exhaustion (0.28 hours)
- Bloodborne Pathogens (0.25 hours)
- Confined Spaces for Attendants (0.35 hours)
- Electrical Safety (0.48 hours)
- Fire Prevention and Protection (0.27 hours)
- Introduction to Fire Extinguishers (0.48 hours)
- Lift Truck Safety Awareness (0.22 hours)
- Lift Truck Safety Awareness – Refresher (0.13 hours)
- Hand and Power Tools (0.33 hours)
- Hazard Communication (pre-GHS) (0.35 hours)
- Introduction to Hazard Communication (0.25 hours)
- GHS Hazard Communication: Pictograms and Hazards (0.43 hours)

- GHS Hazard Communication: Pictograms and Hazards – Refresher (0.18 hours)
- GHS Hazard Communication: Standard Labels (0.35 hours)
- GHS Hazard Communication: Standard Labels – Refresher (0.20 hours)
- GHS Hazard Communication: Safety Data Sheets (0.42 hours)
- GHS Hazard Communication: Safety Data Sheets – Refresher (0.18 hours)
- Introduction to Respirators (0.28 hours)
- Hearing Protection (0.30 hours)
- Lockout/Tagout Procedures (0.33 hours)
- Lockout/Tagout Procedures – Refresher (0.13 hours)
- Machine Guarding (0.38 hours)
- Personal Protective Equipment (PPE) (0.23 hours)
- Slips, Trips and Falls (0.23 hours)
- Slips, Trips and Falls – Refresher (0.15 hours)
- Combustible Dust (0.28 hours)
- Asbestos Awareness (0.27 hours)
- Working at Height (0.22 hours)
- Confined Spaces for Affected Employees (0.22 hours)
- Knife Safety Basics (Product Knives) (0.22 hours)
- Cleaning and Sanitizing Procedures for Food Manufacturers (0.37 hours)
- Introduction to Clean in Place (0.23 hours)
- Introduction to Food Allergens (0.28 hours)
- Introduction to Food Allergens – Refresher (0.12 hours)
- Proper Handling of Food Allergens (0.30 hours)
- Proper Handling of Food Allergens – Refresher (0.15 hours)
- Preventing Foodborne Illness (0.27 hours)
- Foodborne Illness and Employee Reporting (0.37)
- Employee Illness Reporting (0.13 hours)
- Dangerous Microorganisms in Food Manufacturing (Fahrenheit) (0.40 hours)
- Dangerous Microorganisms in Food Manufacturing (Lacto-Vegetarian Fahrenheit) (0.23 hours)
- Bacteria Basics (0.23 hours)
- Bacteria Basics – Dairy (0.23 hours)
- Overview of Dangerous E.coli (0.37 hours)
- Overview of Dangerous E.coli – Product (0.33 hours)
- Understanding Listeria and its Dangers to Food (0.35 hours)
- Controlling Salmonella in Food Manufacturing (0.32 hours)
- Good Manufacturing Practices (GMPs): Effective Hand Washing Techniques (0.28 hours)
- Good Manufacturing Practices (GMPs): Effective Hand Washing Techniques – Dairy (0.23 hours)
- Good Manufacturing Practices (GMPs): Effective Hand Washing Techniques – Refresher (0.12 hours)
- Good Manufacturing Practices (GMPs): Promoting Personal Hygiene – Dairy (0.28 hours)
- Good Manufacturing Practices (GMPs): Promoting Personal Hygiene – Refresher (0.13 hours)
- GMPs for Maintenance Personnel (0.28 hours)
- Preventing Food Contamination (0.37 hours)
- Preventing Food Contamination – Dairy (0.33 hours)

