

PANEL PACKET

January 2020



Employment Training Panel



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M e m o r a n d u m

To: Panel Members

From: Jill McAloon
Chief Deputy Director

Subject: **Directions Meeting Sites**

Date January 24, 2020.

The Employment Training Panel will meet on **Friday, January 24, 2020 at 9:30 a.m.**

**California Department of Water Resources Building
Auditorium
1416 9th Street, Sacramento, CA 95814**

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

Directions to the California Department of Water Resources Building

From Sacramento International Airport:

- Take **Hwy 5** South
- Exit on **“J” Street** to **3rd St.**
- Turn Right on **3rd Street**
- Turn Left on **N Street**
- Turn Right on **9th Street**
- **1416 9th Street**

From San Francisco

- Take **I-80 E**
- Merge onto **I-5 N**
- Exit on **“J” Street** to **3rd St.**
- Turn Right on **3rd Street**
- Turn Left on **N Street**
- Turn Right on **9th Street**
- **1416 9th Street**



M e m o r a n d u m

To: Panel Members

Date January 24, 2020

From: Jill McAloon
Chief Deputy Director

Subject: **Future Meeting Sites**

<i>January 24, 2020</i>	CA Department of Water Resources Building Time: 09:30 AM Auditorium 1416 9th Street, Sacramento, CA 95814
<i>February 28, 2020</i>	California Environmental Protection Agency (Cal/EPA) Time: 09:30 AM Sierra Hearing Room, 2nd Floor 1001 I Street, Sacramento, CA 95814
March 27, 2020	California Environmental Protection Agency (Cal/EPA) Time: 09:30 AM Sierra Hearing Room, 2nd Floor 1001 I Street, Sacramento, CA 95814
April 2020	NO PANEL MEETING



**STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL**

CalEPA Headquarters Building
Sierra Hearing Room, Second Floor
1001 I Street
Sacramento, CA 95814
December 13, 2019
(916) 327-5640

Panel Members

Janice Roberts
Acting Chairperson

Gloria Bell
Member

Maral Farsi
Ex-Officio Member

Ernesto Morales
Member

Gretchen Newsom
Member

Rick Smiles
Member

Douglas Tracy
Member

Ali Tweini
Member

Executive Staff

Peter Cooper
Assistant Director

Jill McAloon
Chief Deputy Director

STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL
California Environmental Protection Agency
1001 I Street Sierra Hearing Room, Second Floor
Sacramento, CA 95814
December 13, 2019

I. PUBLIC PANEL MEETING CALL TO ORDER

Acting Chairperson Gloria Bell called the meeting to order at 9:31 a.m.

II. ROLL CALL

Present

Gloria Bell (Acting Chairperson)
Maral Farsi
Ernesto Morales
Gretchen Newsom
Rick Smiles
Douglas Tracy
Ali Tweini

Absent

Janice Roberts

Executive Staff

Peter Cooper, Assistant Director

III. AGENDA

Acting Chairperson Bell asked if the Panel Members reviewed the Agenda.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the Agenda. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 – 0.

IV. MINUTES

Acting Chairperson Bell asked if the Panel Members reviewed the Meeting Minutes from the last Panel Meeting.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the Meeting Minutes. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 – 0.

V. REPORT OF THE ASSISTANT DIRECTOR

Mr. Cooper welcomed the Panel Members, Applicants, and Stakeholders and reported that today's meeting is approximately \$15.5M with another \$276,000 in delegation orders, for a total of \$15.7M.

Mr. Cooper recognized the following persons in attendance: Amber Tarrac, San Diego Regional Office Manager; Ryan Swier, North Hollywood Regional Office Manager; Chris Hoover, San Francisco Bay Area Regional Office Manager; Lis Testa, Program Projects Unit Manager; and Jana Lazarewicz, Sacramento Regional Office Manager.

Regarding the Agenda, Mr. Cooper pointed out that after the Panel reviews and acts on training proposals, there will be a presentation on the STEPS program, which is the Summer Training and Employment Program for Students. It is a grant partnership with the Department of Rehabilitation and the Community College Chancellor's Office and it provides paid work experience and pre-vocational opportunities to students with disabilities.

Mr. Cooper stated that the new Labor Secretary, Julie Su, has asked for ETP contractors, employers, and stakeholders to share their personal stories of how ETP has positively impacted them. She would like to see how individual trainees and workers, small and large businesses, and the public personally benefited from ETP resources. Please contact Robert Meyer from ETP's Marketing Unit at Robert.Meyer@etp.ca.gov.

Mr. Cooper reported that Labor Agency would like ETP and other State agencies to think about how we can use our resources more strategically. Accordingly, ETP has begun consideration of possible program changes, such as shifting the first-in, first-out program style to a more competitive-based program. Staff is also finding new ways to fund the apprenticeship programs that are more effective, such as aligning academic and training calendars. Mr. Cooper pointed out that supporting apprenticeship is critical to the Newsom administration, and supporting both construction apprenticeship programs, as well as the expansion of apprenticeship to other sectors, is important.

In furtherance of the goal of becoming more strategic, ETP has contracted with an outside research firm to evaluate how the ETP program can be more effective. The firm will evaluate ETP contract data and Dun & Bradstreet data in coordination with a survey given to ETP customers and employers. The firm, Social Policy Research Associates, will be making a presentation at a future Panel Meeting.

Another way ETP is working toward being more strategic is by engaging in monitoring of the Future of Work Commission, which is planning on releasing a report in May 2020, which will include recommendation on the new direction of the Future of Work Department. ETP will be working closing in development of this new department with DAS (Division of Apprenticeship Standards), the California Workforce Development Board, DIR (Department of Industrial Relations), and the Employment Development Department's Workforce Services Branch. They will produce a report in the Spring which will discuss future focus goals, such as lifelong

learning, employer engagement, and apprenticeship.

Regarding ETP's new computer system and process improvements, Cal-E-Force is our new contract management system and will replace several of ETP's antiquated and legacy systems. The new system is being developed on the Salesforce Cloud. The building and deployment of Cal-E-Force has been a significant undertaking for Staff, facilitating ETP's ongoing efforts to automate, streamline, and simplify our program. This has included a very robust Stakeholder input process and measures to keep our public informed and participating.

Regarding Budget and Alternative Funds, in the California Energy Commission's Clean Transportation Program there are new projects already in the queue ready to go. Therefore, we do not have the need for any new applications this fiscal year, but we are in discussion with the Energy Commission regarding additional dollars for this program in the future years. ETP has begun discussions with the new CEC Commissioner, Patty Monahan, to explore innovative ways of partnering with CEC going forward. One idea is to use CEC funds for small grants to support capacity building in underserved communities. This is in line with the Newsom Administration's call for a California for All. This is an exciting new direction for ETP and a way to more strategically focus our funds. This program is a partnership with the California Energy Commission for \$2M, approved through an interagency agreement, of which, there is currently \$1.3M remaining.

Regarding Core Funds for this fiscal year, Mr. Cooper reported that if all Proposals were funded today, the Panel will have approved a total of \$66.2M in 185 projects. ETP will have approximately \$36.8M for the remainder of the year with a demand of \$82.5M remaining for FY 2019/20.

Mr. Cooper reported, regarding Legislation, the current focus has been on the bill language that will accompany the Future of Work department and the Legislature is set to reconvene on January 6th. The legislation is still in the preliminary stages pending approval, and ETP will continue working closely with Labor Agency and will have more communications regarding this in the coming months.

Mr. Cooper requested a motion to approve the Consent Calendar.

Acting Chairperson Bell added to the Consent Calendar that Tab #14 for the Valley Roofers Joint Apprenticeship Training Trust Fund the consulting fee is not \$10,000, it is \$2,500.

ACTION: Mr. Tweini moved and Mr. Tracy seconded approval of the Consent Calendar with the noted correction to Tab #14. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 – 0.

VI. POLICY COMMITTEE MEETING REPORT TO PANEL

Ms. Newsom reported that yesterday the Policy Committee met as part of our stakeholder process for getting feedback. Ms. Newsom noted that the report to the Committee about affiliates that had been on the agenda was moved to a future meeting.

Proposed Policy Committee meeting agenda items for future meetings were discussed, which included, in no particular order: wages, ETP 130/proposals, an update on electronic record keeping requirements, best practices (which is research that is conducted across the nation as to other programs like ours), and affiliates. If there are any ideas for additional policy committee agenda items, please email them to Lis Testa at Elisabeth.testa@etp.ca.gov. There was a few updates to the contract's general Terms and Conditions, there was a motion, and it passed unanimously. One such update was that ETP will now be accepting electronic reports.

Ms. Newsom reported that they also had an update about the Veteran Program and Guidelines, and what can we do to incentivize the hiring and training of more veterans. We heard a little bit about that and then we did approve updated guidelines on active duty and training and accepting military members that are in the last few months of their duty them actually receiving training and funding for that. Staff will continue to do research as to what other incentives are out there that we can provide.

Ms. Newsom reported they also heard a proposal regarding demographic information and we approved some new language related to AB 677 requiring state agencies to collect demographic information pertaining to sexual orientation and gender identity. ETP will be a statewide leader with this implementation. Providing this information is not required of the trainees, but it is a requirement by state law to ask the questions and try to collect that data.

Ms. Newsom then reported there was a very robust discussion on apprenticeship, which was just a discussion to gather some input and basic background information. The following items were discussed: contractor eligibility (who can hold an apprenticeship contract), trainee eligibility, trainee enrollment, funding, curriculum, post-retention wage, and then also heard a report from the California Apprenticeship Council Conference that was attended by some of our staff and some of the various items that were discussed there. One of the items that was of interest was graduation rates, so we might be taking a look at that and how that's reported in ETP applications. And also had an in depth discussion on traditional versus non-traditional apprenticeship and what that's going to look like. Allocation of funding, whether it would be potentially separate allocations for traditional versus non-traditional, a lot of discussion on that. What the application period would look like and when the apprenticeship programs are coming through Panel. And again, apprentice enrollment consideration, which will prompt further discussion regarding trainee enrollment in our various ETP contracts and who's training which applicant or trainee so that there's no overlap. We will be discussing that in a broader context besides just apprenticeship.

Ms. Newsom noted they received a lot of fascinating feedback and Staff is going to listen again to the recording and take all the notes that were compiled and come back to us with some suggestions and a timeline as to when we want to see some changes come before the Policy Committee. Ms. Newsom highly encouraged Staff, if possible, to tour our apprenticeship facilities and training programs. Ms. Newsom stated they also received some public comments about matters not on the agenda, such as a discussion regarding NAICS codes.

Ms. Newsom shared that it was really good to receive all that feedback. Ms. Newsom thanked ETP Staff and Stakeholders, and stated that the next Policy Committee Meeting will be in February.

VII. REVIEW AND ACTION ON PROPOSALS

SINGLE EMPLOYER CONTRACTS

Tab No. 15: Califia Farms, LLC

Mr. Swier presented a proposal on behalf of the Califia Farms, LLC which is requesting \$365,056 in ETP funding. The company manufactures, markets and distributes plant-based beverages. Califia is headquartered in Los Angeles, with a manufacturing facility located in Bakersfield. In this proposal, Califia requests ETP funding to train 265 full-time employees and 41 Job Creation trainees at its Los Angeles and Bakersfield locations, where all training will take place. Califia experienced a 20% growth in business in the last year and anticipates additional growth of at least 20% in the coming year. Additionally, they've recently invested approximately \$8M in new equipment and systems. The company's manufacturing facility in Bakersfield is located in an HUA and they are requesting a wage modification for these trainees.

Mr. Swier stated that Staff recommends approval of this project and introduced Emily Dickerson, Director, People Power and Karen Glifford, Chief People Officer.

Ms. Dickerson thanked the Panel Members and was happy to answer any questions that the panel members may have.

Mr. Tweini stated that it doesn't look like they have a strong veteran's program, asked why, and what they plan on doing to make it better.

Ms. Dickerson responded with that it does need to be better than what it is and pointed out that about 10% of their employee population is veterans. For herself, heading the Human Resource function, veteran hiring is really dear to her heart being that her husband is a retired military veteran, so they plan to ramp up veteran hiring. Currently, they use a couple different job posting sites which she believes is not enough, but more outreach is in their strategic plan for hiring in the next year.

Acting Chairperson Bell mentioned that this is their second contract and asked if she was there at the first contract.

Ms. Dickerson responded that she was.

Acting Chairperson Bell said they did a great job and asked if they learned anything to take into this next contract.

Ms. Dickerson said as far as learning, there is always opportunity within the employee base for more communications because as they look at the training that was done across the organization, by department there still is some opportunities and they are going to go after them this new contract.

Acting Chairperson Bell noted that she is glad Ms. Dickerson was there because that's going to make this contract more successful.

Acting Chairperson Bell asked if the Panel had any other questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the Califia Farms, LLC in the amount of \$365,056. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 16: EastWestProto, Inc. dba Lifeline Ambulance

Mr. Swier presented a proposal on behalf of the EastWestProto, Inc. dba Lifeline Ambulance (Lifeline), which has been designated a Critical Proposal by the Governor's Office of Business and Economic Development (GO-Biz) based on the Company's expanding operations and commitment to add 258 net new jobs in California with the requested funding amount of \$397,578. The Company provides ambulance services throughout Los Angeles and Orange County and plans to train 258 Job Creation trainees, including plans to hire and train at least 10 veterans under this proposal in Job Number 2. Lifeline is expanding its operations, many of these newly hired employees will be responsible for transporting patients associated with Lifeline's new service contract with L.A. Care Health Plan. This will be the Company's third ETP Contract, the third in the last five years. The previous two Contracts were not Critical Proposals. Both prior projects focused on skills training and quality improvement measures to help sustain the Company's growth and the most recent updated performance shows the organization has tracked 113% of the prior agreement and projects earnings of 100%.

Mr. Swier stated that Staff recommends approval of this project and introduced Max Gorin, Co-Founder and Bill Parker, National Training Systems.

Mr. Gorin stated that Lifeline currently serves Los Angeles County and specializes in serving underserved communities and the hospitals in Los Angeles County. Lifeline Ambulance will provide employment for at least 258 new jobs which will result in payroll in excess of \$9.3M plus all appropriate employee taxes, health insurance premiums, and equipment investments in excess of \$4M. Mr. Gorin stated that availability of this funding is a major part of their growth plan and thanked Diane Banchemo from GO Biz, Senior Business Development Specialist for all their help during this process.

Mr. Tweini acknowledged and thanked Mr. Gorin for their veteran's program and hiring of veterans.

Mr. Gorin thanked Mr. Tweini and stated that as a veteran himself, he thinks it is very important and they have been doing outreach to different military bases in the local area.

Ms. Farsi thanked them for creating jobs in California then asked to hear a little bit more about the communities that they serve.

Mr. Gorin responded that the communities they serve are within Los Angeles, some of the less funded communities, as well. Mr. Gorin explained that when a call comes in for transport, they don't look at the payer, they get the patients where they need to go. One of their specialties with the Critical Care Program is if 911 takes a patient to a smaller, local hospital, but it doesn't have the right surgical or technical capabilities for that patient's needs, Lifeline gets called out to transport them to the larger hospital and that requires either paramedics or usually nurses. Their Nursing Program has probably been their largest training component, and being able to help save patients' lives and that's what they do.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of the EastWestProto, Inc. dba Lifeline Ambulance in the amount of \$397,578. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 17: Northrop Grumman Systems Corporation

Mr. Swier stated that this is a proposal for Northrop Grumman Systems Corporation (Northrop Grumman). The Company is a global security company that develops innovative products and solutions in unmanned systems, cyber, and logistics for government and commercial customers worldwide. This proposal represents Northrop Grumman's Aerospace Systems Sector only, which focuses on developing, integrating, producing, and supporting manned and unmanned aircrafts; spacecrafts; high-energy laser systems; microelectronics and other systems/subsystems critical to maintaining the Nation's security. The Company is requesting \$642,620 to fund 410 retrainees and 350 Job Recreation trainees. Northrop Grumman is proud to employ more than 18,000 military service employees worldwide and demonstrates its commitment to veterans and plans to train 60 veterans under Job Number 2. Northrop Grumman has experienced a 20% growth in workforce in the past year and anticipates growth of 20% in the coming year. However, the Company continues to integrate environmental sustainability into its organizational culture by using less gas in manufacturing practices and operations. In striving for cleaner operations, the Company anticipates a 33% reduction in greenhouse gas emissions. This will be their third ETP agreement and the third in the past five years.

Mr. Swier stated that Staff recommends approval of this project and introduced Russell Mann, Director, Business Management and Michelle Rychener, Administrative Subcontractor.

Mr. Mann greeted the Panel and said they appreciate the support they've received from ETP over the last few years, and stated that it's allowed them to grow from almost 24,000 employees to over 35,000 employees here in California. This proposal specifically for the

aerospace systems locations throughout California, provides confidence in their ability to successfully perform on the new proposal based on several factors. They are planning to create over 550 net new jobs in California by 2021, keep pace with the production ramp up on several of their large restrictive programs as well as F35, B2 and autonomous systems and recently awarded space contracts. Their San Diego facility is designated one of only three engineering COE's in the nation and their Palmdale facility is one of only two Manufacturing Centers of Excellence. Both are located here in California and so it solidifies their commitment for the long term to the state. They're focused on modernization of their Palmdale and their Space Park campus, including investments in infrastructures and advancement in manufacturing capabilities and unmanned as well as robotic technologies, all of which are leading to new opportunities and driving the need to grow and train their workforce here in California. With the dedicated Centers of Excellence for Engineering and Manufacturing anchored here in California, and their newly secured contracts, their commitment to technological innovations in their hiring plans, and they are confident that they'll be able to execute their proposed training plan, as outlined in their proposal.

Mr. Tweini acknowledged and thanked them for their very strong veterans program.

Ms. Newsom added that she appreciates the high wages and stated that the training looks excellent. She also appreciated that the new hire veterans are being paid the same wages as the other employee and thanked them for taking note of that.

Mr. Smiles added that this is an excellent contract.

Ms. Farsi thanked them for expanding in areas that are especially a priority for the Governor around the Regions Rise Together initiative, in the Inland part of the State, Palmdale, and Mojave and thanked them for supporting the workforce in those communities.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of the Northrop Grumman Systems Corporation in the amount of \$642,620. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 18: Taylor-Listug, Inc. dba Taylor Guitars

Ms. Tarrac presented a proposal on behalf of the Taylor-Listug, Inc. dba Taylor Guitars in the amount of \$605,360. Taylor-Listug, Inc. dba Taylor Guitars specializes in the manufacture of high-quality acoustic and electric guitar and is a Repeat Single Employer and a Priority Industry project, which if approved, will include job creation for 80 new jobs and 458 retrainees, and this will be the fourth agreement between ETP and Taylor Guitars and the third in the last five years. While this proposal does not include a veteran's component, Taylor Guitars partners with Workshops for Warriors to help support veterans transitioning into manufacturing jobs in San Diego County. Taylor Guitars is requesting 60

hours of productive lab for all production, maintenance, tooling, and repair staff participating in the program. The project will be overseen by the Director of Training and Development and assisted by a Program Administrator in addition to a third party administrator.

Ms. Tarrac stated Staff recommends approval of this proposal and introduced Jo Ann Peterson, Director of Training & Development and Shaun Paluczak, Vice President of Human Resources.

Ms. Peterson thanked the Panel for the past support and stated that their last ETP contract really helped them build their company, and noted that they did have a record breaking last year in sales and revenue and they attribute that to their innovation and sustainability that they have going on within the company and it is because of the training dollars that they can continue to streamline their production facility and increase the training and development of all of their employees both on the production floor and overall throughout California. Some of the things that they have been able to do is implemented a brand new guitar shape, the first one in in eight years. They also have changed the way that they build their guitars, as far as sound, they used to be called an "X-brace" now it's a "V-brace". All these innovations could not have happened if they did not have their workers and their craftsmen working at their top level and developing and training, and these training dollars have helped them to accomplish that.

Mr. Tweini thanked them for what they do and all of the work, and suggested they try to get more veterans involved.

Ms. Peterson stated she appreciates that and that is one of the things that they are working on. They are very involved in their community, working with their skilled workforce, so they can consistently help to recruit veterans into their family.

Ms. Newsom asked them to describe the difference between Production Staff 1 and Production Staff 2 and asked if they are receiving training to advance to Production Staff 2, or if that is a separate unit and noted that the wages are higher for Production Staff 2.

Ms. Peterson stated that they would be remiss if they didn't mention that they changed their compensation plan for all of their employees.

Ms. Paluzak added that the funding has allowed them to put some structure in place that's been much needed at Taylor Guitar and now have structured minimum and maximum levels of compensation for everybody in their skilled workforce, and they haven't run that through the rest of the company that directly ties to the skills and ability that they need to produce their quality guitars and it allows them to really tie that compensation directly to somebody's abilities. And in 2019, they moved wages with their skilled workforce by \$750,000 over the course of the year, so that was something that they're very proud of and without the training dollars to support them putting in that kind of a structure, they wouldn't have been able to do that and that was a huge thing that they're very proud of.

Ms. Newsom then asked is there an equivalent to a percentage increase for the individual worker from the \$750,000 that they invested, just roughly.

Ms. Peterson responded that she doesn't know if she could answer that.

Ms. Newsom asked if, generally speaking, they are getting paid more.

Ms. Peterson responded absolutely they're getting paid more and explained that all \$750,000 went to their frontline workforce.

Acting Chairperson Bell said thank you because that's what they like to hear as well.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the Taylor-Listug, Inc. dba Taylor Guitars in the amount of \$605,360. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 19: Cepheid

Mr. Hoover presented a proposal on behalf of Cepheid which is a Priority Industry and a Repeat Contractor with total funding being requested of \$506,000. Cepheid develops, manufactures, and markets molecular testing systems for the detection of organisms and genetic-based diseases. ETP funded training will be delivered to trainees at its Sunnyvale and Lodi facilities. This will be Cepheid's third ETP contract and its third in the last five years. Cepheid works with a third party vendor, Orion Talent, to recruit and hire veterans. While Cepheid will continue its commitment to hire veterans, it is not requesting the Veteran Job Number at this time. There is a Job Creation component and Cepheid will hire 50 net-new employees under Job Number 2. Cepheid's Business Systems Leader, who is the dedicated administrator, will oversee all ETP funded training via its Training and HR Departments, which oversee the workforce training across the organization. ETP training will be delivered by approximately 23 in-house experts. There will be several full-time administration staff and one management employee assigned to this project to work with its Third-Party Administrator, Herrera & Company, and with ETP.