- Water Hose Safety (0.20 hours)
- Air Hose Safety (0.07 hours)
- Basic Food Facility Defense (0.32 hours)
- Basic Food Facility Defense – Refresher (0.15 hours)
- Overview of Hazard Analysis Critical Control Point (HACCP) (0.27 hours)
- Overview of Hazard Analysis Critical Control Point (HACCP) – Refresher (0.13 hours)
- Overview of Hazard Analysis Critical Control Point (HACCP) for Supervisors (0.42 hours)
- Introduction to Food Safety Standards (0.30 hours)
- Introduction to Food Safety Standards and SQF (0.35 hours)
- Introduction to Food Safety Standards and BRC (0.33 hours)
- Environmental Monitoring Basics (0.37 hours)
- Effective Pest Control Practices (0.32 hours)
- Waste Management Procedures and Proper Disposal (0.22 hours)
- Effective Record Keeping Practices (0.23 hours)
- Introduction to Food Safety Modernization Act (FSMA) (0.22 hours)
- Introduction to Food Fraud (0.23 hours)
- Overview of Preventive Controls (0.28 hours)
- Overview of Preventive Controls – Dairy (0.30 hours)
- Introduction to Pasteurization (0.07 hours)
- Overview of the Raw Milk Receiving Process (US) (0.30 hours)
- Being a Successful Supervisor (0.32 hours)
- Communicating Effectively in the Workplace (0.28 hours)
- Solving Problems at Work (0.33 hours)
- Implementing Coaching and Observations (0.13 hours)
- Exploring the Roles and Behaviors of a Coach (0.17 hours)
- Lift Truck Operator Overview (0.28 hours)
- High Lift Truck Review (0.27 hours)
- Pallet Truck Review (0.22 hours)
- Slips, Trips, and Falls – Distribution (0.30 hours)
- Material Handling – Distribution (0.28 hours)
- Personal Hygiene – Distribution (0.22 hours)
- Basic Food Defense – Distribution (0.25 hours)
- Basic Food Defense for Drivers (0.03 hours)
- Maintaining the Cold Chain (0.30 hours)
- Receiving Food Safety Standard Operating Procedures (SOPs) – Overview (0.25 hours)
- Food Safety for Selectors – Overview (0.20 hours)
- Food Safety for Selectors - Safe Pallet Building Practices (0.10 hours)
- Food Safety SOPs - Pre-load Temperature Checks (0.07 hours)
- Loading Food Safety Standard Operating Procedures (SOPs) – Overview (0.23 hours)
- Driver Food Safety Standard Operating Procedures (SOPs) - Trailer Maintenance (0.03 hours)
- Driver Food Safety Standard Operating Procedures (SOPs) - Pre-chilling Procedures (0.03 hours)
- Driver Food Safety Standard Operating Procedures (SOPs) - Maintaining Proper Temperature (0.03 hours)

- Driver Food Safety Standard Operating Procedures - LTL Delivery Stops (0.07 hours)
- Overview of Good Laboratory Practices (0.18 hours)
- Lean Manufacturing (0.27 hours)
- Introduction to Root Cause Analysis (0.28 hours)

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



**Training Proposal for:  
SynergEyes, Inc.**

**Delegation  $\leq$  \$75,000 Single Employer**

**ET19-0275**

**Approval Date:** October 1, 2018

**ETP Regional Office:** San Diego

**Analyst:** K. Hernandez

**CONTRACTOR** Synergeyes.com

- Type of Industry: Manufacturing (E)  
Manufacturing (33)  
Priority Industry:  Yes  No
- Number of Full-Time Employees  **Small Business**  
California: 78  
Worldwide: 106  
Number to be trained: 55  
Owner  Yes  No
- Out-of-State Competition:  Yes  No
- Special Employment Training (SET):  Yes  No
- High Unemployment Area (HUA):  Yes  No
- Turnover Rate: 10%
- Repeat Contractor:  Yes  NO

**FUNDING**

- Requested Amount: \$57,200
- In-Kind Contribution: \$80,388

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	ETP Required Wage*
				Class / Lab	CBT		
1	Priority Initiative Small Business	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Management Skills	55	8-60	0	\$1,040	\$17.03
				Weighted Avg: 40			