Mr. Hoover stated that Staff recommends approval of this proposal, and introduced Derek Beattie, Executive Director (Lodi Site Operations); Don Diestro, Training/Product Support Manager (Sunnyvale Site Operations); and Phillip Herrera, Herrera & Company.

Mr. Beattie said good morning and shared that Cepheid is a medical device manufacturing company specifically for molecular diagnostics, with products ranging from Anthrax detection in the United States since 2002, all the way to tuberculosis testing in high burden developing countries, as well as flu and many other tests and have about 30 different tests that they do around the world with more than 23,000 systems that are out there, utilizing those tests. They're a very high growth company, with about 15% compound annual growth rate over the past three to five years and continuing to see that moving forward. And particularly in Lodi, they're looking at doubling their capacity moving from about 50M cartridges to about 100M over the next five years and will be growing substantially, so very high growth rate. Mr. Beattie showed a sample of a cartridge they make, specifically, they provide the plastic components for, which is a lot of injection molding.

Mr. Beattie thanked the Panel for the support of their past two proposals because it's helped them significantly to train their workforce and to be able to produce these parts. Mr. Beattie

stated that this year alone in Lodi, they've had 22 internal promotions based on the training and the development and the opportunities that they've had as a result, which he believes it's because of the training program. They also have an apprenticeship program that they have had as a previous company (they were originally purchased by Cepheid back in 2012), which has been going on for over 40 years and as far as that goes, he is a huge supporter, and have two members of their staff that are in their apprenticeship program right now. They have three that just graduated within the last year and a half as journeyman mold makers. Mr. Beattie shared that he, himself, graduated from the apprenticeship program back in 1994 and he is a huge proponent of their apprenticeship program, that he has been with the company for 28 years and have ended up as Executive Director for the company. So they have a lot of promotion opportunities for those that go through the training and the apprenticeship programs as well as internships.

Mr. Tweini thanked them for coming and mentioned that since this is their third contract, he encourages them to include veterans and look for opportunities to hire and train more veterans.

Mr. Beattie agreed and stated that currently on his staff, he has two members that have military experience, not necessarily veterans, and also knows that throughout their Lodi site and in Sunnyvale, they have a number of veterans and ex-military personnel as well and definitely will continue to improve on that.

Acting Chairperson Bell asked speaking strategically, what is their objective or their plan to receive 100% performance on this contract?

Mr. Beattie explained that during their last project, they switched over to an electronic learning management system and thinks during that transition, they may have actually lost some of their training data. The second thing is between the end of 2018 and 2019, they were undergoing a period of rapid expansion where they were ramping up, validating new lines, and were training associates to be able to run those and once that was completed, they were essentially running and trying to maximize their production during that time. The good news is they are now also investing in more equipment, more lines, and they're going to be bringing those up over the next few years, which means they'll have to bring on more associates, will have more training and development opportunities moving forward and does believe that they will meet that goal.

Ms. Newsom added that she appreciates that the application has been right sized and asked if, at a later date, Mr. Beattie or Mr. Herrera could provide the Panel with additional information about their apprenticeship program - perhaps their outreach materials and what that looks like.

Mr. Beattie agreed.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of Cepheid in the amount of \$506,000. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 20: FM Industries, Inc.

Mr. Hoover presented a proposal for FM Industries, Inc.(FMI), which is a Priority Industry with total ETP funding being requested of \$362,250. Founded in 1989 and headquartered in Fremont, FMI is a contract manufacturer and supplier of precision-machine parts and components made for the semiconductor equipment industry. ETP-funded training will occur at its Livermore and Fremont facilities. This proposal will be FMI's first ETP contract. FMI works with a third party, Orion Talent, to recruit and hire veterans, however, it is not requesting a Veteran Job Number at this time. The company has successfully recruited military personnel leaving the service as well as veterans who have already transitioned and who are seeking a career change to fill machinists and inspector positions. The Manager of Corporate Training and Development, the dedicated administrator, will oversee the Contract, and ETP training will be administered by FMI's Training Department. There will be approximately 60 internal trainers ranging from Managers, Supervisors, Inspectors, Engineers, and Vice Presidents that will be delivering the ETP-funded training. One part-time administrative staff and a manager at each facility will be assigned to this project to work with the third-party administrator, Herrera & Company, and to meet with ETP staff.

Mr. Hoover stated that Staff recommends approval of this proposal, and introduced Tescha Borgstrom, Training and Development Manager and Phillip Herrera, Herrera & Company.

Ms. Borgstrom shared that FMI was founded 30 years ago as a machine shop with six people and in the last 30 years has grown to over 850 employees. They now have six locations throughout California and are viewed as one of the premium suppliers to the semiconductor industry. She joined FMI about a year and a half ago and comes to them with over 15 years of training and development experience, having worked for a global company and having extensive manufacturing experience. Ms Borgstrom thinks she is well equipped to understand the technical requirements for the ETP contract and how to use the monies to upscale their workforce to meet the innovations in the semiconductor industry.

Ms. Borgstrom added FMI is very much into community outreach programs and for the holidays, they've actually partnered with the Veterans Disability Association, and they're collecting toys and clothing and whatever they can.

Ms. Newsom asked about the wage progression connected to the training for the certifications that they're receiving. Ms. Newsom noted that their wages are higher, which is great, starting off in \$19.31 and going up to almost \$40.00. Ms. Newsom asked Ms. Borgstrom to elaborate on the machinists and asked if they all start at the lower end, and then when do they get bumped up?

Ms. Borgstrom explained that it depends on what area they're working in, that the more complex or skilled positions, the higher the compensation rate.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Ms. Newsom moved and Ms. Farsi seconded approval of FM Industries, Inc. in the amount of \$362,250. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 21: KLA Corporation

Mr. Hoover stated that KLA Corporation is a Priority Industry and a Repeat Contractor with total ETP funding being requested of \$546,250. KLA designs, manufactures, and markets process control and yield management solutions for the semiconductor and related Nano electronics industries. ETP funded training will be delivered at KLA's Milpitas location. This will be KLA's eighth ETP proposal and its third in the last five years. KLA enlists recruitment firms that specialize in hiring veterans but they are not including a separate Veteran Job Number in this proposal. KLA provides a web portal for veterans to share how experiences in the military may translate into careers within the Company. In this proposal, KLA has committed to hiring at least 125 net new employees under Job Number 2. The Operations Manager, who is the dedicated administrator, will oversee ETP training. Training will be administered by KLA Training Departments which oversee workforce training across the whole organization, two full-time administration training staff and one management employee will work with its third party administrator, Herrera & Company, and ETP staff.

Mr. Hoover stated that Staff recommends approval of this proposal and introduced Myrna Adame, Operations Manager and Phillip Herrera, Herrera & Company.

Ms. Adame greeted the Panel and explained that KLA is the supplier of the chip-making companies and an important role in the support of those companies is currently within the innovation that we see today, such as autonomous vehicles and clean electric vehicles, and their focus is ensuring that there is a safety component with the autonomous vehicles because zero-defect reliability is huge in this market space. Ms. Adame shared that KLA has benefited from prior contracts in training their personnel for the high-skilled machines that they operate, the machines that the chip companies use to ensure that they have quality products that they are putting out in the market.

Mr. Tweini noted that this is not their first contract and suggested they find opportunities for veterans and getting them into their program.

Ms. Adame responded that they have hired several veterans. In their own training organization, they have veterans that have been with the company 20-plus years. Ms. Adame said she was unsure of the exact percentage, but does know that they do have veterans and they do hire ex-military in the workforce.

Ms. Newsom thanked Ms. Adame for their high wages.

Acting Chairperson Bell added that they did well in their last contract and encouraged them to continue doing so.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of KLA Corporation in the amount of \$546,250. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 22: MASS Precision, Inc.

Mr. Hoover stated that MASS Precision, Inc. is a Priority Industry and a Repeat Contractor, with total ETP funding being requested of \$263,856. MASS Precision provides custom manufacturing of enclosures, racks, shelves, hardware components, electronic chassis, frames, fabrications, and electro-mechanical assemblies. The Company also provides a full-range of services including design and engineering, precision-making, painting and metal finishing, and a system of logistics to control complex component procurement. ETP funded training will be delivered at its three facilities in Santa Clara and Alameda Counties. This will be Mass Precisions fifth ETP contract and its second the last five years. MASS Precision will include one veteran in Job Number 2 to participate in training. The HR coordinator will oversee all project administration and all training coordination at the Fremont location. The training coordinator will be responsible for training administration and coordination at the San Jose facilities. ETP funded training will be delivered by in-house experts and vendors as needed.

Mr. Hoover stated that Staff recommends approval of this proposal, and introduced William J. Jones, Chief Financial Officer and Michael Chissell, MFG Training Coordinator.

Mr. Jones stated Mass Precision is a homegrown company and the owner was a production individual that grew with the company and took it over in 1984 and has grown since then. One of the greatest constraints to what they are doing is that of the hundred advanced manufacturing hubs United States, Santa Clara has been ranked number one and with that, conditional technological requirements are placed on them to make those advances all the way down to the root individuals in their shop floor. So, to meet those expectations of their customers and to be competitive in the Santa Clara Valley, as well as San Francisco and San Mateo, they need to train and the core value in that training is to retain people, as well as bring new people in. Mr. Jones explained that on average, 70% of the people that are in manufacturing are generally lower-educated, lower-income people. Mr. Jones stated that they brought their educational programs in-house because they found that to be more effective, and with it, they've established ranking within each job description to train people through those jobs based on the complexity of the jobs and also meeting certified programs within each constraint to meet their customer needs. And with it, the individuals who are able to take on the training are able to advance, at their pace, for higher wages, which they are more than happy to pay.

Mr. Jones stated that in 2019 alone, through these programs, their efficiency has increased by 3% and with that efficiency allows the company flexibility to raise the wages to meet the expectation of their employees. But also there's side benefits that are associated with it, they were able to keep their insurance cover for the employees premium. They pay on average 80% or above to keep those premiums low, because employees have stated that they need health insurance and can't afford the increases. So, the Company, through this educational program, are able to meet their customer base, but at the same time, are able to meet sufficient cash flows for technological advancements, because one of the things

they do is that on average 5% of their annual budget will go to capital improvements, and their associated with technology and technology is education. Mr. Jones shared that in the last 15 years, the majority of the manufacturing jobs in the San Francisco Bay Area have gone offshore and they feel the solution to this is education. Mr. Jones stated that they want to continue with their education program and these monies allow them to do that - to bring the training in-house to maximize the programs that they have to meet the demands of the company and the opportunities that come up as well as new constraints.

Mr. Tweini thanked them for the work they do in creating good jobs, which is the key to a viable economy and thanked them for their veteran's program.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of Mass Precision, Inc. in the amount of \$263,856. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 23: Penumbra, Inc.

Mr. Hoover presented a proposal on behalf of Penumbra, Inc. (Penumbra), a Priority Industry and Repeat Contractor, with total ETP funding being requested of \$473,340. Penumbra is a global healthcare company serving the neuro and vascular markets by designing, developing, manufacturing, and marketing medical devices. ETP funded training will be delivered at Penumbra facilities in Alameda and Placer counties. Even though veterans are not categorized under a separate Veteran's Job Number in this proposal, Penumbra is committed to increasing its number of veterans in its workforce and works with Orion Talent, a veterans recruiting company, and attends Travis Air Force Base's job fairs as parts of its outreach initiatives. This is Penumbra second ETP project and its second in the last five years. There is a Job Creation component and in this proposal Penumbra will hire 150 net new employees under Job Number 2. Penumbra Training Coordinator will be the dedicated administrator and oversee the project with support from the Director of Production, HR Director, HR Application Program Manager, HR Coordinator, Training Supervisors, Training Specialists, Training Coordinators, and Training Administrative Assistants for ETP administration coordination with ETP staff. The Company has approximately nine internal trainers who will deliver ETP training. Additionally, outside training vendors will be used to deliver ETP training.

Mr. Hoover stated that Staff recommends approval of this proposal, and introduced Jule Ann Garilao, Training Coordinator and Jimmy Garcia, Training Supervisor.

Mr. Garcia greeted the Panel and stated that Penumbra develops, designs, and manufactures medical devices for two markets: neuro- and peripheral vascular systems, specifically targeting stroke which is one of the leading causes of death. Mr. Garcia shared that this is their second ETP project and in their first, they used the funding for a variety of trainings around business skills and verbal and written communication skills. And the impact that they've seen from these training programs is that, with the employees who speak English as a second language, they have definitely shown a lot of improvement on the floor

with communication between engineers, supervisors and peers. In addition to that, they've expressed they're more fulfilled with their employment at the company. Additionally, Mr. Garcia stated that they've advanced other employees into higher roles and have a lot more in-process trainers, people are moving into production lead positions, and in certain situations, supervisor positions. Mr. Garcia noted that in their first contract, they actually had to amend it to account for those people that were moving up so rapidly. Mr. Garcia stated that if they are approved for their second ETP project, they will continue to offer those same trainings to advance their workforce and reskill a lot of their employees. In addition, they will be opening a new facility in Roseville in early 2020 and are expecting to hire a minimum of 150 net new employee for that location.

Mr. Tweini suggested they further their opportunity for hiring and training veterans and creating a path for them to get employment.

Mr. Garcia agreed and stated that they recognize the technical skills, as well leadership skills, that they're getting from their veteran employees and through the outreaches that they mentioned, actually one-third of their production leadership are veterans.

Ms. Newsom asked about the minimum wage range threshold of \$17/hour listed for a variety of different job positions. Ms. Newsom noted that the Proposal states up to \$2.31 per hour may be used to meet the Post Retention Wage, which would be \$17.70 and asked if it's really only .70.

Mr. Hoover responded that it is "up to" that because the other counties will need that amount to reach the post retention wage within Alameda County.

Ms. Newsom then stated that their minimum is already \$17.00.

Mr. Hoover responded that it's per county and depends on where they're training and they have to list the lowest one in the post retention.

Acting Chairperson Bell congratulated them on their past performance and hopes that this one does equally as well.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of Penumbra, Inc. in the amount of \$473,340. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 24: Ardagh Glass Inc.

Ms. Lazarewicz introduced the proposal for Ardagh Glass Inc. (Ardagh Glass) with the requested amount of \$243,156. Ardagh Glass produces and manufacturers glass bottles including wine, champagne, and water bottles. They also have over 1,000 different glass bottle molds customized for their clients. Ardagh Glass will train staff including veterans who are included in Job Number 1 on technology advancements, including the implementation

of new equipment and software. Training will take place at their Madera facility, the Cold and Reliability Engineer will oversee the ETP contract with assistance from the HR Manager and Assistant HR Manager. Additionally, Ardagh Glass has retained the services of a third party administrator. This is Ardagh Glass's first ETP project.

Ms. Lazarewicz stated Staff recommends approval of this proposal and introduced Hal Thompson, Cold End Engineer, and Mike Snead, Sierra Consulting Services.

Mr. Thompson greeted the Panel and shared that Ardagh makes about one million bottles a day, mostly wine bottles. Mr. Thompson stated that a few years ago they developed a kind of spin-off company, called Ardagh Direct, where they go after smaller wineries, higher margin, higher quality type customers, basically taking some brokers out of the business that have been there for many years. In doing so, what they have found is that they are now in direct competition with Mexican and Chinese glass, which has now made Ardagh become a little more involved in improving their quality and packaging processes to compete with that glass head on. ETP funding will allow them to provide the training needed for their employees to develop new practices, new processes, new packaging material, and new packaging solutions to compete with these companies and provide their customers with the quality that they expect.

Mr. Tweini acknowledged and thanked Mr. Thompson for including veterans in Job No 1.

Ms. Farsi asked how much of their glass is recycled.

Mr. Thompson responded that the great thing about glass is that it is 100% recyclable. In other words, it doesn't have any shrinkage value like plastic does. So you could take one bottle and crush it and make another bottle with it. So, currently they run about 65% recycled material in both of their furnaces and that helps with energy, as well. That lowers their energy costs because it is easier to melt recycled materials then it is to melt raw materials.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Mr. Smiles moved and Mr. Tweini seconded approval of Ardagh Glass Inc. in the amount of \$243,156. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 25: E. & J. Gallo Winery

Ms. Lazarewicz presented a proposal on behalf of E. & J. Gallo Winery (Gallo), with requested amount of \$649,980 to train 418 workers, including veterans and 47 new employees. Gallo is one of the largest exporters of California wine with a portfolio of over 100 unique brands. The company also produces glass bottles for its own winery and other wine companies. Training will take place at Gallo's fourteen locations throughout California. This is Gallo's seventh ETP project and the third in the last five years with good performance. Gallo has also invested in a new canning and Tetra Pack Lines and will train staff on the new equipment operation. The Company also implemented a new ERP software to streamline business operations. The Corporate Training Division Senior Manager will oversee this ETP project, and each facility has an assigned contact person to handle

communication between facilities. Additionally, Gallo has retained the services of a third party administrator and they also have in place an approved LMS to track the training.

Ms. Lazarewicz stated Staff recommends approval of this proposal and introduced Rebecca Bettencourt, Training Director and Rob Sanger, CMTA.

Ms. Bettencourt greeted the Panel and stated that Gallo is the world's largest winery, but their biggest focus is truly on California wine and promoting California wine throughout the world. They distribute out to 90 different countries worldwide. Ms. Bettencourt explained that they do make glass bottles, but what they're finding now, is flexibility for the consumer. So they're now finding alternative packaging is becoming a big piece for them where they're having to mold, literally, to the consumer market in a fast-paced environment to change for what the business is needing and what their consumers are needing. The other side that they're really heavily looking at currently within their business is how to really pay the maximum for every one of their employees and how do they upscale them to the best and the highest skill level. They have a lot of long term employees who've been with them 20 years but they don't see their skills staying still. They want them to be able to get the maximum of what the contract allows for each of their employees under the collective bargaining agreement. So they're looking at how to truly upskill that workforce as well as bring in the mechatronics movement and more mechanical pieces to their operators.

Ms. Bettencourt shared that they have a heavy veteran focus, particularly within their salaried workforce with recruitment efforts through Orion Talent, and also Cameron Brooks, for a lot of their salaried workforce. And they utilize their employee resource groups with their veteran's outreach in how they find their frontline team members within those veteran populations. So they really go to their veterans and ask how do they get these people in and where do they come from and they really support their employee resource group, as well. And they have many who go out on active service, come back again, and there are jobs for them when they come back.

Mr. Tweini thanked them for their veterans program and their higher wages.

Ms. Newsom added that this is a fantastic proposal, fantastic presentation, and thanked them for the high wages.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Mr. Tweini moved and Ms. Newsom seconded approval of E. & J. Gallo Winery in the amount of \$649,980. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 26: Foster Poultry Farms

Ms. Lazarewicz presented a Critical Proposal on behalf of Foster Poultry Farms. The requested amount of \$553,150 will train staff including 200 new employees. Foster Farms is the largest poultry producer in the western United States with twelve processing locations

throughout California. They are currently expanding operations at their Livingston location and training under this proposal will only include this location. Foster Farms will train staff on new and upgraded equipment, high quality manufacturing standards, and on the implementation of their self-inspection initiative. This initiative will give Foster Farms an extra layer of protection to ensure all things phases of inspection are performed during the production process. This is Foster Farms fourth ETP project and the third in the last five years with good performance. The Plant Manager and Vice President of Human Resources will be responsible for program oversight and administrative responsibilities in a team of supervisors and production leads will assist in the delivery of training. Additionally, Foster Farms has retained the services of a third party to assist with administration.

Ms. Lazarewicz stated Staff recommends approval of this proposal and introduced Jeff Segars, Facilities Manager and Michael Jester, Strategic Business Solutions.

Mr. Segars greeted the Panel and shared that they are in the final stages of completing a pretty significant expansion and investment in our Livingston facility, which is going to give them the ability to move into some new market opportunities here in California with more into the food service line. So it's given them an opportunity to pick up some new customers and in doing so they'll be retraining up to 400 current employees, who will be moving into some of these newer roles, and also creating 200 new jobs adding to the operation. So it's an exciting opportunity for them and the funding dollars would mean a lot.

Acting Chairperson Bell noted that their last performance was at 81% and asked what strategically they are planning to do to get this proposal to 100% performance.

Mr. Segars responded that with their last project was multi-facility and this one is going to be very specific to their site in Livingston and again it's a hands-on approach to the training right there on site.

Acting Chairperson Bell then asked if they have a seasonal workforce or year-round.

Mr. Segars responded that it is year-round.

Mr. Tweini suggested they increase their veteran recruitment.

Mr. Segars stated that hiring veterans is extremely important to them and between 10 and 15% of the total workforce is veterans and through their Human Resource Department, they do quite a bit of job fair type outreach and actually use some recruiters specifically to go after transition from the military, kind of more technical into maintenance supervision, mechanical roles, things of that nature that those individuals have really picked up the skills for in the military, and can bring forward and they are definitely committed to it.

Mr. Jester added that he is extremely proud to work with Foster Farms, and that every single one of their manufacturing locations is in a High Unemployment Area of the State, every single one without exception, so they are a shining example of providing jobs in underdeveloped parts of the State and noted that they hired him and he is a veteran himself.

Ms. Farsi wanted to just acknowledge the fact and thinks that's so important that they are serving communities and they are in communities, and they're not leaving California, they are here and are sticking it out. Ms. Farsi also noted that they are the largest employer in the Northern San Joaquin Valley hiring from a lot of different places a lot of unemployed folks and wanted to acknowledge that fact.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the Foster Poultry Farms in the amount of \$553,150. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 27: La Tortilla Factory, Inc.

Ms. Lazarewicz introduced the proposal for La Tortilla Factory, Inc. (La Tortilla); the requested amount of \$393,760 will train incumbent workers, as well as 10 new employees. La Tortilla produces, packages, and distributes a variety of tortilla products, including fat-free, low-carb, and gluten free tortillas. Training will take place at La Tortilla's six facilities throughout California and this is their second ETP project and the second in the last five years with good performance. La Tortilla is implementing a new AFS technologies to enhance distribution, which include a mega tortilla line and packing line. Training will provide staff the skills to operate and maintain the machines. La Tortilla will also focus training on the company's new ERP system. There is also an update to the prior contract performance, they are currently now at 100% as of yesterday. Also, the Human Resources Director and Facility Lead at each location will oversee the ETP project. Additionally, La Tortilla has retained the services of a third party administrator.

Ms. Lazarewicz stated Staff recommends approval of this proposal and introduced Carmen Padilla, Human Resources Supervisor and Meggie Chapman, Economic Incentives Advisory Group.

Ms. Padilla greeted the Panel and shared that La Tortilla was founded in 1977 by a small family and has grown now to almost 300 employees. It's a manufacturing company that specializes in healthier options of tortillas, and the Company is minority and veteran owned. And essentially what has happened is that they found out that their ERP system, which is their manufacturing system, needs a major overhaul, so to be able to do that they will need this ETP contract and doing this will involve essentially a lot of training for all aspects of their employees from basic positions all the way up to leadership. It also will include a significant change with their direct store delivery, as they also distribute their own tortillas and their team delivers all throughout California, North and South, as well as also deliver Nationwide and into Canada.

Acting Chairperson Bell wished them luck with the implementation of the new ERP.

Ms. Newsom asked about the development services and the administrative services and why it is being done by Economic Incentives Advisor Group out of Phoenix, Arizona and not someone in California.

Ms. Padilla responded that their Director of Human Resources was looking into this program that she learned about and interviewed several different companies and she's the one that made this decision.

Ms. Newsom added that she wanted to make sure that for administrative services, they're well aware of all the ETP practices and collaboration with Staff and making sure they get the contract done right.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the La Tortilla Factory, Inc. in the amount of \$393,760. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 28: Truck Accessories Group, LLC

Ms. Lazarewicz introduced the proposal for Truck Accessories Group, LLC (Truck Accessories); the requested amount of \$252,080 will train workers including 17 new employees. Truck Accessories manufactures and supplies fiberglass and aluminum truck caps and bedcovers. Truck Accessories has multiple locations throughout North America, but training under this project will be for the Woodland location only. This is their fourth ETP funded project and the third in the last five years. Truck Accessories has expanded their truck bedcover line to include rollable and foldable covers and implemented a new training plan aligned with their company's power strategy. Training will focus on the new products and on supporting the practice of production consistency and continuous improvement of production processes. The HR Manager and Safety Manager will be responsible for overseeing all administration duties of the project and additionally, Truck Accessories has retained the services of a third party administrator.

Ms. Lazarewicz stated Staff recommends approval of this proposal and introduced Luis Mendoza, Regional Director of Operations and Sindy Buford, HR & Safety Manager.

Mr. Mendoza greeted the Panel and thanked them for giving him the opportunity to represent the City of Woodland, represent the automotive industry in California, and also represent their company, Truck Accessories Group. Mr. Mendoza spoke about the different products they produce, such as camper shells for pickup trucks, including the fiberglass, paint, and assembly. They produce around 30,000 units a year and have been growing for the last five years. He has been with the company for four and a half years and the ETP program has helped him to turn this company from 35 million to 65 million dollars. So the growth that they have had in the last five years has been tremendous. Mr. Mendoza went on to explain the difference from their previous contract to this one and how training is ingrained in their strategy. They have a training facility where they train all their employees since they want everybody to be certified before they get onto a production line. Obviously, the automotive industry is pretty competitive and the quality standards are really high. They need to make sure that all their employees are really well trained so the employees know what safety and quality considerations they need to have so they can perform a good job. They also perform hands-on training and test all the different things that they want to implement. Since they service the automotive industry, every single year they have new products that they need to train their employees on. For example, last year they trained on the Ford Ranger 2019. Now they're training in the brand new Sierra 2020. Every time any OEM release a brand new truck, they need to train their employees, so they use these

training tools in order to do that. Their owner, Mr. John Poindexter, is a veteran who served in Vietnam and received several awards. He definitely promotes within their organization and also hires veterans. Mr. Mendoza stated that he is a firm believer of creating win-win situations and this program has helped him do that. Their strategies are power, perfect products, ownership, winning attitude, execution, and the right people. The right people, the right resources is done over training.

Mr. Tweini suggested they increase their outreach and hiring of veterans.

Mr. Smiles asked what the timeframe was for them to get the certification, because it was stated that all employees have to get certified.

Mr. Mendoza explained that they have different steps and after the first 90 days the employee gets the first certification and then after one year the employee get the second certification, which can also be multiplied throughout the years because you can get certified in your job, for example, to be to be a painter, but you can also get certified as an assembler, or in any in any other position. But their wage steps are when you get in, after 90 days, one year, and then multiply.

Mr. Smiles than asked if then there's a wage progression with each.

Mr. Mendoza responded yes.

Acting Chairperson Bell asked if the wage progression is after 90 days?

Mr. Mendoza responded with yes it is.

Acting Chairperson Bell then asked then a year from that 90 days.

Mr. Mendoza confirmed that there is a wage increase after every single year, and he just approved a couple weeks ago \$350,000 of increases that they're going to be doing next month. And the reason they can do that, and have been able to do that every single year for the last five years, is because obviously their employees are trained and they can they can perform the operations more efficiently and that has allowed them to be competitive in the market.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Mr. Smiles moved and Mr. Tracy seconded approval of the Truck Accessories Group, LLC in the amount of \$252,080. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

MULTIPLE EMPLOYER CONTRACTS

Tab No. 29: Associated Builders & Contractors Central California Chapter

Mr. Swier introduced a proposal for Associated Builders & Contractors Central California Chapter (ABC) which is requesting \$299,136 in funding, inclusive of support costs. This project will train approximately 152 retrainees in the Central Valley. ABC is a nonprofit, membership-based Trade Association formed by a group of Central Valley oil producers and contractors who recognized the need for a pool of skilled workers. This proposal will focus on retraining of incumbent workers for employers in the construction industry. Trainees can receive occupation certifications in electrician, welder, heavy equipment operator, ironworker, rigger, labor, carpenter, painter, HVAC and plumbing occupations. Employer demand is due to the lack of skilled labor entering in the workforce mostly in rural areas where ABC members operate. All trainees in Job Number 1 work in a High Unemployment Area - ABC is requesting a wage modification for 133 retrainees. This will be a ABC's first ETP agreement.

Mr. Swier stated that Staff recommends approval of this project and introduced Russell Johnson, Director of Government Affairs and Keith Brama, Consultant.

Mr. Johnson greeted the Panel and explained that ABC is a unique organization. It was formed in 1998, when the leaders in the Kern County construction industry got together to address a couple problems they noticed: (1) we have a lack of a skilled and trained and safe workforce and (2) we keep stealing each other's employees. They also realized they all performed private work. So they got together and they formed the Associated Builders and Contractors and their training program was born. Through the years the training program has been very successful, it's a voluntary program where their member companies participate by sending their employees and paying for the employees to attend classes at ABC. Also, with ABC success, they've continued to expand the program year after year.

{Ms. Farsi exits the room}

Ms. Newsom asked why they aren't a state-approved apprenticeship program like their other counterparts in the ABC.

Mr. Johnson explained that a state-approved apprenticeship program has a special designation in law and for their members, they do not dispatch, most of them do not perform public works. So since they do not perform public works, they're not required to dispatch apprentices. However, their member companies still feel the need for skilled, trained, and safe workforce, which is why they created the ABC training program, why they exist, and why they're working every day to ensure that they have trained craft professionals who can get careers in construction.

Ms. Newsom added that careers in construction also require certification and additional training. She stated that she is very familiar with the electrician and electrical background and this proposal states they are going to pay \$13.28 to electricians, roughly half of the prevailing wage for that, and from other ABC affiliated apprenticeship programs that are coming later in the Agenda, who are paying much higher wages and stated that's very unsettling for her and has never seen that proposed before and needs him to speak to that.

Mr. Johnson responded that he appreciates the question and explained that what ABC does is oftentimes, their member companies come to them with someone who has very few skills, if any, and what they see is as they progress through their programs, their wage rates

increase. Mr. Johnson also noted that the wage rate that Ms. Newsom referenced of \$13 is quite low, and there are very few, if any, trainees they would expect to utilize that wage.

Ms. Newsom pointed out that he proposed that same wage rate for all of the other Job Numbers and asked why \$13.28 is in the Panel Packet for all of them.

Mr. Johnson states that if you look at the wage rate range for all of the programs they went from where it could potentially start to all the way up to where it could potentially be after training. And the reality is that that wage rate is probably lower than most of what their enrollees will enter at.

Ms. Newsom asked Mr. Johnson why his position, Director of Government Affairs, is here today rather than Director of Training and asked where that person is or what that staffing level looks like.

Mr. Johnson responds that he was the one that was asked to attend because he was probably the one most prepared to attend the Panel today.

Ms. Newsom then asked if he provides the training.

Mr. Johnson stated that he does not provide the training and explained that they have instructors, who are subject matter experts in their fields, they're experts in construction, they also are certified through their NCCER curriculum provider and they take their NCCER curriculum very, very seriously. First, they have to get accredited and they're audited by NCCER, and their instructors are also audited not only by NCCER, but they're also audited by their member companies, who have the option to sit in and audit their instructors anytime.

Ms. Newsom asked how electricians become state-certified electricians through their program.

Mr. Johnson explained that they have a California Electrical Training Program and through that program the trainees are required to get classroom training as well as 8,000 hours on-the-job training in electrical work before they can take their State exam. So what they do is train using the NCCER curriculum, which ABC is certified to train through the State, and then the trainees matriculate through the program and take the State exam.

Ms. Newsom noted that it sounds very similar to apprenticeship without being an apprenticeship program.

Mr. Johnson agreed and explained that they're unique in that way, because their members perform private works and don't need to dispatch apprentices, but still have a need for skilled, trained, and safe workforce, they do have a need to train and as there is a State requirement for electricians that they must have, they must go in through an ETP program.

Ms. Newsom pointed out that they are like an apprenticeship, but not like apprenticeship, because they lack the wage progression and the oversight from DAS.

Mr. Johnson disagreed and stated that there is significant wage progression, when they look at the wage range they put in the Packet, as the trainee matriculates through the program, once they complete it, and they achieve their certifications there, they will end up with a higher wage rate at the very end. Mr. Johnson explained that what they see often in the industry is that because there's such a high demand for skilled, trained, and safe workers within their area, what you see is that as they go through the program, other employers will start to try to hire them away. So oftentimes member companies pay their

employees more as they progress through the program so they're retained and kept on staff at those member companies.

Ms. Newsom read a portion of ETP's statute: "In addition, it is further the intention of the legislature that programs developed pursuant to this chapter shall not replace parallel, supplant, compete with or duplicate in any way already existing approved apprenticeship programs." Ms. Newsom noted that ABC's curriculum and program itself, seems very duplicative of that and due to the severe and significant low wage in this contract, Ms. Newsom stated that she could not vote for this.

Mr. Johnson stated that their program is not apprenticeship because their members don't require apprenticeship, but they do require the skilled, trained, and safe workforce that they addressed earlier.

Ms. Newsom stated that apprenticeship is the best practice.

Mr. Johnson added they're willing to increase the bottom line wage rate if that's amenable and acceptable.

Mr. Tweini stated that he also cannot vote for this.

{Ms. Farsi returned to the room}

Acting Chairperson Bell asked for a motion and heard none.

ABC's proposal failed for lack of a motion.

Tab No. 30: Santa Monica Community College District

Mr. Swier introduced a proposal for Santa Monica Community College District which was requesting \$749,906 in funding, inclusive of support costs. This project will train approximately 428 retrainees and 210 Small Business retrainees in Southern California. Santa Monica training instructors work directly with companies to identify areas of improvement, then develop new processes and planning that will increase efficiencies and improve business operations. Approximately 90% of the training will be conducted on employer's work sites with the remainder 10% on campus. It's estimated that 50% of the employers receiving training underneath this proposal will be manufacturers. The contractor is seeking an HUA wage modification for 53 trainees and Job Numbers 4 and 5. This will be Santa Monica tenth ETP agreement and it's fourth within the past five years.

Mr. Swier stated that Staff recommends approval of this project and introduced Sasha King, Director of Business Development and Gordon Kirkpatrick, Consultant.

Ms. King greeted the Panel and shared that Santa Monica CCD is a very active and proud member of the Community College Collaborative and believe very, very strongly that the community college system should be directly plugged into all of the activity that's happening as far as upskilling and new trends and skilling in-house at the employer site, and it's just critically important for them to maintain those relationships so that community colleges as a brand, get closer and closer to what real working skills are.

Acting Chairperson Bell ask if the Panel has any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the Santa Monica Community College District in the amount of \$749,906. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 31: South Bay Workforce Investment Board, Inc.

Mr. Swier introduced a proposal for South Bay Workforce Investment Board, Inc. which was requesting \$396,888 in funding, inclusive of support costs. This project will train approximately 272 retrainees statewide. The South Bay Workforce Investment Board (SBWIB) provides employment and training services under the oversight of the US Department of Labor and the California Employment Development Department. SBWIB is requesting a wage modification for 30 trainees in Job Number 3 that work in a High Unemployment Area and 12 trainees in Job Number 4 that are SET Priority Industry Retraining. The most recent updated performance shows the organization has tracked 87% and anticipates earning 100%.

Mr. Swier stated that Staff recommends approval of this project and introduced Chris Cagle, Regional Affairs Manager and Michelle Rychener, Consultant.

Mr. Cagle greeted the Panel and thanked them for the support on their first contract. It's been very successful, they've got lots of employers, and they are going to reach 100% earned on that. Mr. Cagle stated that because a lot has been said about wages, their average wage on their last contract, among all the employers, was \$35.85, so they're doing really well in that area. Another benefit from the ETP program is it has actually opened a lot of doors with the employers they work with because they're now building such strong relationships with them. For example, a bioscience company they work with, is now open to a whole bunch of other things, like programs for high school kids to get jobs and enter into an apprenticeship. Mr. Cagle noted that this next year, they might have the very first apprenticeship for high school kids in that industry and also, they're opening up to allow people to be hired without a degree and work around a flexible schedule so they can go to work and get a degree at the same time.

Mr. Cagle noted that workforce boards do a lot with veterans, especially SBWIB, including homeless veteran as well, they have many, many programs. One thing that's very unique with their workforce board, is that they have an office at the Los Angeles Air Force Base which they staff with their own personnel, at their expense, and allow service members to come into the Readiness Center and get assistance for job placement. They also arrange the quarterly job fairs for the Air Force and at the last one they had nearly 60 employers at that job fair. Additionally, the employers that are in this program also get offered that opportunity to come on the base and interact directly with the veterans. So that's a really great program because it's very difficult to get on a base and talk directly with veterans that are active service members. And also at the LA Air Force Base, there's about 80 servicemen that exit the military every month and an equal amount that come in. And so what happens is, the servicemen come in, and wherever they're coming from all over the world, their spouse has to quit. So they also help the spouses of the veterans get jobs as well. So there's a lot they do with veterans and they're looking forward to continuing to encourage

their employers to hire them.

Mr. Tweini acknowledged and thanked Mr. Cagle for the work they do with veterans, including homeless veterans.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of the South Bay Workforce Investment Board, Inc. in the amount of \$396,888. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 32: Studio Arts, Ltd.

Mr. Swier presented a proposal for Studio Arts, Ltd. which was requesting \$749,418 in funding, inclusive of support costs. Located in Los Angeles, Studio Artists is a private training company for high-tech, computer-based software and hardware for the motion picture, television, and post-production industries. The film and television industry is experiencing changes due to new technology transforming broadcast delivery to include streaming services while also virtualizing the computer environment in transitioning to cloud-based workflows. Studio Artists is requesting a waiver to exceed the standard cap of 200 hours for training to allow 240 hours of training for a small number of trainees. Included in the core group of employers are trainees represented by two collective bargaining units, ETP has received letters of support. This is Studio Arts eighth ETP proposal the sixth within the last five years. The most recent updated performance shows the organization has tracked in excess of 87% of the prior agreement and projected earnings of 87%.

Mr. Swier stated that Staff recommends approval of this project and introduced Eric Huelsman, President.

Mr. Huelsman greeted the Panel and stated it's his pleasure to represent Studio Arts, which he feels is the greatest little training school for entertainment industry folks. Mr. Huelsman thanked the Panel for having him here to answer any questions or anything they would like to know more about with Studio Arts.

Mr. Tweini suggested that whatever they can do in their capacity to create an opportunity for veterans to be employed, that would be greatly appreciated.

Mr. Huelsman responded that they have significant challenges in the entertainment industry and the margins for these companies are very, very thin despite what everyone thinks and he knows firsthand how thin they really are. But sometimes companies are forced to do things they don't necessarily want to do, but have to do, and among those things, has been to leave California and have production happen in Atlanta, and in other countries like Canada, in particular. It's a shame, what happens is it affects our workforce here in California most significantly, but it also affects a collateral industry, because they depend on those folks that have those jobs and it's been particularly harmful to the Los Angeles County area because that's where most the entertainment industry is located. Mr. Huelsman

noted that it has been significantly challenging for this industry to keep people employed and for a long duration.

Ms. Farsi added that she is sure he is aware of the California Film Commission; we have a great tax credit program to keep production in California and to encourage production companies to come back to California. So, as you work with production companies, please be mindful of that. For example, Captain Marvel received that benefit. The Ford versus Ferrari film got that benefit. It's great. Ms. Farsi said she understands Mr. Huelsman's reflection about LA County, but the film industry is starting to spread out, especially to the Inland part of the State, to Riverside and San Bernardino County. Ms. Farsi wanted to make sure folks are being mindful of that and all the good things we're doing for film in California.

Ms. Newsom pointed out that their wage range is from \$17.70 up to \$100 an hour and asked approximately what percentage roughly of the workforce that they're training is \$20 and up.

Mr. Huelsman responded that he would say at least 80% is above \$20 an hour. Those who are below \$20 an hour tends to be non-union; anybody who's union is going to make a better rate and they tend to be Production Assistants and things like that, but particularly those people who are new on a job and are learning a particular skill set. Mr. Huelsman noted that it's usually better than that, but they have seen people come in for \$17.70.

Mr. Smiles inquired about the average cost per trainee listed for four of the trainees, which was listed at \$6,674 per trainee.

Mr. Swier stated that there are four trainees that they've estimated that are going to get a certificate through the program and believe it's more than 240 hours and they are allowing 240 hours for those trainees to get that certificate and explained that's why that number is significantly higher than the others.

Mr. Tweini wanted to make a quick comment stating that Teamsters Local 399 in California represent the entertainment industry and are more than happy to help out with whatever they need to create opportunities.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the Studio Arts, Ltd. in the amount of \$749,418. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 33: American Education Systems Corp. dba American College of Healthcare & Technology

Ms. Tarrac presented a proposal for American Education Systems Corp. dba American College of Healthcare & Technology, which is a learning institution specializing in computer-aided design and building information modeling computer software programs. This is a Repeat Multiple Employer, Priority Industry project, which, if approved will include SET and Retraitees. They are requesting \$742,920 in ETP total funding, inclusive of support costs

and plan to train 302 trainees at their three campus locations. They're requesting the SET wage modification for Job Number 2 for 178 trainees. While this proposal does not include a veteran's component, the American College of Healthcare and Technology may work with Participating Employers who may include veterans. This project will be overseen by the Executive Director and two staff members who will administer the project.

Ms. Tarrac stated Staff recommends approval of this proposal and introduced Barry Maleki, Executive Director.

Mr. Maleki greeted the Panel and stated that the program works with 100-110 different employers and each of the employers may send them trainees in the area of computer aided design and building information modeling. Mr. Maleki explained that the majority of these employees are at high wages, above \$24 an hour, and they have three locations and also do on-site training in Los Angeles County. Mr. Maleki also stated that on their prior contract, they are expecting to perform hundred percent.

Ms. Farsi asked to clarify if American College of Healthcare and Technology provides training in both the healthcare front and, separately, the technology front.

Mr. Maleki responded that it is only in computer aided design and building information modeling and stated that "healthcare" is just in the name.

Mr. Tweini suggested they do more outreach and training of veterans.

Mr. Maleki stated that almost 7% of their trainees are veterans, but they are employed by the companies that they are training for.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of the American Education Systems Corp. dba American College of Healthcare & Technology in the amount of \$742,920. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 34: Associated General Contractors of America, San Diego Chapter, Inc. Apprenticeship and Training Trust Fund

Ms. Tarrac presented a proposal on behalf of the Associated General Contractors of America, San Diego Chapter, Inc. Apprenticeship and Training Trust Fund, which serves journeymen and apprentices in San Diego, Orange, Riverside, San Bernardino and Imperial counties. This is a Repeat Multiple Employer, Priority Industry project which will include retrainees and apprentices. This will be their second ETP agreement and second in the last five years. They are requesting \$297,528 in ETP funding, inclusive of support costs, and plan to train 168 trainees, the bulk of which will be apprentice laborers, carpenters, and cement masons. While this proposal does not include a veteran's component, the Associated General Contractors of America San Diego Chapter recently partnered with CareerConstruction.com and attends monthly career job fairs on San Diego military bases

to increase veteran recruitment. Further, they have made a concerted effort to recruit women into the program and partner with a National Association of Women in Construction and the San Diego Women's Construction Coalition. The training plan will be overseen by the Executive Vice President and five full-time and two part-time staff among agencies three training centers will execute and coordinate the training plan.

Ms. Tarrac stated Staff recommends approval of this proposal and introduced Glenn Hillegas, Executive Vice President and Dakota Anderson, Curriculum and Instruction Coordinator.

Mr. Hillegas greeted the Panel and shared that he spent 30 years in the San Diego Unified School District as a school teacher - first teaching students with special needs and then switched into construction, because the best way to teach children with special needs is to teach them construction. Mr. Hillegas explained that he built a career there and at the end of his career, was forced to be a principal and what they did, was partnered with the Associated General Contractors with the IBEW San Diego and Imperial Labor Council and Southwest Carpenters to form their own small high school. It was Construction Tech Academy and the idea was to give all kids this opportunity, whether they have a disability, whether they are a female, or any other underrepresented group. The school ended up with 80% population living under the poverty level and was highly successful. Mr. Hillegas stated that his mission was really to provide more opportunities to get underserved people into construction. So when he retired, they recruited him to work at the Associate General Contractors and his mission on the last ETP contract was to try to bring more opportunities to the veterans, to the women, and to underserved communities in San Diego.