- Reimbursement Rate: \$26 Priority/ Program Initiatives
- County(ies): San Diego
- Occupations to be Trained: Sales/Marketing Staff, Operations/Manufacturing Staff
- Union Representation for Trainees:  Yes  No
- Health Benefits: (Employer Paid to Meet ETP Wage)  No  Yes

**OVERVIEW**

<b>Year Company Founded:</b>	2001	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location Carlsbad, CA
<b>Facility location(s) where training will occur</b>	Carlsbad (San Diego County)	

<b>Nature of Business:</b>	SynergEyes, Inc. (SynergEyes) manufactures proprietary hybrid contact lenses, distributing directly to U.S. and international customers through a network of distribution partners globally.
<b>Customer Base:</b>	Customers are independent eye care professionals, globally.
<b>Business / Industry Needs / Changes</b>	SynergEyes is expanding product offerings beyond core hybrid contact lenses. In 2017, the Company added a new product line, VS Scleral Lens. VS Scleral lenses have broadened the Company’s product portfolio, increasing relevance with customers and revenue opportunities. Additionally, the Company will be launching soft daily disposable contact lenses, a growing segment in the U.S. industry. This product will provide an additional opportunity to increase relevance and revenue.

**Training Plan:**

<b>Need for Training:</b>	The addition of new products necessitates workforce training in new manufacturing processes, logistical management changes and regulatory/quality control
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	<p>improvements. Training in Lean Manufacturing, Inventory Management and Forecasting will prepare Operations/Manufacturing staff for changes created by the implementation of new products.</p> <p>Additionally, SynergEyes’s Sales/Marketing Staff will require training to prepare them on technical challenges of fitting lenses on patients. Sales/Marketing Staff also need a full understanding of products, applications and fitting to build customer satisfaction and loyalty. Training will focus on sales skills, presentation skills, and follow-up calling.</p>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab     
  E-Learning     
  CBT     
  Productive Lab

<b>Business Skills</b>	<b>Commercial Skills</b>	<b>Computer Skills</b>
<b>Continuous Improvement</b>	<b>Management Skills</b>	

<b>Training Infrastructure &amp; Administrative Plan</b>	<p><b>Coordination of Training (Oversight):</b> The Human Resources Manager will oversee the training project with assistance from support staff.</p> <p><b>Trainers:</b> SynergEyes utilize both in- house subject-matter experts and vendors to deliver training. Training is ongoing; however, ETP-funded training will start upon contract approval.</p> <p><b>Administrative Duties:</b> SynergEyes will contract with a subcontractor to assist with project administration. The Human Resources Manager, support staff, and administrative subcontractor will work together to coordinate and manage administrative tasks.</p>
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**RECOMMENDATION**

Staff recommends approval of this proposal and modifications

**SUBCONTRACTORS**

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Cost / %</b>
• Development	Sandler Training	Irvine, CA	\$3,000
• Administrative	Learning Tree International	Herndon, VA	Not to exceed 13%
• Training Vendors	Sandler Training	Irvine, CA	\$3,000



## **Exhibit B: Menu Curriculum**

### **Class/Lab and E-Learning Hours**

8-60

Trainees may receive any of the following:

#### **BUSINESS SKILLS**

- New Technologies For Administration
- Budget planning
- Call Cycle and Routing
- Establishing Measurable Sales Goals Training
- Identifying Sales Opportunities Within a Territory
- Selling Skills
- Organizational Skills
- Productivity

#### **COMMERCIAL SKILLS**

- Planning
- Presentation skills
- Problem Solving
- Professionalism
- Teamwork
- Six Sigma
- Lean Manufacturing
- International Shipping/ Export- Import Documentation
- Inventory Management
- JIT ( just in time)
- KanBan
- Forecasting/Master Scheduling