Mr. Hillegas shared that their last ETP contract only earned 70% and explained that when they first started, they were very, very unclear, and didn't know about the very specific sign-in and sign-out sheet requirements. So they wasted about a year and a half of courses because the sign-in and out sheets were done improperly. Mr. Hillegas stated that was one big hit and the other thing they realized is they thought they were going to have access to journeyworkers wages whenever they graduated from the apprenticeship program for post retention purposes, and that was not the case. So they discovered that they had a whole component in there for a journey persons and couldn't use it because once they journey out, they don't keep track of their wages with their employers. Mr. Hillegas stated that they have six trades that they'd like to do again, even though we only got 70% at ETP, they did see a 10% increase in the number of apprentices, and did see a large increase in underrepresented folks. They had very high graduation rates for 2018 and six of the seven trades they have were the highest in their trades in their region and they are very, very proud of that. Mr. Hillegas said his mission this time, now that they know what they're doing, is to ask for the same amount of training they did last time -- it looks like more money because the training rate went up -- and be 100% effective to train more and to bring more opportunities to the underserved. Regarding wages, they are at 100% with meeting the requirement for California prevailing wages. In one of the trades, they had to do up to \$1.70 with medical benefit because the painters, believe it or not, have a lower wage than a lot of the other trades.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the Associated General Contractors of America, San Diego Chapter, Inc. Apprenticeship and Training Trust Fund in the amount of \$ 297,528. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 35: Chaffey Community College District

Ms. Tarrac presented a proposal on behalf of Chaffey Community College District, which operates four campuses in San Bernardino County: the main campus headquarters in Rancho Cucamonga, the Information Technology Center in Chino, and two Industrial Learning Tech Centers in Fontana. Training will be provided at the aforementioned locations and at Participating Employer's sites. Chaffey Community College District is a Repeat Multiple Employer, Priority Industry project which will include Retraitees, Small Businesses, and HUA. Although this doesn't include a veteran's component, Chaffey training population may include veterans. If approved this will be the ninth agreement between ETP and Chaffey, the fifth in the last five years. They were requesting \$749,994 in ETP Funding inclusive of support costs and plan to train 678 trainees. They were requesting a modification of the maximum training hours from 200 to 300 in Job Number 4, for 15 Maintenance Mechanics and Industrial Maintenance Electrician trainees, in addition to an HUA wage modification for Job Number 5 for 20 trainees. This project will be overseen by the College's Director of Economic Development and will be administered by Chaffey staff.

Ms. Tarrac stated Staff recommends approval of this proposal and introduced Sandra Sisco, Director of Economic Development in the InTech Center and Jon Fox, Business Liaison.

Ms. Sisco greeted the Panel and thanked ETP Staff for helping them develop a winning proposal.

Ms. Farsi asked ETP Staff how the High Unemployment Areas are defined, whether by county, zip code, or other?

Ms. Testa explained that they have a calculation for how to calculate the HUA areas, and it's actually a sub-county level. So first they figure out what the average unemployment rate is for California, and then the average unemployment rate for each county, and then they have a calculation that adds a couple percentage points to that unemployment rate and then they compare that unemployment rate to each county and to the cities within each county and if they're at or above that unemployment rate, then they are considered a high unemployment area.

Ms. Farsi explained that just in looking at the list of counties here, they all have pretty low unemployment rates and wondered how nuanced Staff gets with that.

Ms. Newsom added that it's still up to the Panel whether or not they accept the HUA wage modification and reduce the base wage from \$15.20 down to \$12.00 and that's up to their determination and asked how necessary is that and it's her personal preferences for higher wages.

Ms. Sisco responded that this was a last minute add with a potential employer partner that

was referred to them. And so they haven't really explored fully what the training project will be like but wanted to make sure they included it just in case they decided to partner with them and offer training.

Mr. Tweini wanted to add that with the educational institution like theirs, he thinks it's a key to a strong veteran's programs and they could play a role in talking to the employer and people who've come to attend these trainings.

Ms. Sisco responded that most of their advanced manufacturing employers have a veterans-attraction program and just in their current project they have already trained 133 veterans, which represents about 10% of their current project.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the Chaffey Community College District in the amount of \$749,994. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 36: JobTrain, Inc.

Mr. Hoover presented a proposal on behalf of JobTrain, Inc., which is a Priority Industry and a Repeat Contractor with total ETP funding being requested of \$381,250. JobTrain is a private non-profit training agency that empowers low income individuals to gain job skills needed to obtain sustainable employment in high-demand growth industries. ETP-funded training will be delivered out of its Menlo Park headquarters facility. This is JobTrain sixth ETP contract and second within the last five years. In this proposal, they are requesting ETP funds to train 125 New Hire trainees including Ex-Offenders/At-Risk Youth or Individuals with Multiple Barriers to become entry-level Healthcare Workers including Medical Assistants, Certified Nurse Assistants, or Allied Health Professionals. JobTrain's program also includes training for Construction Workers, Information Technology Technicians, and Food Service Workers. Even though there is not a veteran's component in this project, JobTrain partners with the Employment Development Department (EDD) to serve clients including veterans. EDD operates its main office for San Mateo County at JobTrain's Menlo Park headquarters, and EDD has a Veteran's program via its Workforce Services Branch that refers eligible trainees to JobTrain. JobTrain's Chief Executive Officer and Chief Operating Officer will provide administrative oversight. It's Director of Career Center Services (who will be the dedicated administrator), Client Services Manager, two Career Development Specialists, and the Finance Director will also assist in administering the project. It's CNA Site Director and four in-house experts will coordinate training delivery. Additionally, JobTrain has retained Steve Duscha Advisories to assist with administration.

Mr. Hoover stated that Staff recommends approval of this proposal, and introduced Ruben Avelar, Director of Career Center Services; Hayam Demian, Director of Instruction and Career Development; and Steve Duscha, Steve Duscha Advisories.

Mr. Avelar stated that JobTrain is looking at Silicon Valley, which faces the paradox of been one of the fastest growing, most productive economies in the world, located alongside

stubborn poverty and communities left behind. Even though unemployment rates are at or near record lows, many potential workers lack the skills needed to take open jobs. Their mission is to transform lives and communities in Silicon Valley by helping those who are most in need to reclaim their lives from poverty and unemployment by preparing them for successful sustainable careers.

Mr. Tweini stated he really wanted to acknowledge the program and believes in second chances and has seen these people get back to society and contribute. So, this is a great program and as far as the veterans program, he knows that they don't have a current number, but thanked them for what they do.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of the JobTrain, Inc. in the amount of \$381,250. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 37: Associated Builders and Contractors Los Angeles/Ventura Merit Training Trust Fund

Ms. Testa presented a proposal on behalf of the Associated Builders and Contractors Los Angeles/Ventura Merit Training Trust Fund in the amount of \$247,600. Founded in 1974, ABC Los Angeles provides electrical worker training for apprentices in Los Angeles and Ventura Counties. ABC Los Angeles actively recruits veterans and has requested a separate Veterans Job Number for their veteran apprentices and Staff recommends approval of the 20% support costs for this Job Number. ABC Los Angeles also actively recruits women into their 4-year apprenticeship program. Trainees can earn multiple certifications over the course of their studies, and ABC Los Angeles has internal staff dedicated to the administration of this contract. This will be ABC Los Angeles's first ETP contract.

Ms. Testa stated that Staff recommends approval of this proposal, and introduced Michelle Perez, Vice President of Operations.

Ms. Perez greeted the Panel and shared that ABC Los Angeles is approved by the Department of Labor as a nonprofit, governed by ERISA for the exclusive purpose of administering an apprenticeship program. Their program is approved by the State of California and is also federally recognized for the training of Inside Wireman in the Los Angeles and Ventura Counties. This contract will assist in funding for the current training of 80 apprentices that they have in the program - four of which are veterans, and three of which are females. Funds from this contract will be used to incorporate cutting-edge learning technologies and specialized certifications. One such example is to provide an extensive OSHA 30 safety training in lieu of the OSHA 10. In addition, they will use these funds to upgrade their lab equipment and provide more real time, hands-on stimulation for the facet of their apprentice's education. The ABC Los Angeles apprentices are paid, at minimum, the State's prevailing wages. They also receive full medical coverage for them and their dependence and in most cases participate in the 401k plan retirement program.

These wages meet or exceed those required by the ETP. Their apprentices are also dispatched to contractors who become their employers, to which they have a contractual obligation to adhere to providing on-the-job training for the agreed work processes. Typically, this employment and training is done during normal construction hours. These apprentices then come to their 30,000 square foot training facility one night per week to receive the classroom and lab training component of their apprenticeship program, sometimes referred to as Related Classroom Instruction. They utilize the NCCER curriculum, which is widely recognized across the country as a gold standard. Their graduating apprentices then continue on as journey-level men or women who are highly skilled and trained electricians. Many will return to their program as instructors in order to develop the next generation of electricians and improve the workforce needed in their industry, some will even go on to own their own companies. This funding will help them ensure their apprentices' training of the trade and help their community grow.

Acting Chairperson Bell stated that this is their first contract and asked if their Vice President of Operation is going to be in charge.

Ms. Perez confirmed.

Acting Chairperson Bell stated that that was concerning and asked if anyone else would be helping.

Ms. Perez explained that she has been with ABC Ventura for 13 years and has gone from the student intake to different roles, such as Education Coordinator, Director of Education, and now the VP of Operations. Ms. Perez stated that at the current time, she will be the one overseeing the program and, as they hope to obtain the ETP funding, that will also allow her to bring on a staffer who can assist with the oversight.

Ms. Newsom stated she is a little more familiar with the JATC model than the UAC and asked what happens to the apprentice, if they're working their way through the program and then their contractor, that has kind of adopted them for the program, lays them off because they're out of work. Ms. Newsom asked if the apprentices come back to them to be assigned to another contractor.

Ms. Perez stated that when an apprentice is released, they come back to ABC, and ABC dispatches them to another contractor.

Ms. Newsom asked if they are always paying prevailing wages, with health care.

Ms. Perez confirmed.

Ms. Newsom stated that she pulled up their graduation rate from DAS and it looks like their five-year rate was 59.9%, so hovering around 60%, and then in 2018 it dropped down to 28.6%. Ms. Newsom asked Ms. Perez if she knew anything about that.

Ms. Perez responded that she doesn't have those numbers with her, but knows that they had been meeting with new DAS reps because their old DAS rep recently retired, so she is not sure if all of that information was entered into the system.

Ms. Newsom suggested they contact DAS to correct the rates.

Mr. Tweini acknowledged and thanked Ms. Perez for their veterans program.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Mr. Tweini moved and Ms. Newsom seconded approval of the Associated Builders and Contractors Los Angeles/Ventura Merit Training Trust Fund in the amount of \$247,600. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 38: Associated Builders and Contractors of Southern California, Inc. Merit Training Trust Fund

Ms. Testa presented a proposal on behalf of the Associated Builders and Contractors of Southern California, Inc. Merit Training Trust Fund in the amount of \$745,330. ABC SoCal runs five apprenticeship programs, in the Plumbing, Electrical, HVAC, Sheet Metal, and Electronic Systems Technician trades. All but the HVAC program will participate in this proposed project. ABC SoCal actively recruits both veterans and women into their programs, however they are not requesting a separate Veterans Job Number for this project. Trainees can earn multiple certifications over the course of their training, including OSHA 30, Power Activated Tools, and butt-fusion process for joining pipes. ABC SoCal's last project earned its full contract value.

Ms. Testa stated that Staff recommends approval of this proposal and introduced Christina Burdick, Senior Director of Education, and Ryan Verb, Finance Manager.

Ms. Burdick greeted the Panel and stated that ABC SoCal currently has 560 apprentices across the four different trades that they're seeking funding for, and that includes 11 veterans and 6 females. ABC is currently working with their local National Association for Women in Construction to recruit women into the program and also with their local Veteran Affairs Offices to get additional veterans into the program. Ms. Burdick explained that the funds from this contract would be used to update their lab equipment and bring new certifications in for the different trades. For example, Title 24 Certification for their electricians is something that they're actively pursuing at the moment. ABC SoCal Merit Training Trust apprentices, much like they just heard from LA, are paid the State's prevailing wage rate. There is also a benefit component for them and their families and most of them participate in retirement plans as well. The apprentices come to their facility for the in-classroom RSI training, and then are dispatched out to their contractor members for their on-the-job training. ABC SoCal is also a State and federally-approved apprentice program, so they do have that oversight component as well.

Ms. Newsom asked what happens to the apprentice if they get laid off and if they would have to start the program over.

Ms. Burdick responded that it is a state requirement for the apprentice program, that if an apprentice is released from their contractor, they have to be re-dispatched out to another county and they do not have to start over. That's actually part of ABC's responsibility in

ensuring that they're getting the RSI hours as well as the on-the-job training hours.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Mr. Smiles moved and Mr. Tweini seconded approval of the Associated Builders and Contractors of Southern California, Inc. Merit Training Trust Fund in the amount of \$745,330. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 39: California Labor Federation AFL-CIO

Ms. Testa presented a proposal on behalf of the California Labor Federation in the amount of \$375,320. Founded in 1901, CalFed is an umbrella organization composed of 1,200 unions which represent 2.1 million members in Manufacturing, Construction, Healthcare, and other industries within California. For this proposal, CalFed seeks training programs to support multiple smaller apprenticeship programs in many trades, including electricians, plasterers, plumbers, and more. CalFed will train pre-apprentices, journeyworkers, and apprentices in this proposal. They have also requested a separate Veterans Job Number for veteran apprentices. CalFed has been a strong performer in their past projects, and their current contract is set to earn the full contract value.

Ms. Testa stated that Staff recommends approval of this proposal and introduced Nica Constante, Project Coordinator.

Ms. Constante greeted the Panel and stated that CalFed represents over 1,200 unions in California and over 2.1 million workers in the State. What they stand for, and part of what they do, beyond the collective bargaining agreement, is promote high-road jobs. And what that means is jobs with good wages, wage increases, health and pension benefits, safe work conditions, and of course, quality joint labor management training programs. Their ETP contract serves as an incubator for smaller JATCs who do not have the full capacity to get their own contract and come on their own. The goal is to get these smaller JATCs to eventually come out on their own and get their own contract, one of which happened a few months ago when to Tri County Sheet Metal Workers Local 104 came to contract and got their own. Ms. Constante thanked the Panel for that and stated that she would now share the mic with her brother from Local 595.

Mr. Garrett Greer introduced himself as the Training Director for the San Joaquin and Calaveras County Electrical JATC and thanked ETP for making these funds available and for the opportunities that it affords their apprentices. Mr. Greer also thanked the Cal Labor Federation for assisting them in applying for these funds. Under their umbrella of the incubator program, they use the Helmets to Hardhats and their Local Veterans Employment representative to actively recruit veterans and they also use Trades Women Inc., local high schools and other local resources to actively recruit qualified female applicants. Mr. Greer shared that their second year apprentices, which are those that can participate in each ETP funding, start at \$21 an hour with a full package of \$44.89, progressing through and graduating out as journeymen, which is a rate currently of \$38.25 with a package of \$67.13. They also have scheduled wage increases of \$7.25 over the next three years and their

wages continually increase.

Mr. Tweini stated that he is so grateful for their strong veteran's program and thanked them for what they do.

Ms. Newsom had a question for Ms. Constante, and pointed out that it's a significant reduction from the previously awarded contracts and asked if that is because of the incubation that she is talking about, as more of the programs under their umbrella have moved on to their own, because the amount requested is roughly about half of what it was.

Ms. Kelly Greer introduced herself from Strategy Workplace Communications and stated that the reduction is because with this project they wanted to make sure they got funded in January, which is just going to be used for Spring 2020, and then the incubator program hopes to get back in line with one in probably August or September. So in the future, these small programs will be on their academic year, because they don't want to start a program that's in the middle of their academic year or in the middle of a semester. So this is just to fund Spring.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of the California Labor Federation in the amount of \$375,320. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

**Tab No. 40: Local Union 250 of the Southern California Pipe Trades District
Council No. 16 of the United Association**

Ms. Testa presented a proposal on behalf of the Local Union 250 of the Southern California Pipe Trades District Council No. 16 of the United Association in the amount of \$375,310. Founded in 1945, Local 250 provides training for Steamfitters and Pipefitters who primarily work in oil refineries in Southern California. 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. Both receive high-hazard safety training to work safely in refineries. This will be Local Union 250's second ETP Contract, and the second in the last five years. Although Local 250 actively recruits veterans, they are not requesting a separate Veterans Job Number for this project. Local 250's current contract has already tracked over 100% of potential training hours and is projected to earn the full contract value.

Ms. Testa stated that Staff recommends approval of this proposal and introduced Bill Wood, Training Director; Preston Rhiel, Training Coordinator; and Steve Duscha, Consultant.

Mr. Wood greeted the Panel and shared that their prior ETP funding has been going great and they're looking at some expansion coming up, looking to keep it going, and keep everything that they have intact.

Mr. Tweini thanked Mr. Wood for what they do in creating good jobs and keeping them in California. Mr. Tweini stated that he sees they have a little bit of a veteran's program, but suggested the stronger the program, the better.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of the Local Union 250 of the Southern California Pipe Trades District Council No. 16 of the United Association in the amount of \$375,310. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 41: Professionals in Human Resources Association

Ms. Testa presented a proposal on behalf of the Professionals in Human Resources Association in the amount of \$747,500. Established in 1944, and headquartered in Gardena, PIHRA is a non-profit membership organization dedicated to providing business, education, networking, and advocacy with an emphasis on the human resources environment. PIHRA has 17 locations located in Los Angeles, Orange, Riverside, San Bernardino and Ventura Counties and works in various industries including aerospace, agriculture, automotive, biotechnology, pharmaceutical, construction, warehouse, distribution, education institute, manufacturing, oil and gas refinery, restaurant and food services, and technology. This project will address the needs and demands of PIHRA's members, who have requested training to help upskill their workforce. Training will include topics in business skills, continuous improvement, computer skills, manufacturing skills, and management skills. Please note that one company listed on the 100B, De Rigo REM, has mistakenly been listed twice. This is PIHRA's fourth ETP contract in the last 5 years. Their past projects were all very high performing, and their current contract has tracked over 90% of the potential training hours, and is expected to earn the full 100% of the contract value.

Ms. Testa stated that Staff recommends approval of this proposal and introduced Brian Allain, Deputy Executive Director, and Deborah Imonti, Consultant.

Mr. Allain greeted the Panel and thanked the ETP staff and Panel for this opportunity.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the Professionals in Human Resources Association in the amount of \$747,500. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

ADMENDMENTS

Tab No. 42: College of the Sequoias

Ms. Lazarewicz presented an amendment to request additional funding for College of the Sequoias in the requested amount of \$253,882. Founded in 1940 and headquartered in Visalia, College of the Sequoias 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. The College specifically provides training serving employers in the manufacturing, healthcare, and service sectors. Originally, COS created a conservative training plan to maximize training for employers. But through continuous marketing and training plan development, Participating Employers' interest in customized training programs has increased. Additionally, COS has added an additional Certified Nurse Assistant (CNA) class to serve participating employers in the healthcare industry. There is also an update to their current contract performance, they are currently at 87%.

Ms. Lazarewicz stated Staff recommends approval of this proposal and introduced Jorge Zegarra, Director-College of the Sequoias Training Resource Center.

Mr. Zegarra greeted the Panel and thanked them for supporting the California community colleges' Multiple Employer contracts. For the ones who may not be familiar with College of the Sequoias, they have a main campus in the city of Visalia, with two additional campuses in the cities of Hanford, and Tulare - all three at the center of the California Central Valley. As of last Friday, they were at 87% performance rate and probably they're going to hit close to 100% by the end of the year. Under this contract, which is their second contract, they have been assisting in serving 34 employers - 28 of those in the Priority Industries. Again, this is their second contract and with their first contract they were able to serve 19 employers, so this has been a progression on their part.

Acting Chairperson Bell asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of the College of the Sequoias amendment in the amount of \$253,882. Acting Chairperson Bell called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

VIII. STEPS PRESENTATION

Ms. Testa introduced an exciting presentation to the Panel and stated they're very proud of the STEPS program, which stands for Summer Training and Employment Program for Students. Last year, in fiscal year 18/19, through a partnership with the California Department of Rehabilitation, ETP issued \$1.5 million to six awardees chosen from the California Workforce Development boards for the STEPS grant. To be eligible to participate in this program the students must be between 16 and 21 years old, be enrolled in school, and have some type of disability. They receive pre-vocational and workforce training in subjects such as interview skills, customer service, and communication skills. They are then placed for up to 230 hours of work experience in businesses such as offices, gyms,

restaurants, nonprofits, retail establishments, daycare centers, and more. In the first year of the grant, 332 students received just shy of 7,000 hours of training and nearly 60,000 hours of work experience. This year, in fiscal year 19/20, the California Community Colleges Chancellor's Office became an additional partner, along with ETP and the Department of Rehabilitation. The grant this year increased in size to a total of \$3.15 million and there were nine awardees, instead of just six like last year.

Today, three of those awardees are here to present their grant activities and progress to date. The presenters include the San Joaquin Workforce Development Board, which was awarded \$500,000 to serve 100 students with disabilities; the Workforce Investment Board of Tulare County, which was awarded \$375,000 to serve 75 students with disabilities; and the Fresno Regional Workforce Development Board, which was awarded \$500,000 to serve 100 students with disabilities.

IX. OPPORTUNITY FOR PANEL MEMBERS TO REQUEST AGENDA ITEMS FOR FUTURE PANEL MEETINGS

Acting Chairperson Bell asked for any future agenda items Panel Members.

None were given.

X. PUBLIC COMMENT ON MATTERS NOT ON THE AGENDA

Acting Chairperson Bell asked for public comment on matters not on the Agenda.

None were given.

XI. MEETING ADJOURNMENT

Acting Chairperson Bell adjourned the meeting at 12:51 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 \$650,000.

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 \$750,000 and are limited to one contract per Fiscal Year.

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:
Cell-Crete Corporation
Contract Number: ET20-0246

Panel Meeting of: January 24, 2020

ETP Regional Office: North Hollywood

Analyst: M. Paccereilli

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing (E) Construction (C) Services (G) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, Los Angeles, San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Plaster Tenders of Southern California Local 1414; Laborers International Union of North America Local 1184; Operative Plasterers' and Cement Masons International Assoc of the US and Canada, AFL-CIO Local 600		
Number of Employees in:	CA: 200	U.S.: 250	Worldwide: 250
<u>Turnover Rate:</u>	18%		
<u>Managers/Supervisors:</u> (% of total trainees)	8%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$309,255

Total ETP Funding
\$172,960

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, Hazardous Materials; OSHA 10/30	188	8 - 200	0	\$920	\$18.34
				Weighted Avg: 40			

Minimum Wage by County: \$20.00 in Alameda County; \$19.05 per hour in Los Angeles County; and \$18.34 in San Diego County

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

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe
Up to \$1.50 per hour may be used to meet the Post-Retention Wage

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Cement Mason		32
Laborer		101
Plaster Tender		3
Sales Staff		12
Engineering/Project Management Staff		24
Foreman		8
Superintendent		4
Managers/Supervisors		4

INTRODUCTION

Headquartered in Monrovia, Cell-Crete Corporation (Cell-Crete) (www.cell-crete.com) is a family-run business engaged in cement manufacturing and installation. Founded in 1965, Cell-Crete has led the way in innovation in poured or pumped lightweight cellular concrete and other underlayments for both new and renovation construction projects. The Company is licensed in California, Nevada, Arizona, Utah, Idaho, Alaska, Colorado, Oregon, Washington, Montana, Wyoming and Texas.

Cell-Crete's products include:

- Elastizell, Siplast and Perlite Insulating Concrete Roof Deck Systems
- Elastizell EF-Engineered Fill (Geotechnical Applications)
- Elastizell Light-Weight Concrete Floors 1200-2000+ PSI
- Maxxon and USG Underlayment Flooring Systems 1200-6000 PSI
- Sound Acoustic Floors

- Hardrock Concrete – 2000+ PSI for both interior floors and exterior walking decks
- Structural Light-Weight Concrete over metal and wood decks

The Company has eight locations nationwide, three in California. The proposed training will be provided to employees at its California locations (Monrovia, San Diego and Hayward) and its affiliates, Sound Crete-Contractors, Inc. in San Diego and Crown City Equipment Rental in Monrovia.

Veterans Program

Cell-Crete does not currently have a specific Veterans recruitment program in place; however, several Veterans are employed.

Union Support

Cell-Crete provided letters of support for this proposal from the Plaster Tenders of Southern California Local 1414 representing Plaster Tenders; Laborers International Union of North America Local 1184 representing Laborers; Operative Plasterers' and Cement Masons International Association of the US and Canada, AFL-CIO Local 600 representing Cement Masons.

PROJECT DETAILS

This will be Cell-Crete's first ETP Contract. In the past year, Cell-Crete's business has increased and product offerings have expanded. This business growth has led to an increase in staff in all departments. Finding skilled, qualified workers particularly in the poured underlayment industry was extremely challenging. In many instances, the Company must train employees from the ground up. Therefore, Cell-Crete developed a formalized training program to give employees the skill set to work on any project. This will eliminate downtime and timely completion of projects.

To keep up with client and industry demands, Cell-Crete is also implementing new processes, streamlining its operating procedures, upgrading equipment, and implementing new software. As the Company evolves and product line expands, so does the equipment and technology that are used. This will allow for higher standards in quality control, resulting in fewer alterations and increase in its bottom line. The Company has recently hired a new Quality Assurance Manager to ensure that its products stay at the highest quality in the industry as Cell-Crete continues to grow.

Cell-Crete has also invested \$30k in new Customer Relationship Management (CRM) and Enterprise Resource Planning (ERP) software. Integrating technology training on new software will allow trainees to stay current in the industry and stay well informed on projects. The new software tools will allow staff to quickly and effectively track projects, take pictures at the site, securely upload project files, and write progress notes in real-time on site without having to return to a distant central location.

Training Plan

Commercial Skills: Training will be offered to Cement Masons, Laborers, Plaster Tenders, Foremen and Superintendent and includes construction best practices, aerial rigging, equipment operation and work construction.

Computer Skills: Training will be offered to all occupations in the Company's new ERP and CRM software as well as Advanced and Intermediate Microsoft Office.

Hazardous Materials: Training will be offered to all occupations for awareness and safe handling of hazardous materials.

Business Skills: Training will be offered to all occupations to improve business and customer service. Training in leadership skills and performance management of its Managers, Supervisors, Foremen, and Superintendents will create better leaders and mentors at the company.

OSHA 10/30: Training is a series of courses “bundled” by industry sector and occupation. 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 provides a complete overview of occupational safety and health so that workers are more knowledgeable about workplace hazards and understand their rights as workers. Equipment not used correctly can also lead to injuries for the worker and puts other people in the area in potential danger.

Commitment to Training

Cell-Crete spent approximately \$47,000 for staff training and development. Training included new hire orientation, sexual harassment prevention, safety, diversity, conflict resolution and on-the-job training. ETP funds will not displace the existing financial commitment to training.

➤ Training Infrastructure

The General Manager will oversee this project along with the Special Projects Manager. Training and internal contract administration will be handled by the Human Resources Associate and Safety Director. They will coordinate, plan and schedule training events, as well as managing the collection of rosters from trainers. Training will be provided by in-house experts and vendors as needed. In addition, Cell-Crete has retained an outside administrative consultant to ensure that all training records meet ETP compliance.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Training Refund Group (TRG) in Anaheim assisted with development for a flat fee of \$8,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

COMMERCIAL SKILLS

- ✚ Construction Best Practices
- ✚ Aerial Rigging & Hand Signaling
- ✚ Confined Space
- ✚ Equipment Operation
- ✚ Field Orientation & Fundamentals
- ✚ Forklift
- ✚ Silica Awareness
- ✚ Traffic Control
- ✚ Work Construction

COMPUTER SKILLS

- ✚ Enterprise Resource Planning
- ✚ Customer Relationship Management
- ✚ Document Management Software
- ✚ Paypro System
- ✚ Electronic Log Device
- ✚ Microsoft Office (Advanced/Intermediate)

BUSINESS SKILLS

- ✚ Business & Customer Service
- ✚ Human Resources Best Practices
- ✚ Leadership Skills
- ✚ Payroll Best Practices
- ✚ Performance Management
- ✚ Teamwork
- ✚ Trainer Development

HAZARDOUS MATERIALS

- ✚ Hazardous Materials Safe Handling
- ✚ Hazardous Communication (HazCom)
- ✚ Hazardous Chemical Awareness

OSHA 10/30 (Certified OSHA Instructor)

- ✚ OSHA 10
- ✚ OSHA 30

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.



PLASTER TENDERS OF SOUTHERN CALIFORNIA LOCAL UNION 1414

LiUNA!

Feel the Power

1055 West Second Street • Pomona, CA 91766
(909) 622-8500 • (909) 623-5244 facsimile



November 18, 2019

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

Attn: Application Review Unit

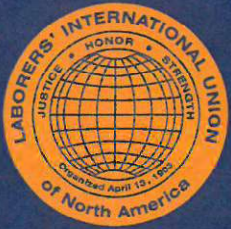
Dear Panel Members:

Plaster Tenders of Southern California Local Union 1414 is in full support of the JR Simplot application for state training funds. With the proposed manufacturing upgrades, the amount of training needed is enormous. It is in the best interest of the parties to train employees properly to ensure safe, and efficient operations.

If you any questions, please contact me at the above number.

Respectfully,

James Preciado
Business Manager/Secretary Treasurer
Plaster Tenders of Southern California
Local Union 1414



Laborers'
International
Union of
North America

LIUNA!

Local No. 1184

November 12, 2019

Local No. 1184
Arizona,
Riverside
and
Imperial
Counties

MICHAEL S. DEA
BUSINESS MANAGER
SECRETARY-TREASURER

William G. Smith
PRESIDENT

MAIN OFFICE
1128 E. La Cadena Drive
Riverside, CA 92507
Telephone: 951-684-1484
Fax: 951-779-1445

ARIZONA OFFICE
334 W. 10th Place Suite #104
Mesa, AZ 85201
(602) 258-6521
Fax (602) 495-1464

THOUSAND PALMS OFFICE
72732 Ramon Rd.
P.O. BOX 155
Thousand Palms, CA 92276
(760) 343-0533
Fax (760) 343-0883
(800) 203-3111

EL CENTRO OFFICE
690 Broadway St., Suite. #5
El Centro, CA 92243
(760) 337-3909
Fax (760) 337-3911

Employment Training Panel
Attn: Heather Bernard
5353 Mission Center Rd., Suite 110
San Diego, CA 92108-1306

RE: Application to Employment Training Panel for Cell-Crete Corporation

Dear Panel Members:

The International Union of North America, Local 184 is in full support of Cell-Crete Corporation's application for State Training Funds.

We support their continued training they give their employees and know that it is in the best interest of all parties to train employees properly to maintain efficient operations that align with today's work environment.

If you have any questions, please feel free to contact me at (951) 684-1484.

Sincerely,

Michael S. Dea
Business Manager
Secretary-Treasurer

Feel the Power



Cement Masons' Local No. 600

Operative Plasterers' and Cement Masons

International Association of the United States and Canada, AFL-CIO

October 31, 2019

Application Unit
Employment Training Panel
1100 J Street., Suite 400
Sacramento, CA 95814

Re: Cell-Crete Corporation

Dear Sir/Madame:

This letter will affirm that Cement Masons Local Union 600 is in support of ETP funding for Cell-Crete Corporation. As the construction industry continues to change and evolve with new materials and equipment, so must the employers with continued training of their workforce. As an industry partner with Cell-Crete Corporation over the years, we know that our members will benefit from this and therefore continue to make Cell-Crete Corporation a successful company.

Should you have any questions, do not hesitate to contact this office.

Best regards,

Fitzgerald Jacobs
Business Manager &
Financial Secretary



RETRAINEE - JOB CREATION

Training Proposal for:

Enviro Tech Chemical Services, Inc.

Contract Number: ET20-0258

Panel Meeting of: January 24, 2020

ETP Regional Office: Sacramento

Analyst: K. Mam

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:	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: 105	U.S.: 188	Worldwide: 188
<u>Turnover Rate:</u>	4%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$205,800

Total ETP Funding
\$157,090

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, HazMat, HAZWOPER, Mfg. Skills, PL-Mfg. Skills	103	8-200	0	\$1,150	*\$13.76
				Weighted Avg: 50			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills, Computer Skills, HazMat, HAZWOPER, Mfg. Skills, PI -Mfg. Skills	24	8-200	0	\$1,610	\$15.00
				Weighted Avg: 70			

*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 (Retrainee): \$13.76 per hour for Stanislaus County.

Job Number 2 (Job Creation): \$15.00 per hour for Stanislaus County.

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

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

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 (Retrainee)		
Production Staff		47
Shipping Staff		5
Administrative Staff		40
Maintenance Staff		8
Driver		3
Job Number 2 (Job Creation)		
Production Staff		20
Administrative Staff		4

INTRODUCTION

Founded in 1991 and headquartered in Modesto, Enviro Tech Chemical Services, Inc. (Enviro Tech) (www.envirotech.com) manufactures and distributes peracetic acid and bromine-based biocides to a variety of industries including industrial water treatment, meat and poultry processing, agriculture, oil and gas, and wastewater treatment throughout the United States. Training under this proposal will be for the Company's Modesto location. This will be Enviro Tech's first ETP-funded project.

Veterans Program

Enviro Tech does not actively recruit Veterans, however, the Company has existing Veterans in its workforce and actively support resumes with a military background.

PROJECT DETAILS

To remain competitive, Enviro Tech has implemented a training plan focused on becoming more efficient in its manufacturing processes. Staff will train on applying hi-tech manufacturing processes by re-evaluating floor layouts and chemical distribution. Training will reduce control costs while maintaining quality. Training under this proposal will increase output while maintaining overall product quality.

Enviro Tech has invested over \$200k on new manufacturing equipment and software upgrades including programmable logic controls, labeling system upgrades, and new asset software. Staff will be cross-trained on equipment operation and software upgrades to ensure competencies and increase overall efficiency.

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.

Enviro Tech has expanded its customer base by entering the oil and gas and wastewater markets. To support the increase in production, the Company has committed to hiring 24 new employees (Job Number 2) including Production Staff and Administrative Staff. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Training will be delivered via Classroom/Laboratory and Productive Lab (PL) in the following:

Business Skills: Training will be offered to all occupations. Training will focus on increasing customer service. Training topics include Communication, Problem Solving & Decision Making, and Sales Skills.

Computer Skills: Training will be offered to all occupations. Training will focus on new and existing software. Training topics include Programmable Logic Controller Programming, ADP Payroll, and Intellex.

Hazardous Materials: Training will be offered to Production Staff, Shipping Staff, Maintenance Staff, and Drivers. Training will focus on proper chemical handling. Training topics include Hazardous Waste Cleaning, Materials Handling, and Chemical Cleaning/Handling.

Manufacturing Skills: Training will be offered to Production Staff, Shipping Staff, Maintenance Staff, and Drivers. Training will focus on new equipment operations and layout production

techniques. Training topics include Laboratory Operations, Programmable Logic Controller (PLC), and Tank Operations.

Certified Safety Training

Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Productive Laboratory

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

Enviro Tech will train Production Staff, Maintenance Staff, and Shipping Staff on manufacturing equipment operations such as boilers, cranes/hoists, scales, and programmable logic controllers. Since factory equipment training cannot be reproduced in a classroom setting, PL training is necessary to ensure safety and production standards are being met. Training will be provided at a much slower pace than regular production with significantly higher defects as trainees gain proficiency. A subject matter expert will conduct training. The trainer will demonstrate how to use the equipment and supervise trainees' use of the equipment. A department supervisor will certify trainee competency once training is completed.

Training will be under constant supervision with up to a 1:3 trainer-to-trainee ratio. Enviro Tech has requested a 1:3 ratio because trainees typically work in groups of three due to the size of equipment. PL training is approximately 40 hours per trainee.

Commitment to Training

Enviro Tech spends approximately \$250,000 on training annually. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Company's Chief Financial Officer will be responsible for overseeing all aspects of the training project. The HR Director, Safety and Training Coordinator, and all managers will be responsible for scheduling training and ensuring training is delivered. Internal and external vendor trainers will be utilized to deliver training. Additionally, the Company has engaged the services of an administrative subcontractor to assist staff to successfully complete this project.

High Unemployment Area

Trainees in Job Number 1 and 2 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's location in Stanislaus 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. Enviro Tech is requesting a wage modification for trainees in Job Number 1 from \$18.34 per hour to \$13.76 for Stanislaus County. Enviro Tech is not requesting a wage modification for trainees in Job Number 2.

Temporary to Permanent Hiring

The Company will train approximately 24 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 2). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for “converting” temporary workers into full-time permanent employment is three months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

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

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Propel Consulting Group of El Dorado Hills assisted in the development of this proposal for a flat fee of \$10,996.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

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

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- ✦ Accounting Techniques
- ✦ Communication
- ✦ Customer Service
- ✦ Financial Reporting
- ✦ Inventory Controls
- ✦ Leadership Skills
- ✦ Problem Solving & Decision Making
- ✦ Product Knowledge
- ✦ Project Management
- ✦ Sales Skills

COMPUTER SKILLS

- ✦ ADP Payroll
- ✦ ChemPax
- ✦ Cisco IOS
- ✦ Cyber Security
- ✦ Data Historian
- ✦ Electronic Logging Device (SLD) App
- ✦ Intellex
- ✦ KnowBe4
- ✦ Mobile Device Management (MDM)
- ✦ Microsoft Azure AD
- ✦ Microsoft Office (Intermediate/Advanced)
- ✦ Microsoft PC
- ✦ Microsoft PowerShell
- ✦ Microsoft Server
- ✦ Microsoft SharePoint
- ✦ Programmable Logic Controller Programming
- ✦ VMware

HAZARDOUS MATERIALS

- ✦ Chemical Cleaning/Handling
- ✦ Hazard Communication
- ✦ Hazardous Container Use
- ✦ Hazardous Waste Cleaning
- ✦ Hazardous Waste Removal
- ✦ Materials Handling
- ✦ Storage/Handling Liquid Petroleum Gases

HAZWOPER

- ✦ HAZWOPER Refresher (Must Complete 8 hours)
- ✦ HAZWOPER (24-hour Course)
- ✦ HAZWOPER (40-hour Course)

MANUFACTURING SKILLS

- ✦ Backflow Prevention Certification

- ✦ Boiler Operations
- ✦ Chemical Uses & Interactions
- ✦ Compounding
- ✦ Cranes/Hoisting
- ✦ Dangerous Goods Regulations
- ✦ Defensive Driver Training
- ✦ Driver Trainer Certification
- ✦ Electrical Operations
- ✦ Equipment Operations
- ✦ Equipment Repair
- ✦ Forklift/Tractor Operations
- ✦ Laboratory Operations
- ✦ Legal Code Updates
- ✦ Lockout/Tagout
- ✦ Packaging/Labeling
- ✦ Programmable Logic Controller (PLC)
- ✦ Pump/Pipe Operations
- ✦ Railyard Operations
- ✦ Safe Quality Food (SQF) Program
- ✦ Scale Calibration Certification
- ✦ Stormwater Training
- ✦ Tank Operations
- ✦ Transporting Hazardous Materials
- ✦ Welding & Cutting

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

Productive Lab Hours

0-40

MANUFACTURING SKILLS (1:3)

- ✦ Boiler Operations
- ✦ Chemical Uses & Interactions
- ✦ Compounding
- ✦ Cranes/Hoisting
- ✦ Electrical Operations
- ✦ Equipment Operations
- ✦ Equipment Repair
- ✦ Forklift/Tractor Operations
- ✦ Laboratory Operations
- ✦ Packaging/Labeling
- ✦ Programmable Logic Controller (PLC)
- ✦ Pump/Pipe Operations
- ✦ Railyard Operations
- ✦ Tank Operations
- ✦ Welding & Cutting

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:

Holz Rubber Company, Inc.

Contract Number: ET20-0255

Panel Meeting of: January 24, 2020

ETP Regional Office: Sacramento

Analyst: J. Fetsch

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: 105	U.S.: 105	Worldwide: 105
<u>Turnover Rate:</u>	4%		
<u>Managers/Supervisors:</u> (% of total trainees)	8%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$229,980

Total ETP Funding
\$178,250

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Hazardous Materials, Hazwoper, Manufacturing Skills, PL- Mfg Skills, OSHA 10/30	100	8-200	0	\$1,610	*\$13.76
				Weighted Avg: 70			
2	Retrainee Job-Creation Priority Rate	Business Skills, Computer Skills, Hazardous Materials, Hazwoper, Manufacturing Skills, PL- Mfg Skills, OSHA 10/30	10	8-200	0	\$1,725	\$15.00
				Weighted Avg: 75			

*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: \$13.76 per hour in San Joaquin County;
Job Number 2: \$15.00 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
Job Number 1		
Administration		7
Engineering		5
Production		75
Sales		6
Operation Leads		7
Job Number 2		
Administration		1
Engineering Lead		1
Production		8

INTRODUCTION

Founded in 1935 and located in Lodi, Holz Rubber Company, Inc. (Holz) (www.holzrubber.com) manufactures custom-molded rubber products. Holz provides services to over 800 companies in numerous industries including Power Generation, Water and Waste Management, Oil Production, as well as the U.S Government. Products include Expansion Joints, Slide Lag, and other custom molded rubber products. Training will be delivered at the Company's location in Lodi. This is Holz's first ETP Contract.

Veterans Program

Although there is no Veteran Job Number, Holz actively recruits in the veteran community and values the workforce. Holz was recently rewarded a certificate as a "Patriotic Employer" from the Office of the Secretary of Defense. This award highlights the Company for its "extraordinary support of employees who serve in the California National Guard and Reserve".

PROJECT DETAILS

Holz is a job-based manufacturing company that creates custom rubber parts from customer specifications. This business model creates an ever-changing production process that can change weekly. In order to remain competitive, staff must be cross-trained to be efficient in multiple processes, which will reduce waste in the form of rubber scrap and improve production times for the customer. The Company has also invested in a new ERP software system to improve efficiency. Additionally, Holz is emphasizing "succession planning." Training will allow highly skilled, retiring workers to transfer their skills to less-skilled workers, for a seamless transition. Training will result in the staff developing new skills to assist in career advancement and assist the Company in meeting and exceeding the demands of the customer.

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.

Holz is expanding business capacity by hiring new employees to meet customer needs. Currently, the Company can only accommodate about 10% of requests from customers, with a goal of fulfilling all orders in the future after hiring and training. Holz will hire 10 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

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 is intended to improve business operations. Training topics include Accounting Techniques, Project Management, and Data Analysis

Computer Skills: Training will be offered to all occupations. Training is intended to improve software skills. Training topics include EPICOR ERP, Prism Payroll, and SMARTSHEET.

Manufacturing Skills: Training will be offered to Engineering, Production, and Operation Leads. Training is intended to improve operations and production processes. Training topics include Expansion Joint Building, Handling Tools/Molds, and Plant Equipment Training.

Hazardous Materials: Training will be offered to Engineering, Production, and Operation Leads. Training is intended to improve knowledge of material handling. Training topics include Materials Disposal, Materials Handling and Lockout/Tagout.

Certified Safety Training

1. OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Productive Laboratory

Trainees may produce goods for profit as part of the PL training in the courses identified under the Curriculum.

PL Manufacturing will be provided to approximately 75 Production, Engineering Staff, and Operation Leads on manufacturing processes and equipment operation. Due to the nature of its services, certain training cannot be replicated in the class/lab environment. PL will allow for practical, hands-on experience in a working environment. Training topics include Plant Equipment Training, Materials Training, and Production Control Training.

Training will be under constant supervision with a 1:3 trainer-to-trainee ratio. Holz has requested a 1:3 trainer-to-trainee ratio as trainees generally work in teams of three. The Company will provide about 60 hours of PL training per trainee.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. The current annual training budget is approximately \$200,000. Most of the training is for new hire orientation, general safety, engineering processes, and production processes. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Propel Consulting Group (Propel) will assist with ETP project administration. In addition, Holz has designated the CFO to be the lead administrator for the project internally. The Company also assigned a staff member to collect and submit training rosters to the administrative subcontractor for data entry into ETP systems.

High Unemployment Area

Trainees in Job Numbers 1 and 2 work in San Joaquin County, a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%.

➤ **Wage Modification**

The Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Holz is requesting a wage modification from \$18.34 per hour to \$13.76 per hour for Job Number 1. However, the Company is not requesting a wage modification for Job Number 2.

Temporary to Permanent Hiring

Holz will train 10 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 2). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for “converting” temporary workers into full-time permanent employment is three months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

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

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Propel Consulting Group in El Dorado Hills assisted with development of this proposal for a flat fee of \$8,000.