#### **COMPUTER SKILLS**

- Customer Relationship Management System (CRM)
  - CRM – how to enter your sales calls
  - CRM – how to record your sales calls notes
  - CRM – how to follow-up on sales lead from trade shows
  - CRM – how to see your daily, weekly and monthly productivity
  - CRM – how to analyze activity for the day, week and month
  - CRM – how to analyze sales data for all products
  - CRM – how to measure growth vs last year

#### **CONTINUOUS IMPROVEMENT**

- Sales Development Program
- Follow-up Calls Training
- Continued Coaching Selling Skills
- Coaching for Outcomes

#### **MANAGEMENT SKILLS**

- Associate Manager Training
- Regional Account Manager Training
- Retaining Talent
- Sales Incentives

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

**DELEGATION ORDER**



**Training Proposal for:  
Wellex Corporation**

**Small Business**

**ET19-0236**

**Approval Date:** September 18, 2018

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

**Analyst:** R. Jackson

**CONTRACTOR**

- Type of Industry: Manufacturing
- Priority Industry:  Yes  No
- Number of Full-Time Employees
  - California: 75
  - Worldwide: 75
  - Number to be trained: 50
- Owner  Yes  No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET):  Yes  No
- High Unemployment Area (HUA):  Yes  No
- Turnover Rate: 9%
- Repeat Contractor:  Yes  No

**FUNDING**

- Requested Amount: \$49,400
- In-Kind Contribution: \$41,800

**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 SB <100	Business Skills, Computer Skills, Cont. Improv., Mfg. Skills, Commercial Skills	50	8-60	0	\$988	\$18.22
				Weighted Avg: 38			

- Reimbursement Rate: Job #1: \$26 Small Business Rate
- County(ies): Alameda
- Occupations to be Trained: Production Staff, Engineers, Managers, Supervisors, Line Lead, Administrative Staff
- Union Representation:  Yes  
 No
- Health Benefits: Job #1: \$2.50 per hour

**SUBCONTRACTORS**

- Development Services: Manex Consulting of San Ramon assisted with development for a fee of \$5,000.
- Administrative Services: NA
- Training Vendors: Manex Consulting, San Ramon. Computer Skills, Continuous Improvement

**OVERVIEW**

Wellex Corporation, (Wellex) [www.wellex.com](http://www.wellex.com), headquartered in Fremont, manufactures printed circuit boards (PCB) and assemblies for Original Equipment Manufacturers (OEMs.) The PCBs are then integrated into the OEMs’ products. Wellex provides product design services from prototype stages to first production runs, including full assembly and quality assurance testing. Wellex’s OEM customers are from the Security, Medical, Networks, Industrial, Automotive, Defense, Solar and LED industries. Training is proposed for its sole location in Fremont.

This is Wellex’s third ETP agreement, its second in the last five years. Some elements of the previous project were not implemented in the last ETP Agreement including the new-hire component of the contract due to unforeseen internal reprioritization that delayed hiring. Wellex represents the content of the training in this proposal has been fully updated.

To remain competitive in its automotive industry segment, Wellex must continue to meet ISO 14001 Environmental standards certification. This Certification provides assurance that any environmental impact is being measured and improved upon, as is required by many of Wellex's customers. The same certification is required by many of its customers in the solar industry. Additional training in ISO 9001:2015 is also needed to address annual audits findings, which highlight areas needing improvement. ISO 9001:2015 is primarily the required certification in Automotive, Medical Devices, Industrial, Solar and LED industries. Wellex must implement the standards and train Production Staff, Engineering and Administrative Staff in order to pass audits and maintain these certifications.

In the last ETP Agreement, Wellex's business expansion into new services and industry sectors required it to provide more advanced design services and increase sourcing and assembly capabilities of PBC and related components. Wellex also updated its ERP system to better meet its goals of becoming more efficient in scheduling, inventory control, purchasing and product delivery management.