ADMINISTRATIVE SERVICES

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












TRAINING VENDORS

To Be Determined









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

8-200 Trainees may receive any of the following:




BUSINESS SKILLS

-  Accounting Techniques
-  Communication
-  Customer Service
-  Data Analysis
-  Financial Statements
-  General Ledgers
-  Leadership
-  Problem Solving & Decision Making
-  Product Knowledge
-  Project Management
-  Sales Techniques
-  Team Building

COMPUTER SKILLS

-  CorVu Enterprise Performance Management
-  Epicor Enterprise Resource Management
-  FASB Fixed Asset
-  Intermediate/Advanced Microsoft Office
-  Nitro PDF
-  Prism Payroll
-  Smartsheet Software
-  Solidworks

HAZARDOUS MATERIALS

-  Materials Disposal
-  Materials Handling
-  Lockout/Tagout

MANUFACTURING SKILLS

-  Drafting Skills
-  Drilling Flu Duct & Expansion Joints
-  Expansion Joint Building
-  Expansion Joint Tool Building
-  Fluid Duct Building
-  Forklift Training
-  Handling Tools/Molds
-  High Temp Flu Duct Building
-  How to Prepare Metal for Rubber
-  Load Weight Cutting
-  Materials Training
-  Operating Injection Presses
-  Operating Mills
-  Operating Precision Presses
-  Operating the Calendar
-  Plant & Equipment Maintenance Training
-  Plant Equipment Training

- ✚ Press Operating
- ✚ Processes, Methods, & Procedures Training
- ✚ Production Control Training
- ✚ Purchasing Training
- ✚ Quality Assurance Skills
- ✚ Roll Build Training
- ✚ Rubber Formula Science
- ✚ Shipping & Receiving Training
- ✚ Slide Lag Building Training
- ✚ Stripping Expansion Joints
- ✚ Trimming Parts
- ✚ Welding Training
- ✚ Wrapping Expansion Joints

OSHA 10/30 (OSHA Certified Instructor)

- ✚ OSHA 10
- ✚ OSHA 30

HAZWOPER

- ✚ HAZWOPER







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

PL Hours

0-60

MANUFACTURING SKILLS (1:3)

- ✚ Drafting Skills
- ✚ Drilling Flu Duct & Expansion Joints
- ✚ Expansion Joint Building
- ✚ Expansion Joint Tool Building
- ✚ Fluid Duct Building
- ✚ Forklift Training
- ✚ Handling Tools/Molds
- ✚ High Temp Flu Duct Building
- ✚ How to Prepare Metal for Rubber
- ✚ Load Weight Cutting
- ✚ Materials Training
- ✚ Operating Injection Presses
- ✚ Operating Mills
- ✚ Operating Precision Presses
- ✚ Operating the Calendar
- ✚ Plant & Equipment Maintenance Training
- ✚ Plant Equipment Training
- ✚ Press Operating
- ✚ Processes, Methods, & Procedures Training
- ✚ Production Control Training
- ✚ Purchasing Training
- ✚ Quality Assurance Skills
- ✚ Roll Build Training
- ✚ Rubber Formula Science

-  Shipping & Receiving Training
-  Slide Lag Building Training
-  Stripping Expansion Joints
-  Trimming Parts
-  Welding Training
-  Wrapping Expansion Joints

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



RESPOND

Training Proposal for:

Home Away, Inc. dba The Pines Resort

Contract Number: ET20-0251

Panel Meeting of: January 24, 2020

ETP Regional Office: Sacramento

Analyst: C. Kaiser

PROJECT PROFILE

Contract Attributes:	Retrainee HUA RESPOND (Core Funds)	Industry Sector(s):	Services (G) Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Madera	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: 207	U.S.:207	Worldwide: 207
<u>Turnover Rate:</u>	14%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

FUNDING DETAIL

All funding is from the "core" Employment Training Fund as authorized for the RESPOND program.

In-Kind Contribution: (100% of Total ETP Funding Required)
\$235,000

Total ETP Funding
\$178,000

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	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Literacy Skills, Management Skills	178	8-200	0	\$1,000	\$13.76*
				Weighted Avg: 50			

*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: \$13.76 per hour for Madera County.

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

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

Up to \$0.76 per hour may be used to meet the Post-Retention Wage.

Service Charge: Mandatory Service Charges (banquet tips) of up to \$0.76 per hour in Job Number 1 may be used for Banquet Staff and Food and Beverage Staff who do not elect health benefits to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Staff		10
Banquet Staff		12
Food/Beverage Staff		64
Front Desk Staff		13
Frontline Managers/Supervisors		23
Housekeeping Staff		30
Maintenance Staff		15
Sales/Marketing Staff		11

INTRODUCTION

Founded in 1977 and headquartered in Bass Lake, Home Away, Inc. dba The Pines Resort (The Pines) (www.basslake.com) is a year round destination resort. The Pines is one of the largest employers in Madera County. The Company has restaurants, lounges, a shopping village, market, a lakefront wedding gazebo, tennis courts, swimming pool, and a fitness room. The Company provides hospitality services to guests from all over the world. The Pines has only one location in Bass Lake. This will be the Company's first ETP project.

RESPOND

Under its Rapid Employment Strategies Pilot on Natural Disasters (RESPOND) pilot program, the Panel funds training for economic recovery from natural disasters. RESPOND funding is used to: (1) support displaced workers; (2) avert layoffs; and (3) help employers transition to more sustainable operations and practices.

Veterans Program

The Pines participates in local media and online job sites such as Facebook, Instagram, and Craigslist. Approximately five percent of the Company's employees are Veterans.

PROJECT DETAILS

In 2017 and 2018, operations at The Pines were profoundly impacted by two major fires. Smoke was so intense that occupancy was severely reduced during the peak seasons. In 2018, occupancy was down over 700 rooms with a loss greater than \$300,000 because of the severe impact of the fire and reduction in tourism to the area.

In 2019, The Pines began a full renovation to guest rooms, amenities, kitchen, and dining room to expand and offer services as a year-round destination hotel. The changes to the resort require in depth training that includes all current employees. Training will include updated customer service skills, a new integrated guest service software (Customer Information Systems), kitchen and maintenance equipment such as a new air conditioning system, and inventory. Housekeeping will receive Literacy Skills; and Sales/Marketing Staff and Front Desk Staff will receive additional training directed towards negotiating, up-selling, closing skills, and marketing.

Additionally, The Pines will focus training on their Satisfaction And Loyalty Tracking (SALT) scores and train employees based on recommended improvements from SALT. SALT scores are important because the feedback can be used for recognizing the need to hire additional staff, making changes in how the hotel markets what they offer, and any areas that require training for current staff. Training includes service values and standards, customer service, quality improvement, problem solving and resolution, communication, and hospitality for all occupations.

Training Plan

Training will be delivered via Classroom/Laboratory, E-Learning and Video Conferencing delivery methods. In-house subject-matter experts and external training vendors may be utilized to deliver training in the following:

Business Skills: Training will be offered to all occupations. Training will provide the skills to effectively and efficiently maintain business operations. Training topics include Negotiating, Operating Procedures, and Guest Service Skills.

Commercial Skills: Training will be offered to Maintenance Staff. Training is intended to improve upon the employee's knowledge of proper techniques for working with equipment. Training topics include Electrical System, Maintenance, and Appliances.

Computer Skills: Training will be offered to all occupations. Training is intended to improve software skills. Training topics include Customer Information Systems and Point of Sale Applications.

Continuous Improvement: Training will be offered to all occupations. Training will focus on improving Company practices. Training topics include Critical Thinking and Team Building Skills.

Literacy Skills: Training will be offered to Housekeeping Staff. Training will focus on staff members that require improvement with the understanding of the English language as it pertains to their specific job duties. Training topic includes Vocational English as a Second Language.

Management Skills: Training will be offered to Frontline Managers/Supervisors. Training will focus on improving managerial skills. Training topics include Conflict Resolution, Coaching & Mentoring, Supervisory Skills, and Professionalism.

Commitment to Training

The current annual training budget is approximately \$47,000. Most of the training is for new hire orientation, general safety, efficient processes, and clinical trials.

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. Department Managers will collect and review the ETP rosters. The Contract will be overseen by the Director of Human Resources, and an assistant. The Pines has also retained the services of a third-party administrator who has extensive ETP experience to assist with the administration.

High Unemployment Area

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

➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. The Pines is requesting a wage modification from \$18.34 per hour to \$13.76 per hour for Job Number 1 in order to serve workers in lower-wage occupations.

Post-Retention Wage

In addition to health benefits, mandatory service charges (banquet tips) of up to \$0.76 per hour may be used to meet the HUA Post-Retention Wage of \$13.76 in Madera County.

Full-Time Work Week

Full-time employment for purposes of ETP retention means at least 35 hours a week for 90 consecutive days. The Panel may approve less than 35 hours a week if that workweek is customary for the industry or occupation.

The Pines requests a modification from 35 hours per week to 30 hours per week. This is considered full-time employment for front-line workers in the hospitality sector. These workers are not “temporary” but are employed by The Pines on a permanent basis, with quarterly payroll

reporting. Also, employees who work at least 30 hours per week are eligible for full-time health benefits. Because The Pines occupancy rates fluctuate during different months of the year, some workers' hourly status may also fluctuate. The hotel offers a 30-hour full-time workweek for all employees which allow workers the ability to remain on full-time status even if their work hours drop to 30 hours per week. The Panel has approved this same modification in the past for other hotel training projects.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

National Training Company in Middletown assisted with development for a flat fee of \$7,500.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum**Class/Lab, E-Learning, Video Conferencing Hours**

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting
- Business Processes
- Communication
- Confidentiality
- Customer Service
- Dealing With Difficult People
- Decision Making
- Delegating
- Guest Service Skills
- Hospitality
- Identifying/Meeting Guest Needs
- Interpersonal Skills
- Marketing
- Negotiating
- Operating Procedures
- Putting the Guest First
- Resolving Guest Complaints
- Sales
- Service Values and Standards
- TIPS (Training for Intervention Procedures) Training
- Up-selling and Closing Skills

COMMERCIAL SKILLS

- Air Conditioning System
- Appliances
- Electrical System
- Equipment Operations
- House Keeping
- Identifying and Communicating Wildfire Risks Around Property
- Kitchen Equipment
- Maintenance
- Maintenance and Proper Use of Wildfire Emergency Alarm and Lighting System
- Protecting Customers from Wildfires
- Utilizing Facemasks
- Utilizing Fire Resistant Clothing
- Wildfire Hazards and Prevention

COMPUTER SKILLS

- Android Software
- Customer Information Systems
- Internal Customer Applications
- iOS Software
- MS Office (Intermediate and Advanced)

- Payroll System
- Point of Sale Applications
- Procurement Software
- Property Management
- Reservation System
- Reserve Software
- Sales Reports Software
- Scheduling Software
- Tablet Technology and Application

CONTINUOUS IMPROVEMENT

- Critical Thinking
- Inventory
- Measuring for Success
- Problem Solving and Resolution
- Quality Improvement
- Electrical Safety
- Equipment and Appliances Safety
- Standard Work Procedures
- Team Building Skills
- Telephone Techniques
- Tours and Activities
- Wildfire Risks

LITERACY SKILLS

- Vocational English as a Second Language

MANAGEMENT SKILLS (Managers/Supervisors only)

- Accountability & Taking Responsibility
- Change Management
- Coaching & Mentoring
- Conflict Resolution
- Empowerment
- Manage Wildfire Assembly Points and Evacuation of Guests
- Motivation
- Professionalism
- Relationship Building
- Supervisory Skills
- Teamwork

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



RETRAINEE - JOB CREATION

Training Proposal for:

Mariani Packing Co., Inc.

Contract Number: ET20-0252

Panel Meeting of: January 24, 2020

ETP Regional Office: Sacramento

Analyst: J. Dongallo

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative HUA	Industry Sector(s):	Manufacturing (E) Agriculture (11) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Solano, Yuba	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: 411	U.S.: 500	Worldwide: 500
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	14%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$298,500

Total ETP Funding
\$123,050

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 Priority Rate	Business Skills, Computer Skills, HazMat, Mfg. Skills, PL-Mfg. Skills	125	8-200	0	\$736	\$18.34
				Weighted Avg: 32			
2	Retrainee Priority Rate HUA	Business Skills, Computer Skills, HazMat, Mfg. Skills, PL-Mfg. Skills	30	8-200	0	\$575	*\$13.76
				Weighted Avg: 25			
3	Retrainee Job Creation Priority Rate	Business Skills, Computer Skills, HazMat, Mfg. Skills, PL-Mfg. Skills	20	8-200	0	\$690	*\$15.00
				Weighted Avg: 30			

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

Minimum Wage by County: Job Number 1: \$18.34 per hour for Solano County

Job Number 2 (HUA): \$13.76 per hour for Yuba County

Job Number 3 (Job Creation): \$15.00 per hour for Solano County

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

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

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
Job Number 1: Retrainee		
Administration		24
Accounting		7
IT Staff		8
Maintenance		6
Leads		20
Production		60
Job Number 2: HUA		
Administration		7
Accounting		2

IT Staff		2
Maintenance		5
Leads		3
Production		11
Job Number 3: Job Creation		
Administration		3
Accounting		2
IT Staff		2
Maintenance		3
Leads		2
Production		8

INTRODUCTION

Founded in 1906 and headquartered in Vacaville, Mariani Packing Co., Inc. (Mariani) (<http://www.mariani.com>) is a fourth generation, family-owned grower, packer and shipper of dried fruit, including apricots, apples, cherries and mangos. The Company sells approximately 125 million pounds of products annually. Its customer base includes large and small retailers such as Costco, Wal-Mart, CVS, Whole Foods and cereal manufacturers such as, Kelloggs and Post. In addition, the Company has expanded to online retail through Amazon and international bulk markets. The Company has two California facilities located in Marysville and Vacaville. The Vacaville location packages dried fruits and prepares the product for transport, while the location in Marysville complete the drying and grading process for their fruits. All locations will participate in training.

Veterans Program

Although there is no Veteran's component in this project, Mariani recruits and hires Veterans using resources, such as, Monster, CalJobs and the Office of Federal Contract Compliance Program.

PROJECT DETAILS

This will be Mariani's fifth ETP Contract, and the second in the last five years. Previous training focused on the implementation of new Enterprise Resource Planning (ERP) software. In this project, training will focus on system upgrades to its S2K (ERP) and Automatic Data Processing System, as well as processing lines expansion, and continual updates on regulatory processes within the industry.

To remain competitive and continue to grow in California's manufacturing industry, Mariani recently invested \$3.98M in new production equipment for both California locations. Training is needed to improve staff skills and efficiency on equipment related to Laser Sorters, Palletizers, Production Techniques, Error Reduction, Pest Control, Product Handling, Equipment Maintenance and X-Ray Operation. Training will be provided on the processes and maintenance of these machines, which will improve in the quality of the product.

To standardize operating procedures, as well as stay current with changing industry regulations, the Company has created internal training programs for all occupations. Staff will receive training

in Product Knowledge, Product Management, Sales Techniques, Financial Statements, Communication Skills and Accounting Techniques.

Job Creation Initiative

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 Company has expanded production with upgraded product lines and online market expansion. Due to this expansion, Mariani has committed to hiring 20 new employees (Job Number 3). 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

Training will be delivered in Class/Lab and Productive Lab methodologies in the following:

Business Skills: Training will be provided to all occupations in administrative efficiency. Training will provide staff with the skills to operate the business effectively. Training topics include Product Knowledge, Product Management, Sales Techniques, Financial Statements, Communication Skills and Customer Service.

Computer Skills: Training will be offered to all occupations to improve internal processes and increase employee’s proficiency in various business software solutions. Training topics include S2K (ERP) System, Intermediate/Advance Microsoft Office, Mobile Devices, BizLibrary and ADP Software.

Hazardous Materials: Training will be offered to Production, Maintenance and Leads. Trainees will receive the skills necessary to ensure a safe work environment while working with dangerous materials. Training topics include Material Handling, Material Disposal and Lockout/Tagout.

Manufacturing Skills: Training will be offered to Production, Maintenance and Leads. Training will focus on upgraded equipment processes aimed to produce higher yields of quality product. Training topics include Equipment Maintenance, Error Reduction, Laser Sorters, Packaging Line Equipment Operation, Palletizer, Product Handling and X-Ray Operation.

Productive Laboratory

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

PL is the most effective way for staff to fully comprehend the unique production process and complex manufacturing equipment. Production trainees must be instructed and coached to use equipment and machinery including Equipment Maintenance, Packaging Line Equipment Operation, Laser Sorter and Product Handling. PL training will be provided to approximately 71 incumbent Production staff. This training will help workers achieve the technical competencies needed to perform their jobs with the highest level of safety and efficiency.

Training will be provided by qualified instructors with industry knowledge and expertise in the Company’s manufacturing processes. Trainees will receive approximately 60 PL hours per trainee with a trainer-to-trainee ratio of 1:3, as machines require groups of three trainees to operate.

High Unemployment Area

The 30 trainees in Job Number 2 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's location in Yuba County qualifies for HUA status under these standards.

➤ 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. Mariani is requesting a wage modification from \$18.34 per hour to \$13.76 per hour (Job Number 2) to serve workers in lower-wage occupations.

Commitment to Training

Mariani has an annual training budget of approximately \$186,000 for its two California locations and includes state-mandated safety training, equipment maintenance and installation, food safety and security and sales training.

ETP funds will not displace the existing financial commitment to training. At the completion of the ETP training, Mariani will continue to provide its workforce the skillsets they need to develop and grow within the Company. Safety training is, and will continue to be provided, in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Learning and Development Manager will be responsible for program oversight and communication with ETP. The Director of HR will oversee all administrative responsibilities, including enrollment, recording, tracking, scheduling training, securing ETP rosters, verify training and retention completion and ensure ETP compliance.

The Director of HR will work with the Operation Managers to track training reports and collect rosters at each location. A team of Supervisors/Managers and Production leads will assist to delivery training.

Mariani has retained Propel Consulting Group (PCG) to assist with administrative duties. Training will be provided by in-house experts and vendors as needed.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0453	Vacaville, Marysville	4/1/2017 – 3/1/2019	\$203,128	\$120,843 (60%)

*ET17-0453: Mariani struggled to meet ETP recordkeeping requirements. This recordkeeping challenge resulted in lower performance numbers. As a result, many trainees did not meet the minimum hours to qualify for reimbursement. The Company decided to hire a subcontractor near the end of the Contract to

assist with the administrative task, which resulted in an immediate improvement on performance. Mariani decided to retain the same experienced ETP subcontractor for this proposal.

DEVELOPMENT SERVICES

PCG in El Dorado Hills assisted with development for a flat fee of \$6,000.

ADMINISTRATIVE SERVICES

PCG 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

- Accounting Techniques
- Communication Skills
- Customer Service
- Financial Statements
- Leadership
- Problem Solving & Decision Making
- Product Knowledge
- Project Management
- Sales Techniques
- Team Building

COMPUTER SKILLS

- ADP Software
- BizLibrary
- Intermediate/Advanced Microsoft Office
- Mobile Devices
- MRP System
- Networking
- S2K System – Enterprise Resource Planning

HAZARDOUS MATERIALS

- Lockout/Tagout
- Materials Disposal
- Materials Handling

MANUFACTURING SKILLS

- Assembly Processes
- Continuous Improvement
- Equipment Maintenance
- Equipment Operation
- Error Reduction
- Facility Processes & Procedures
- Food Safety
- Good Manufacturing Practices
- Kaizen
- Laser Sorters
- LEAN Manufacturing
- Manufacturing Basics
- Packaging Line Equipment Operations
- Palletizer
- Pest Control
- Product Handling
- Production Techniques
- Quality Assurance

- Sanitation Skills
- Six Sigma
- X-Ray Operation

Productive Lab Hours

0-60

MANUFACTURING SKILLS (limited ratio 1:3)

- Assembly Processes
- Equipment Maintenance
- Equipment Operation
- Laser Sorters
- Packaging Line Equipment Operations
- Palletizer
- Product Handling
- Production Techniques
- X-Ray Operation

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:

**Northern California Shop Ironworkers Local 790
Apprenticeship and Training Fund Trust**

Contract Number: ET20-0948

Panel Meeting of: January 24, 2020

ETP Regional Office: PPU – Central Office

Analyst: A. Olazaba

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprenticeship	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Northern California	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Association of Bridge, Structural and Ornamental Ironworkers Local 790		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$47,232		\$3,264 8%		\$50,496
In-Kind Contribution:	50% of Total ETP Funding Required			Inherent

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Priority Rate Retrainee Apprentice	Commercial Skills	32	8-200	0	\$1,578	\$19.46
				Weighted Avg: 82			

Minimum Wage by County: Job Number 1 (Collective Bargaining Agreement): \$19.46 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 \$5.09 per hour may be used to meet the Post-Retention wages. Health benefits have been verified.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Shop Ironworker Apprentice		32

INTRODUCTION

The Northern California Shop Ironworkers Joint Apprenticeship Committee, operating through Local 790 Apprenticeship and Training Fund Trust (NorCal Shop Ironworkers Trust) was established in the 1940's by collective bargaining between the Western Steel Council (representing employers) and the Shop Ironworkers Local 790 (labor). The Trust provides training Apprentice and Journeyworker training to people engaged in the manufacture or fabrication of iron, steel, metal and other products, including pre-cast and pre-stressed concrete products.

Shop Ironworkers fabricate the individual steel components that form the structural steel framework for buildings and bridges. There are other areas of metal fabrication that include building metal stairs, handrails and various ornamental metal products using steel, aluminum, copper and brass, are manufactured by the shop ironworker mechanic. Shop Ironworkers work in a manufacturing setting, distinct from Field Ironworkers, who erect fabricated iron at job sites.

The Trust serves 200 Journeworkers and 32 Apprentices. Shop Ironworkers work primarily in the San Francisco Bay Area; however, the Trust has jurisdiction over 46 Northern California counties. Apprenticeship training will take place in Benicia and Hayward. This proposal funds Apprenticeship training only. This is NorCal Shop Ironworkers Trust third ETP Contract, and the third in the last five years.

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 case, 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 \$23 to \$18 per class/lab hour. The ETP wage for Apprentices is no less than \$25.01 per hour however, ETP will accept a union-negotiated wage, as a matter of policy. However, the actual wages paid are shown in the Training Plan Table for the Panel's information.

PROJECT DETAILS

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

Commercial Skills: Training will help Apprentices gain the skills needed to work safely and productively in the trade. Trainings include blueprint reading, math, welding, metal railing, layout and fabrication skills enabling them to work as a productive member of a fabrication team.

Curriculum Development

Trainees provide feedback through their union representatives on their success in using skills learned in training to obtain work. The curriculum is developed by the fabrication industry with national and local input. The apprenticeship committee continuously reviews and updates the curriculum, training materials, and training facilities based upon the industry expertise of the membership.

Marketing and Support Costs

NorCal Shop Ironworkers Trust is requesting 8% in support costs to fund recruitment and conduct ongoing assessments of employer-specific job requirements. Although many of the participating employers have already been recruited, additional recruitment will take place to complete the project and replace any employers whose training needs change since the project planning process began. Assessment of employer-specific job requirements will all take place during the term of the contract. Staff recommends the 8% in support costs.

Commitment to Training

The signatory employers will continue to pay into the Trust for Apprentice 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**

This project will be overseen by the Apprenticeship Coordinator. Two administrative staff will assist collecting and verifying ETP rosters. Steve Duscha Advisories will provide administrative services for the project and will input enrollment, tracking, and employer certification data into the ETP online systems. Training will be delivered by in-house experts.

Impact/Outcome

Apprentices trained under this proposal will be certified as Journeyworkers once they complete the entire Apprentice curriculum.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes Contractor's performance by NorCal Shop Ironworkers under ETP Contract that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET18-0918	Hayward	11/06/17- 11/05/19	\$50,720	\$0
ET17-0903	Hayward	08/27/16- 08/26/18	\$50,720	\$45,828 (90%)

*The Contractor has submitted its final invoice for \$50,720 (100% contract amount).

DEVELOPMENT SERVICES

Steve Duscha Advisories in Sacramento assisted with development for a flat fee of \$2,000.

ADMINISTRATIVE SERVICES

Steve Duscha Advisories will also perform administrative services for a fee not to exceed 12.2% of payment earned.

TRAINING VENDORS












N/A

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

8-200

Trainees may receive any of the following:

COMMERCIAL SKILLS

-  Structural I
-  Workplace Safety and Power Machinery Operation
-  Labor Studies I
-  Structural II
-  Structural III
-  Welding
-  Metal Stair Layout and Fabrication
-  Metal Railing - Layout and Fitting
-  Ornamental Metal Fabrication
-  Press Brake Operation and Safety
-  Blueprint Reading II

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



Training Proposal for:
The Coca-Cola Company dba Coca-Cola North America
Contract Number: ET20-0247

Panel Meeting of: January 24, 2020

ETP Regional Office: San Diego

Analyst: C. Clady

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 850	U.S.: 11,400	Worldwide: 62,600
<u>Turnover Rate:</u>	19%		
<u>Managers/Supervisors:</u> (% of total trainees)	11%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$152,106

Total ETP Funding
\$138,805

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Mfg. Skills Cont. Improv. Mgmt. Skills Computer Skills Business Skills PL-Mfg.Skills	85	8-200	0	\$1,633	\$18.39
				Weighted Avg: 71			

Minimum Wage by County: Job 1: \$18.39/hr. Orange County

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Production Staff		45
Maintenance Staff		13
Distribution Staff		8
Quality Assurance Staff		4
Admin/Support Staff		4
Supervisors		5
Manager I		2
Manager II		4

INTRODUCTION

Founded in 1886 and headquartered in Anaheim, The Coca-Cola Company dba Coca-Cola North America (Coca-Cola) (www.coca-cola.com) is a producer and distributor of nonalcoholic beverages. Coca-Cola Company has a presence globally across 6 continents and more than 200 countries worldwide. The Company qualifies for standard retraining under the out-of-state competition provisions as a manufacturer and is eligible for priority industry reimbursement.

Coca-Cola has multiple locations in California; however, for this proposal the Company plans to train 85 workers at its Anaheim facility only. The Anaheim facility bottles 3 main brands of bottled water: Smartwater, Dasani, and Aquarius. Coca Cola customers include Retail, Restaurants, and Airline Industries.

PROJECT DETAILS

This will be Coca-Cola's third project with ETP in the last five years. Training in the last project focused on new equipment training which increased sales of Coca-Cola's bottled water products. The Company also focused on training in leadership roles enabling staff to reach their full potential within the Company.

Coca-Cola's goal is to operate and do more processes on site with an emphasis on training and associate development. Training requirements must be met for International Organization for Standardization (ISO) needs as well as outside auditing companies that Coca Cola interacts with on a regular basis. The Company is transitioning from the use of outsourced maintenance work to in-house activities. This will require upskilling the current maintenance team along with hiring new associates with the desired skills (controls, HVAC, etc.). Coca-Cola fills and packages water which has continued to have year on year growth resulting from a 5/24 work week to a 7/24 work week. This has forced the Company to bring in new workers across all functions. The continued growth placed the Company in a position to install a new high speed line over the last two years, thereby increasing production capacity.

To meet the aforementioned business demands, training in this proposal will focus on cross training of all employees enabling the Company to become more flexible while managing the business. Production Staff, Maintenance Staff, Quality Assurance Staff, Supervisors, and Managers will be trained in Manufacturing Skills and Continuous Improvement to become better versed in the machinery processes. Administration/Support staff, Supervisors and Managers will be trained in Business Skills and Computer Skills. Training will be provided at Coca-Cola's Anaheim facility. Training curricula for incumbent staff will not be duplicated.

Training Plan

Manufacturing Skills: Training will be delivered to Production Staff, Maintenance Staff, Quality Assurance Staff, Supervisors and Managers. Trainees will be cross trained enabling them to become more versed in the machinery and processes resulting in a more valuable employee to the business. The increased knowledge will also foster more promotional opportunities for employees.

Management Skills: Training will be delivered to Supervisors and Managers. This training will enable trainees to better understand systems and eliminate non-value added tasks. Management skills training will help trainees to meet Coca Cola's annual targets while becoming more proficient.

Continuous Improvement Skills: Training will be delivered to Production Staff, Maintenance Staff, Distribution Staff, Quality Assurance Staff, Supervisors and Managers. Continuous Improvement training will promote and reinforce the importance of Safety, Quality and Productivity.

Business Skills: Training will be delivered to Admin/Support Staff, Production Staff, Supervisors and Managers. This area will benefit the trainees in better understanding the inventory control systems and scheduling tasks. This training will foster the development of company leaders, enabling them to deal with day to day tasks like Conflict Management, Interpersonal skills, budgeting, and communication.

Computer Skills: Training will be delivered to Admin/Support Staff, Production Staff, Supervisors and Managers. This training will benefit the trainees in better understanding the overall systems used through the Coca-Cola network and the Anaheim Site. These systems include an updated version of the Downtime collection system, Document Control system and a trending software that will allow the site to monitor processes within the plant such as process tanks, RO systems and packaging machinery.

Productive Laboratory-Manufacturing Skills: This training will be offered to 45 Production Staff, and Maintenance Staff. Training will focus on new bottling line equipment/machinery. PL trainees may produce goods for profit as part of the training in the courses identified under the Curriculum. The instructor will be dedicated to training delivery during all hours of training. Coca-Cola has identified 10 trainers who will provide 1:1 instruction to trainees for up to 45 hours of PL training. The new machinery includes blow-molding, filler labeler, case packer, and water systems.

Commitment to Training

Coca-Cola spends \$100,000 annually on training at its Anaheim facility. This includes equipment training from the Original Equipment Manufacturer, classroom training for equipment operation, hands-on training, food safety, quality, best practices, safety, continuous improvement and leadership.

Production Staff, Maintenance Staff, Distribution Staff, Quality Assurance Staff, Administrative Support Staff, Supervisors and Managers have all received training in the past. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. ETP funds will not displace the existing financial commitment to training.

➤ Training Infrastructure

Currently, internal project and training coordinators will oversee class scheduling and training documentation. In addition, there will be a designated in-house administrator for the ETP training program. Anaheim is the only facility included in this project and internal and external trainers will be utilized to train. The Company has a detailed training plan in place and is ready to train upon approval of project.

Impact/Outcome

Training goals and objectives are to meet all site requirements both from internal and external sources – Cal OSHA, etc. Coca-Cola's goal is to meet all budgetary expectations in direct correlation to a robust training plan around key indicators such as safety, productivity and quality.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0285	Anaheim	11/10/16 – 11/9/18	\$98,640	\$97,683 (99%)

ET14-0207	Downey, Los Angeles, San Leandro, Anaheim, Ontario, San Diego	10/28/13 – 10/27/15	\$1,278,200	\$525,247 (41%)
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ET14-0207: Poor performance was due to significant changes in management and too many locations to train. The Anaheim facility has since restructured to become part of Coca-Cola Refreshments North America and is now prepared to move forward with a comprehensive training plan. Performance improved in ET17-0285 because training focus was on the Anaheim facility only.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Most of the training will be conducted by internal Coca-Cola trainers. However, Coca-Cola expects some training to be conducted by vendors, the extent of which is yet to be determined.

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Inventory Control
- Conflict Management
- Interpersonal Skills
- Project Management
- Time Management
- Scheduling
- Budgeting & Cost Control
- Communication Skills
- Decision Making Skills

COMPUTER SKILLS

- SAP
- Advanced Software System
- Budgeting
- Manufacturing Resource Planning
- Inventory Management
- Purchase Order Tracking
- Payroll
- Cost Tracking
- Document Control

CONTINUOUS IMPROVEMENT

- Core Competencies
- Problem Solving
- Total Productive Manufacturing (TPM)
- Leadership Skills
- Decision Making
- Strategic Planning
- Project Management
- Lean Manufacturing
- 5S
- Six Sigma
- Single Minute Exchange of Dies (SMED)
- Hazard Analysis Critical Control Point (HACCP)
- Environmental Sustainability
- Scheduling and Planning
- Inventory Control
- Manufacturing Practices
- Time Management
- Cost Analysis
- Team Building
- Food Safety and Quality
- Statistical Process Control (SPC)
- Management System Policies

- ISO (International Organization for Standardization)
- FDA and EPA Third Party Requirements (AIB)

MANAGEMENT SKILLS (Managers/Supervisors Only)

- Supervisor/Lead Role
- Mentoring/Motivating/Coaching
- Managing a High Performance Workplace
- Project Management
- Conflict Management
- Leadership Skills
- Change Management
- Planning
- Communication Skills
- Cost Reduction
- Time Management
- Business Reports

MANUFACTURING SKILLS

- Blow Molding
- Production Operations
- Parts and Products Manufacturing
- Equipment Operation
- Inventory Control
- Warehousing
- Distribution
- Manufacturing Practices
- Food Processing
- Electrical Skills
- Mechanical Skills
- Welding Skills
- Blue Print Reading
- Shop Math
- Maintenance
- Water Process
- Water Chemistry

PL Hours

0 – 45

MANUFACTURING SKILLS (limited ratio 1:1)

- Manufacturing Operations/Practices/Techniques
- Production Equipment Operation Skills
- Equipment Maintenance
- Troubleshooting Techniques
- Water Process

<p>Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.</p>
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Panel Amendment #1 Proposal for:
The Gap, Inc.
Contract Number: ET19-0262

Amendment Effective Date: February 3, 2020

Panel Meeting of: January 24, 2020

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

CURRENT PROJECT PROFILE

Contract Type:	Retrainee	Industry Sector(s):	Retail Services
Counties Served:	San Francisco	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Priority Industry:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Current Contract Term:	October 8, 2018 to October 7, 2020	Substantial Contribution:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

CURRENT FUNDING

Current Funding
\$171,120

AMENDMENT FUNDING

Requested Funding	Total Funding
+\$28,500	\$199,620

AMENDMENT TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Phase I	Business Skills, Computer Skills, Cont. Improv.	155	8-200	0	\$1,104	\$18.22
				Weighted Avg: 48			
2	Retrainee Phase II	Business Skills, Computer Skills, Cont. Improv.	57	8-200	0	\$500	\$20.00
				Weighted Avg: 25			

Phase I wages reflect the ETP minimum wage requirements in effect when the Contract was approved. However, no trainee will be paid less than the State or local minimum wage rate in effect at the end of retention, regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: Job Number 1: \$18.22 per hour for San Francisco County

Job Number 2: \$20.00 per hour for San Francisco County

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

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

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

Wage Range by Occupation	
Occupation Title	Wage Range
Product Staff (Inventory Staff, Design, Production, Marketing, Merchandising)	

INTRODUCTION

Founded in 1969 and headquartered in San Francisco, The Gap, Inc. (Gap) (www.gap.com/) designs, merchandises, markets, and retails clothing and accessories for men, women and children. From a single store, Gap has grown to a global fashion business with five brands – Gap, Banana Republic, Old Navy, Athleta and Intermix. Gap also has international offices in London, China, Japan, and Canada. Gap's clothes are available in 90 countries worldwide through its 3,300 retail stores and online website.

Gap is the Contract's lead for the following participating subsidiaries all located in San Francisco: Athleta, Inc. (designs/merchandises Athleta brand; GPS Services, Inc. (provides management services for all Gap brands); and, Gap Services, Inc. (designs products and related technical support services).

AMENDMENT DETAILS

During the initial development of the proposal, the number of trainees was conservatively developed while targeting only 155 trainees. Within seven months of training, Gap has met over 85% of its funding amount.

Gap is requesting an additional \$28,500 in ETP funding to train a new population (57 retrainees) while further developing its employees skills as business demand continues to increase. Thus, the Company anticipates utilizing the requested funds within the remaining five training months.

RECOMMENDATION

Staff recommends approval of this Amendment.

CURRENT CONTRACT PERFORMANCE

The following table summarizes performance by Gap under the current ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees Enrolled	No. Completed Training	No. Retained
ET19-0262	\$171,120	10/8/18 - 10/7/20	383	205	100

Based on ETP Systems, 8,549 reimbursable hours have been tracked for potential earnings of \$196,627 (100% of approved amount).

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

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Analyzing Weekly Business
- Art of Storytelling
- BazaarVoice
- Business Bootcamp (BB)
 - BB: Analyzing Weekly Business
 - BB: Business Presentation
 - BB: Business Reporting
 - BB: Gap, Inc. 101
 - BB: Product Lifecycle
 - BB: Responsive Buying
 - BB: Retail Math Lab
 - BB: Welcome to Business Bootcamp
- Booking Management
- Building a Seasonal Assortment Strategy
- Business Reports
- Business Roundtables
- Buy Plan Reconciliation
- Communicating Product Performance
- Consumer Behavior
- Creating a Compelling Assortment
- Customer & Trend Board
- Design Thinking
- Design Training
- Developing Category Strategies
- Digital Marketing
- Digital Merchandising
- Digital Production + Operations
- Driving Sales with Color
- Establishing Financial Targets
- Fabric, Costing & Quality
 - Denim
 - Knit
 - Performance Knit
 - Sweater
 - Woven
- Fashion & Basic Buy Plan
- Garment Costing
- Inventory Management (IM)
 - IM: Theory
 - IM: Buy Planner
 - IM: Driving Allocation w/ Demand Forecast
 - IM: Reorders & Advanced
 - IM: Vendor Managed Inventory & E2Open
 - IM: Vendor Managed Inventory Overview

- IM: Buy Plan & Reconciliation Theory
- IM: Establishing Financial Targets Theory
- IM: Fashion Basic Buy Planning Theory
- IM: In-Season Business Management Theory
- IM: Midsight/Hindsight Theory
- IM: Monthly Forecasting
- IM: Prep for Release Theory
- IM: Pricing Strategies
- IM: Product End to End Booking Management
- IM: Receipt Management
- IM: Size & Pack Theory
- IM: Theory of Inventory Management
- Import Compliance
- Inventory Management Training
- Key Drivers: Assorting & Buy Planning
- Market Share Analysis & Opportunity Sizing
- Merchant Training
- Midsight/Hindsight
- Open to Buy
- Pricing Strategies
- Product End to End Global Assort Tool Training
- Product End to End Global Assortment for Merchants
- Production Roundtable
- Production Training
- RA: Responsive Operations Theory
- Receipt Management
- Sustainability
- Responsive Buying
- Responsive Buying Operations
- Responsive Supply Chain
- Retail Math Lab
- Rotation Management Program Training
- Sizing, Rating and Attributing Assortment
- Strategic Costing Analysis
- Strategy
- StyleSage
- Testing & Product Quality
- Theory Of Sizing Packing & Allocation Strategies
- Tradestone (Bamboo Rose) Costing Tool
- Trendalytics
- Trendspotting
- Understanding Your Customer
- Visual Merchandising Overview

COMPUTER SKILLS

- Business Bootcamp
 - BB: Excel for Retail
 - BB: NOVA Practice Lab
- Buy Planning Tool Training
- Excel for Retail (Learn It) (Advanced/Intermediate)
- Excel Practice Lab (Advanced/Intermediate)

- Inventory Management
 - IM: Onboarding & Sunsetting
 - IM: Buy & Assortment Management Developing the Plan 1
 - IM: Buy & Assortment Management Developing the Plan 2
 - IM: Buy & Assortment Management In-Season
 - IM: Buy & Assortment Management Intro & Navigation
 - IM: Buy & Assortment Management Prep for Release
 - IM: Buy & Assortment Management Refining the Plan
 - IM: Gap Clarity
 - IM: Product End to End Global Reforecast Tool
 - IM: Planning & Forecasting Tool In-Season - Global
 - IM: Planning & Forecasting Tool In-Season – Regional
 - IM: POST
 - IM: Price Optimization
 - IM: Product End to End Business Intelligence Reports
 - IM: Product End to End Global Buy Plan 1
 - IM: Product End to End Global Buy Plan 2
 - IM: Product End to End Global Buy Plan 3
 - IM: Product End to End New Flow
 - IM: Product End to End Receipt Manager
 - IM: Product End to End Replenishment
 - IM: Product End to End Size & Pack
 - IM: Size Profiler
- NOVA Lab
- Planning & Forecasting Tool
- Product end to end PETE Price & Event Management
- Retail Academy: Essbase

CONTINUOUS IMPROVEMENT

- MindGym
 - Accountability
 - Change Management
 - Coaching
 - Decision Making
 - Performance Management
 - Problem Solving
 - Process Improvement
 - Teambuilding
- Situational Self Leadership

<p>Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.</p>
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RETRAINEE - JOB CREATION

Training Proposal for:

Westrock Services, LLC

Contract Number: ET20-0253

Panel Meeting of: January 24, 2020

ETP Regional Office: Sacramento

Analyst: C. Kaiser

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee HUA Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Fresno	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 1,038	U.S.: 10,000	Worldwide: 45,000	
<u>Turnover Rate:</u>	19%			
<u>Managers/Supervisors:</u> (% of total trainees)	9%			

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$81,679

Total ETP Funding
\$76,360

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Computer Skills, Cont. Improv., HazMat, Mgmt. Skills, Mfg. Skills, OSHA 10/30, PL- Mfg. Skills	80	8-200	0-3	\$920	*\$13.76
				Weighted Avg: 40			
2	Retrainee Job Creation Priority Rate HUA Temp to Perm	Computer Skills, Cont. Improv., HazMat, Mfg. Skills, OSHA 10/30, PL- Mfg. Skills	3	8-200	0-3	\$920	*\$13.00
				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: \$13.76 per hour for Fresno county and Job Number 2: \$13.00 per hour for Fresno 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 \$0.76 per hour may be used to meet the Post-Retention Wage in Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Staff		3
Electricians		1
Machinists		1
Maintenance Staff		10
Managers/Supervisors		9
Production Staff		49
Shipping/Receiving Staff		7
Job Number 2		
Production Staff		3

INTRODUCTION

Founded in 1910 and headquartered in Atlanta, Georgia, Westrock Services, LLC (Westrock) (www.Westrock.com) manufactures restaurant grade food containers, folding cartons, multipacks, paperboard, and labels. Customers include food service providers, beverage companies, pharmaceutical firms, healthcare and beauty brands, general household product companies, and express mail delivery companies. They have three locations in Fresno. The only Fresno facility that will be participating in this Contract specializes in manufacturing restaurant grade food containers.

This will be the Company's first ETP Contract.

Veterans

The Company does not actively recruit for Veterans at this time.

PROJECT DETAILS

Westrock purchased over five million dollars in equipment, including a new robotic palletizer and printing press to increase the turnaround time for completing orders by 50 percent in the next year. New equipment upgrades will require Westrock to provide its workers with operational and process improvement skills training necessary to be efficient and productive. Additional training will be provided to the Production and Maintenance Staff for troubleshooting and working with new sized paper and cardboard products.

Another area of focus is on version updates to software programs such as the JDEdwards Ordering System. Version updates include new and enhanced features which requires training for all occupations. Additional training will focus on electrical training, and waste reduction training. All occupations will receive training throughout the Contract. However, Westrock's main focus is training for the Maintenance and Production Staff.

Training will provide trainees upgraded skills and cross training on multiple machinery. The amount of training provided will be based on the employee's occupation. The majority of the training will be job specific.

High Unemployment Area

Trainees in Job Numbers 1 and 2 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's location in Fresno County is in a HUA.

➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Westrock is requesting a wage modification from \$18.34 per hour to \$13.76 per hour for Job Number 1 and from \$15.00 per hour to \$13.00 per hour for Job Number 2 in order to serve workers in lower-wage occupations.

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 the addition of new equipment and an increase in production time, Westrock has committed to hiring three new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract.

Training Plan

Training will be delivered via Classroom/Laboratory, E-Learning, Video Conferencing, Computer Based Training, and Productive Lab delivery methods. In-house subject matter experts and external training vendors may be utilized to deliver training in the following:

Computer Skills: Training will be offered to all occupations. Training will improve software skills. Training topics include AS400 and People Soft.

Continuous Improvement: Training will be offered to all occupations. Training will focus on eliminating waste and improving Company processes. Training topics include Daily Equipment Care and Performance Excellence.

Hazardous Materials: Training will be offered to all occupations. Training will focus on handling and disposing of hazardous materials. Training topics include Blood Borne Pathogens and Combustible Dust.

Management Skills: Training will be offered to Managers/Supervisors. Training will focus on developing strong managerial skills. Training topics include Coaching for Performance and Yellow Belt.

Manufacturing Skills: Training will be offered to all occupations except Administrative Staff. Training is intended to improve upon the employee’s knowledge of proper techniques for working with equipment and the production of the product. This also includes cross training. Training topics include Electrical, Machine Guarding, and Thermal Stress.

Certified Safety Training

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

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

Since factory equipment training cannot be reproduced in a classroom setting, PL training is necessary to ensure safety and production standards are being met. This training will be at a much slower pace than regular production and will produce significantly higher defects as trainees gain proficiency. A subject matter expert will conduct training. The trainer will first demonstrate how to use the equipment and then supervise trainees using the equipment. The trainer will attest to the trainee’s competency once training is completed.

Training is for Electricians, Maintenance Staff, Machinists, Production Staff, and Shipping/Receiving Staff. Trainees will be under constant supervision at a 1:2 trainer-to-trainee ratio. Westrock has requested a 1:2 training ratio because trainees work in groups of two when assigned to a machine.

Computer-Based Training (CBT)

CBT will support Class/Lab training. Trainees in Job Numbers 1 and 2 will receive no more than 3 hours of CBT. Courses include Analytical Instrumentation and Coaching for Performance.

Temporary to Permanent Hiring

The Company will train three workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 2). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for “converting” temporary workers into full-time permanent employment is 6 months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

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

Commitment to Training

The current annual training budget is approximately \$50,000 per location. Most of the training is for new hire orientation and safety training. Westrock’s management team is committed to ensuring training is a success.

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

➤ **Training Infrastructure**

Training will be provided by qualified in-house trainers. Westrock has designated the Business Manager to oversee the ETP Contract. The Human Resource Manager along with an assistant will provide additional assistance to the Business Manager.