This new ETP proposal is driven primarily by Continuous Improvement (40%), new business sectors requests from defense industry contractors and skill upgrade needs identified during formal internal and external assessments. The internal assessments were performed by Wellex's management team; external assessments were performed by Manex (consultants), and independent certification related entities for ISO 9001:2015 including SARA Registrars. Registrars, such as SARA Registrar, visits an organization, assesses its management system, and issues a certificate to show that the organization meets the requirements of the standard.

Defense industry related business is requiring Wellex to obtain a Cyber Security (NIST 800-171) classification, which includes training companywide for up to 15% of the total hours requested. During the last Agreement, Wellex invested and installed new Surface Mount and Wave Soldering Equipment (\$80,000) which is used across all product lines.

Wellex uses an advanced in process and final inspection technology, Automatic Optical Inspection or AOI, used on wave soldering and through-pin assembly processes. The parts are too small for visual inspection and the boards are too complex to find defects without sophisticated testing devices. Therefore, Wellex needs to periodically update the skills of its Production Staff in the use of AOI equipment and processes.

Additionally, new topics have been identified to assist the company in meeting specific goals including;

- Skills on Wave soldering equipment for 40 employees (10 Engineers and 30 Production staff) using a train-the-trainer format.
- Maintain IPC610 certifications for (10 Engineers and 30 Production staff).
- Obtain Cyber Security Facility Certification
- Increase cross training to improve the skills of Production Staff to allow them to become more adaptable across production line tasks to reduce downtimes, reduce errors, and increase production speed by 10%. Wellex represents this will increase profitability and competitive positioning.
- Implement Lean principles companywide to improve efficiency and reduce waste. Wellex has set a goal of 5% for cost reductions by reducing customer rejects through quality improvements.

ETP funds will not displace the existing financial commitment to training. Wellex spends an estimated \$48,000 annually on training. Training includes topics available across occupations in safety and ISO/ IPC certification topics. The training already regularly being delivered will continue to be delivered. The Company will continue to provide safety training in accordance with all pertinent requirements under state and federal law.

## Training Plan

In-house experts and vendors will deliver training via Class/Lab.

**Business Skills:** This training will be offered to Administrative Staff, Managers, Leads, and Supervisors. Topics such as Communication Skills, Effective Team Building and Presentation will be offered. Wellex aims to improve internal and external customer experiences by providing upgraded skills to staff.

**Commercial Skills:** This training will be offered to Production Staff, Supervisors, Managers, Leads, Engineers, and Administrative Staff. Topics such as Hazard Analysis Critical Control Point and Materials Safety Data Sheets will be provided. This training is restricted to no more than 10% of the total training hours within the agreement as this training is recognized as general safety and not a certified safety program as represented by Wellex.

**Computer Skills:** This training will be offered companywide. Wellex is preparing to become certified to meet Cybersecurity NIST 800-171 requirements. This certification is needed to serve defense industry contractors and agencies such as the Department of Defense. Updates to software prompts the need for more intermediate and advanced application training. Topics such as Cybersecurity NIST 800-171 and Intermediate MS Office are proposed.

**Manufacturing Skills:** This training will be offered to Production, Leads, Managers, and Supervisors. Electro Static Discharge training is needed to review proper handling of products to preserve integrity of the manufacturing environment and prevent avoidable damage. Manufacturing Skills training is critical to assisting the Company in reaching increased profitability and competitive positioning goals by improving time to delivery and expanding cross-training skills for Production Staff. Wellex aims to increase an estimated 50% of the production workforce skills so that they can perform more than one function on the production line. Topics such as Soldering Skills, Printed Circuit Board Assemble, and X-Ray Machine are proposed.

**Continuous Improvement:** This training will be offered to all occupations. Updated ISO 9001:2015 standards which includes Risk Mitigation, Failure Mode and Effects Analysis (FMEA) both for design and process requirements and ISO 14001 (Environmental Standards) as required by customers. Certification training funded by ETP is only a small portion targeted to achieve supplemental cross training efforts and will not displace existing company training available on these certified training topics.

Wellex represents additional Lean training is needed to improve quality and reduce errors, which is anticipated to lead to cost savings and greater customer satisfaction. Training in Root Cause Corrective Action, and Six Sigma (used to reduce process variations and identify or implement best practices) is anticipated to improve overall cost structure to make Wellex increasingly competitive when quoting prices for customers. Wellex also plans to offer 5S Skills in workplace organization as an overall Lean emphasis to achieve quality improvements and waste reduction goals.

➤ Training Infrastructure

Wellex is ready to begin training in October 2018. The Company has a dedicated training Manager from Human Resources for project administration. The Company has a detailed training schedule in place to assure training is conducted even when customer demand is higher. The Company has seven internal trainers from the Management team in addition to Manex as a training vendor.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET15-0198	Fremont	08/04/14 – 08/03/16	\$98,760	\$67,384 (68%)
















Earnings on the prior agreement were low as the Company scaled back on originally planned hiring (Job Creation). Management is committed to successfully completing training. Comprehensive assessments have been performed to identify critical training. Funding for this project has been rightsized to reflect prior earnings. Furthermore, the Company did not include Job Creation this time as they focus on retaining.

**Exhibit B: Menu Curriculum**












**Class/Lab Hours**

8-60 Trainees may receive any of the following:
















**BUSINESS SKILLS**

-  Business Planning
-  Customer Service
-  Communication Skills
-  Developing Sales Strategies
-  Finance for Medium Sized Manufacturers
-  Interpersonal Skills
-  Conflict resolution
-  Effective Team Building
-  Effective Report Writing
-  Inventory Control
-  Listening Skills
-  Negotiating Skills
-  New Product Introduction
-  Presentations
-  Leadership Skills


**COMPUTER SKILLS**

























-  Accounting Systems
-  Computer Networking / Support systems
-  Communications Systems
-  Cybersecurity NIST 800-171
-  Database Management
-  ERP Training
-  IT Programming / Manufacturing Equipment Support
-  Cyber Security
-  MS Office- Intermediate
-  Files Storage and Backup
-  Spreadsheets / Advanced Excel and Access Training

**CONTINUOUS IMPROVEMENT**

-  5S: Sort, Set, Shine, Standardize, Sustain
-  ISO Audit Principles
-  Quality Tools
-  Lean Manufacturing
-  Creative Problem-Solving Skills
-  Cycle-time Reduction Techniques
-  Interpreting & Analyzing Data
-  ISO 9001 / 13485/ 14001
-  Maintenance (TQM)
-  Process Control / Process Improvement
-  Process / Product Handling
-  Production Scheduling
-  Production Operations / Workflow
-  Project Management
-  Standard Operating Procedures

**MANUFACTURING SKILLS**

-  Automatic Optical Inspection (AOI) Programming

Assembly Operations	
Blueprint Reading	
Electro Static Discharge (ESD)	
Electronic Assembly Workmanship	
Facilities Management	
Forklift Safety / Operations	
IPC 610 Acceptability of Electronic Assemblies Certification Training	
Printed Circuit Board Assembling (PCBA) Techniques	
Quality Control and Final Quality Assurance	
Set up Reduction	
Shipping / Receiving	
Soldering Skills	
Special Machines/Inspections	
Statistics Skills for Operations	
Surface Mount Technology (SMT) Operation	
Surface Mount Technology (SMT) Programming	
Testing Techniques	
Touch up and Rework Training (Surface Mount / Wave Soldering etc.)	
Warehousing Operations/Distribution	
X-Ray System	
Selective Wave Soldering System	
Wave Soldering Machine Training	
<b>COMMERCIAL SKILLS</b>	
Hazardous Analysis Critical Control Points (HACCP)	
Chemical Usage and Handling	

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