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/E-Learning/Video Conferencing Hours**

8-200 Trainees may receive any of the following:

COMPUTER SKILLS

- A3 Tracking
- AS400
- Common Estimating Systems
- JDEdwards Ordering System
- MS Office (Intermediate and Advanced)
- People Soft
- Qlikview

CONTINUOUS IMPROVEMENT

- 5S
- AIB (American Institute of Bakery) Training
- Daily Equipment Care
- GMP (Good Manufacturing Practices)
- Leaders Standard Work
- Performance Excellence
- Waste Reduction
- WIP (Work in Progress) Tracking
- Work Areas

HAZARDOUS MATERIALS

- Asbestos Notification
- Blood Borne Pathogens
- Combustible Dust
- Environmental (Air, Water, Waste)
- Hazardous and Universal Waste Labeling and Storage
- SPCC (Spill Prevention Countermeasure Control)
- Storm Water Pollution Prevention

MANAGEMENT SKILLS (Managers/Supervisors Only)

- 5 step approach to problem solving
- 5 whys
- Coaching for Performance
- Gemba Walks
- GPS (Guiding Performance Successfully) Model
- Green Belt
- Kaizen
- LAER (Listen, Acknowledge, Explore, Respond)
- Value Stream Mapping
- Yellow Belt

MANUFACTURING SKILLS

- Compressed Gas Safety
- Confined Spaces
- Crane
- Cutter Operations
- Electrical
- Elevated Work Platforms
- Equipment Operations
- Equipment Soft Stop vs E-Stop
- Food Safety
- Former Operations
- Hand Tools Operations
- Hazard Communications
- Hearing Protection
- Hoist
- Lockout/Tagout/Tryout
- Machine Guarding
- Maintenance and Repair
- Manufacturing Safety
- Non-Conforming Materials
- Rework Product Training
- Shipping
- Sling
- Slip and Fall Safety
- Stacking Blanks
- Thermal Stress
- Tresu Print Operations
- Walking Working Surfaces
- Welding

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

Productive Lab Hours (Ratio 1:2)

0-60

MANUFACTURING SKILLS

- Crane
- Cutter Operations
- Electrical
- Elevated Work Platforms
- Equipment Operations
- Equipment Soft stop vs E-Stop
- Hand Tools Operations
- Hoist
- Lockout/Tagout/Tryout

- Machine Guarding
- Maintenance and Repair
- Non-Conforming Materials
- Rework Product Training
- Shipping
- Sling
- Stacking Blanks
- Thermal Stress
- Tresu Print Operations
- Welding

CBT Hours

0-3

CONTINUOUS IMPROVEMENT

- | | |
|---|---------------|
| • Coaching for Performance | 30 min |
| • Green Belt Overview | 1 hour 23 min |
| • On the Job Training for Manufacturing | 30 min |

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

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



RETRAINEE - JOB CREATION

Training Proposal for:

Zuckerman Family Farms, Inc.

Contract Number: ET20-0254

Panel Meeting of: January 24, 2020

ETP Regional Office: Sacramento

Analyst: C. Kaiser

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative HUA	Industry Sector(s):	Agriculture (B) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Joaquin	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 127	U.S.: 127	Worldwide: 127
<u>Turnover Rate:</u>	4%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$180,050

Total ETP Funding
\$155,227

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, Hazardous Materials, PL-Commercial Skills	107	8-200	0	\$1,311	\$13.76*
				Weighted Avg: 57			
2	Retrainee Priority Rate HUA Job Creation	Business Skills, Commercial Skills, Computer Skills, Hazardous Materials, PL-Commercial Skills	10	8-200	0	\$1,495	\$13.00*
				Weighted Avg: 65			

*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): \$13.76 per hour for San Joaquin County; Job Number 2 (HUA/Job Creation): \$13.00 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

Up to \$0.76 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
Job Number 1:		
Administrative Staff		9
Crop Developers		18
Field Leads		4
Field Staff		51
Operators		10
Packing Staff		15
Job Number 2:		
Administrative Staff		1
Crop Developers		1
Field Leads		1
Field Staff		3
Operators		2
Packing Staff		2

INTRODUCTION

Founded in 2006 and headquartered in Stockton, Zuckerman Family Farms, Inc. (ZFF) (www.zuckermanproduce.com) mainly farms potatoes, distributing over 1 million packages annually to customers worldwide. However, the Company also grows and harvests wine grapes, almonds, corn, and tomatoes. Customers include large retailers such as Costco and Safeway, as well as producers of end products such as wine, tomato sauces, and corn feed.

This is the Company's second ETP Contract; the second in the last five years. ZFF will be the lead in this project with its affiliate, Heritage Land Co., Inc. Training will be conducted at the Stockton location.

Veterans

The Company does not actively recruit for Veterans at this time.

PROJECT DETAILS

In the prior Contract, ZFF focused training on improving crop yield and growing techniques. For this Contract, ZFF is expanding on current crop production by approximately 100 acres and adding new crops such as rice and new varieties of existing crops such as potatoes. The expansion requires extensive training for Crop Developers, Field Staff, Operators, and Packing Staff. Training will focus on land preparation and maintaining, fertilizing, harvesting, storing, and marketing crops.

Additionally, ZFF will require training and cross-training on new equipment. New storage equipment including the purchase of drying machines and Co2 Exchange units will be purchased in the third quarter of 2020 and will require specific training for each crop. Training includes recalibrating for effectiveness and reconfiguring the processing line to accommodate new crop processes for each crop type. The Company is also purchasing drones to help monitor the farm land for crop necessities such as water requirements and crop counting. Operators must be trained and licensed to operate the drone while Administrative Staff and Field Leads will require training on reading and interpreting the information generated and adjusting the fields according to findings.

Some training courses are repeated from the previous Contract; however, training will not be duplicated.

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.

ZFF is expanding business capacity with the purchase of more farmland. Additionally, the Company experienced a 10% increase in production over the last two years and anticipates an additional 5% in 2020. Due to this growth and additional acres of farmland, the Company will hire 10 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Training will be delivered via Classroom/Laboratory, E-Learning, Video Conferencing and Productive Lab delivery methods in the following:

Business Skills: Training is offered to all occupations. Training will focus on product knowledge and effective communication with customers. Training topics include Inventory Controls and Project Management.

Commercial Skills: Training will be offered to Crop Developers, Field Staff, Field Leads, Operators, and Packing Staff. Training and cross-training will improve upon employees' knowledge of proper techniques for equipment and production. Training topics include Forklift, Frost Protection, and Tool Operation.

Computer Skills: Training will be offered to all occupations. Training will improve software skills. Training topics include Ag World and Monday Sales Software.

Hazardous Materials: Training will be offered to all occupations except Administrative Staff. Training will focus on proper handling and application techniques for fertilizers and pesticides. Training topics include Applying and Handling Fertilizers and Pesticides.

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.

PL training will be provided to Crop Developers, Field Leads, Field Staff, Operators, and Packing Staff to supplement Class/Lab training. The delivery of PL training is necessary as trainees will be given real life projects to perform work on. The training will strengthen their understanding of machine operation, irrigation, and other equipment. The trainer-to-trainee ratio for all PL training will be 1:3 and trainees will receive up to 60 hours of PL training. The higher ratio is required because production processes require a team of three workers.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. The Company's annual training budget is approximately \$250,000 and includes orientation, compliance, and basic computer skills.

➤ Training Infrastructure

Training will be provided by qualified in-house trainers and vendors, if necessary. The Marketing and Project Manager will oversee administration and implementation of training. In addition, two Department Leaders will be responsible for reviewing and submitting rosters. The Company has also retained the services of a third-party administrator who has extensive ETP experience to assist with administration.

High Unemployment Area

Trainees in Job Numbers 1 and 2 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in San Joaquin County are in a HUA.

➤ **Wage Modification**

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. ZFF is requesting a wage modification from \$18.34 per hour to \$13.76 per hour for Job Number 1 and from \$15.00 per hour to \$13.00 per hour for Job Number 2 in order to serve workers in lower-wage occupations.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
18CS-0186-000	Stockton	12/18/2017– 12/17/2019	\$112,906	\$0	(0%)

Based on ETP Systems, 8,395 reimbursable hours have been tracked for potential earnings of \$112,906 (100% of approved amount). The Contractor projects final earnings of 100%.

DEVELOPMENT SERVICES

Propel Consulting Group located in El Dorado Hills assisted with development of this proposal for a flat fee of \$9,993.

ADMINISTRATIVE SERVICES

Propel Consulting Group will also perform administrative services in connection with this proposal for a fee not to exceed 10% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum**Class/Lab, E-Learning, Video Conferencing Hours**

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Communication Skills
- Customer Service
- Data Analysis & Reporting
- Decision Making
- Inventory Controls
- Leadership Skills
- Marketing
- Problem Solving
- Product Knowledge
- Project Management
- Sales
- Team Building

COMMERCIAL SKILLS

- Co2 Exchange Units
- Crop Planting
- Disk/Plow
- Drip Tape Management
- Drone Operations
- Drying Machines
- Equipment Operations
- Fertilizer Injection
- Food Safety
- Forklift
- Frost Protection
- Harvesting
- Irrigation
- Maintenance/Repair
- Packaging/Shipping
- Processing
- Quality Assurance
- Shakers
- Soil Samples
- Tool Operation
- Tractor Operation
- Transport
- Weather Stations

COMPUTER SKILLS

- AG Star
- Ag World
- Android
- Drone App Software

- Famous ZF
- Finesse
- Google Earth
- iOS
- Jamf Mobile Device Tracker
- Microsoft Office (Intermediate/Advanced)
- Monday Sales Software
- My John Deere
- Trello

HAZARDOUS MATERIALS

- Applying Chemicals/Fertilizers/Pesticides
- Handling Chemicals/Fertilizers/Pesticides

Productive Lab Hours

0-60

COMMERCIAL SKILLS (1:3 trainer-to-trainee ratio)

- Co2 Exchange Units
- Crop Planting
- Disk/Plow
- Drip Tape Management
- Drone Operations
- Drying Machines
- Equipment Operations
- Fertilizer Injection
- Forklift
- Frost Protection
- Harvesting
- Irrigation
- Maintenance/Repair
- Packaging/Shipping
- Processing
- Shakers
- Tool Operation
- Tractor Operation
- Transport
- Weather Stations

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

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



RETRAINEE - JOB CREATION

Training Proposal for:

Zuckerman-Heritage, Inc. dba Delta Bluegrass Company

Contract Number: ET20-0257

Panel Meeting of: January 24, 2020

ETP Regional Office: Sacramento

Analyst: C. Kaiser

PROJECT PROFILE

Contract Attributes:	Priority Rate HUA Retrainee Job Creation Initiative	Industry Sector(s):	Agriculture (B) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Kern, San Joaquin	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 165	U.S.: 165	Worldwide: 165
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$211,500

Total ETP Funding
\$150,765

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, HazMat, PL-Commerical Skills	111	8-200	0	\$1,035	\$13.76
				Weighted Avg: 45			
2	Retrainee Priority Rate Job Creation HUA	Business Skills, Commercial Skills, Computer Skills, Hazardous Materials, PL-Commerical Skills	24	8-200	0	\$1,495	\$13.00*
				Weighted Avg: 65			

*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: \$13.76 per hour for San Joaquin and Kern Counties; Job Number 2: \$13.00 per hour for San Joaquin and Kern Counties.

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

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

Up to \$0.76 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
Job Number 1:		
Administrative Staff		6
Customer Service Staff		7
Field Staff		31
Installation Staff		27
Operators		6
Transportation Staff		34
Job Number 2:		
Administrative Staff		3
Customer Service Staff		2
Field Staff		9
Installation Staff		6
Operators		2
Transportation Staff		2

INTRODUCTION

Founded in 1978 and headquartered in Stockton, Zuckerman-Heritage, Inc. dba Delta Bluegrass Company (Delta Bluegrass) (www.deltabluegrass.com) has trademarked seed blends and sod varieties native to California that minimize water usage including the Bolero product line. Delta Bluegrass also provides delivery and installation services to new construction, office complexes, major retailers, landscapers, sports stadiums, golf courses, schools, and government properties throughout Northern California and the San Joaquin Valley. The Company's San Joaquin and Kern County locations will participate in this Contract. This will be the Company's second ETP Contract; the second in the last five years.

Veterans

The Company does not actively recruit for Veterans at this time.

PROJECT DETAILS

In the prior Contract, Delta Bluegrass focused training on installing, irrigating and farming sod. For this Contract, Delta Bluegrass will focus on expansion into the Bay Area and Southern California markets.

Delta Bluegrass recently purchased approximately 240 acres in Kern County and has begun the process to prepare the land and hire and train new employees to maintain the land and grow sod. Additionally, the Company has developed and trademarked a new Bermuda sod, TiffTuff and are also developing and testing additional sods for its native grass program, which includes drought resistant native grass blends. With the market expansion, new equipment, such as turf equipment, irrigation systems, and big roll tractors, and new software, including Ag Star and Turf Logistics, will be purchased in the second quarter of 2020.

Training in this proposal will enhance current knowledge and skills on sod care, installation, and maintenance. Staff will require training and cross-training to properly calibrate and utilize sod harvesting equipment such as Turf Rollers, Sod Installers, Sod Cutters, and Aerators. Irrigation configuration and water consumption training will further educate trainees on the proper setup for underground irrigation and sprinkler systems to meet water requirements for proper sod growth. Transportation training will allow staff to correctly roll, handle, and transport sods as different grasses require different techniques. Training courses will not be duplicated for trainees who received training under the previous Contract.

Some training courses are repeated from the previous Contract; however, training will not be duplicated.

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.

Delta Bluegrass is expanding business capacity by expanding its business to Kern County. The Company also experienced a 39% increase in production over the last two years and anticipates an additional 5% percent over the next two years. Due to this growth and additional acres of farmland, the Company will hire 24 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Training will be delivered via Classroom/Laboratory, E-Learning, Video Conferencing, and Productive Lab delivery methods. In-house subject matter experts and vendors may be utilized to deliver training in the following:

Business Skills: Training is offered to all occupations. Training will focus on product knowledge and effective communication. Training topics include Data Analysis and Project Management.

Commercial Skills: Training will be offered to Field Staff, Installation Staff, Operators, and Transportation Staff. Training will improve upon employees' knowledge of proper techniques for equipment and production. This also includes cross training. Training topics include Forklift, Maintenance/Repair, and Tool Operation.

Computer Skills: Training will be offered to all occupations. Training will improve software skills. Training topics include Ag World and Monday Sales Software.

Hazardous Materials: Training will be offered to all occupations except Administrative Staff and Customer Service Staff. Training will focus on proper handling and application techniques for fertilizers and pesticides. Training topics include Applying and Handling Fertilizers and Pesticides.

Productive Laboratory

Trainees may produce goods for profit as part of the PL training in the courses identified under the Curriculum.

PL training will be provided to Field Staff, Installation Staff, Operators, and Transportation Staff to supplement Class/Lab training. The delivery of PL training is necessary as trainees will be given real life projects to perform work on. The training will strengthen their understanding of machine operation, irrigation, and other equipment required during field work. The trainer-to-trainee ratio for all PL training will be 1:3 and trainees will receive up to 60 hours of PL training. The higher ratio is required because production processes require a team of three workers.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. The Company's annual training budget is approximately \$150,000 and includes orientation, compliance, and basic computer skills.

➤ Training Infrastructure

Training will be provided by qualified in-house trainers and vendors, if necessary. The Marketing and Project Manager will oversee administration and implementation of training. In addition, two Department Leaders will be responsible for reviewing and submitting rosters. The Company has also retained the services of a third-party administrator who has extensive ETP experience to assist with administration.

High Unemployment Area

Trainees in Job Number 1 and 2 work in San Joaquin and Kern Counties, High Unemployment Areas (HUA) with unemployment exceeding the state average by at least 25%.

➤ **Wage Modification**

The Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Delta Bluegrass is requesting a wage modification from \$18.34 per hour to \$13.76 per hour for Job Number 1 and from \$15.00 per hour to \$13.00 per hour for Job Number 2 in order to serve workers in lower-wage occupations.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0300	Stockton	12/2/2016– 12/1/2018	\$88,920	\$70,388 (79%)

DEVELOPMENT SERVICES

Propel Consulting Group located in El Dorado Hills assisted with development of this proposal for a flat fee of \$9,762.

ADMINISTRATIVE SERVICES

Propel Consulting Group will also perform administrative services in connection with this proposal for a fee not exceed 10% of payment earned.

TRAINING VENDORS

To Be Determined

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

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting
- Communication Skills
- Customer Service
- Data Analysis
- Decision Making
- Leadership Skills
- Marketing
- Problem Solving
- Product Knowledge
- Project Management
- Sales
- Team Building

COMMERCIAL SKILLS

- Equipment Operation
- Forklift
- Irrigation Design and Installation
- Maintenance/Repair
- Packaging/Transport
- Pesticide Application
- Sod Handling
- Sod Harvesting Techniques (Native and Traditional)
- Sod Preparation
- Tool Operation
- Tractor Operation

COMPUTER SKILLS

- AG Star
- Ag World
- Android
- CAD
- Elitech
- Fleet Complete
- GPS e-Logic
- Google Earth
- iOS
- Jamf Mobile Device Tracker
- Microsoft Office (Intermediate/Advanced)
- Monday Sales Software
- My John Deere
- Trello
- Turf Logistics
- Turf Systems

HAZARDOUS MATERIALS

- Applying Fertilizers/Pesticides
- Handling Fertilizers/Pesticides

Productive Lab Hours

0-60

COMMERCIAL SKILLS (1:3 trainer-to-trainee ratio)

- Equipment Operation
- Forklift
- Irrigation Design and Installation
- Maintenance/Repair
- Packaging/Transport
- Pesticide Application
- Sod Handling
- Sod Harvesting Techniques (Native and Traditional)
- Sod Preparation
- Tool Operation
- Tractor Operation

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

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



RETRAINEE - JOB CREATION

Training Proposal for:

OSI Optoelectronics, Inc.

Contract Number: ET20-0259

Panel Meeting of: January 24, 2020

ETP Regional Office: North Hollywood

Analyst: J. Romero

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Los Angeles, Santa Clara, Ventura	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 400	U.S.: 3,000	Worldwide: 7,000	
<u>Turnover Rate:</u>	2%			
<u>Managers/Supervisors:</u> (% of total trainees)	4%			

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$276,800

Total ETP Funding
\$216,200

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Impr, Manufacturing Skills	225	8-200	0	\$920	\$19.05
				Weighted Avg: 40			
2	Retrainee Job Creation Priority Rate	Business Skills, Computer Skills, Continuous Impr, Manufacturing Skills	10	8-200	0	\$920	\$15.00
				Weighted Avg: 40			

Minimum Wage by County: Job Number 1: \$19.05 per hour for Los Angeles County, \$18.34 per hour for Ventura County, and \$20.00 per hour for Santa Clara County;

Job Number 2: \$15.00 per hour for Ventura County

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1:		
Engineering		25
Quality Control Staff		35
Operations Staff (Production and Inspectors)		160
Job Number 2:		
Quality Control Staff		5
Operations Staff (Production and Inspectors)		15

INTRODUCTION

Founded in 1987, OSI Optoelectronics, Inc. (OSI) (www.osiptoelectronics.com) is a wholly owned subsidiary of OSI Systems. The Company designs, develops and manufactures standard and customized photodiodes and optical sensors for various industries. OSI products are used in a broad range of applications, including aerospace and defense electronics, security and inspection systems, medical imaging and diagnostics systems, telecommunications, industrial automation, computer peripherals and gaming systems, and consumer products. The Company also provides engineering support, sub-assembly and electronic device manufacturing.

OSI is headquartered in Hawthorne, with two other locations in San Jose and Camarillo which are included in this ETP training proposal. This will be the Company's first ETP contract.

PROJECT DETAILS

OSI recently changed operations to manufacturing major components in-house, where it's Optoelectronics and Manufacturing division is now supplying key components for its Security and Healthcare divisions. This vertical integration allows the Company to improve supply chain coordination, requiring improvements to production processes. The Company recently purchased new equipment and software to increase production, transition to an electronically managed production operations, and improve processes. Additionally, employees will require skills to attain certifications in ISO 9001/AS 9100D and Six Sigma.

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.

OSI is expanding business capacity by adding new assembly lines and hiring new employees in its Ventura facility. The Company plans to have these positions filled within the next 2 years in response to an increase in product demand. The Company will hire 10 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

The proposed training will reduce operational costs and facilitate compliance with applicable laws, regulations and other requirements in the machining industry.

Business Skills: This training will be offered to all occupations. The training will enable employees to understand and implement business strategies, understand business and customer requirements and reduce cost of internal and external failures.

Computer Skills: This training will be offered to all occupations on how to utilize the new software system as they relate to their job functions. Training in the AEGIS Manufacturing software will enable employees to electronically manage production operations in real-time and have better control of the manufacturing floor.

Continuous Improvement: This training will be offered to all occupations to improve production yields and reduce cycle times. Employees will learn better techniques and tools for process improvement.

Manufacturing Skills: This training will be offered to all occupations. The training will focus on IPC-610 and J-STD. Employees will gain skillsets in producing products that meets industry, customer and organization requirements.

Commitment to Training

OSI represents that ETP funds will not displace the existing financial commitment to training and the Company will continue to provide mandatory and job-specific training at its own expense. The Company's annual training budget is \$30,000 per facility and includes orientation, anti-harassment and regulatory training. Safety training is, and will continue to be provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Project administration will be led by the Vice President of Global Quality Assurance & Regulatory Affairs and with assistance from Human Resources. The administrator will work closely with training staff in the enrollment process, training data collection and data entry into the ETP online portal for this Agreement.

The Company is ready to start training upon approval. Training will be provided by qualified in-house trainers and vendors. In-house trainers will physically travel to facilities to provide the on-site training and collect rosters; however, most of the training will be administered in their central location in Hawthorne.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Desimone Engineering in San Pedro has been retained to provide training in Six Sigma, Commercial Skills, for a fee of \$12,000. 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

- Cost of Poor Quality
- NADCAP
- AS9100D
- ISO9001

COMPUTER SKILLS

- AEGIS Manufacturing Software

CONTINUOUS IMPROVEMENT

- Lean
- Six Sigma

MANUFACTURING SKILLS

- IPC-610
- J-STD

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

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



RETRAINEE - JOB CREATION

Training Proposal for:

**Jon K. Takata Corporation dba Restoration
Management Company**

Contract Number: ET20-0248

Panel Meeting of: January 24, 2020

ETP Regional Office: San Francisco Bay Area

Analyst: R. Jackson

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative Veterans	Industry Sector(s):	Other (J) Remediation Services Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, Solano, Santa Clara, San Joaquin, San Diego, Sacramento, Orange, Riverside, Los Angeles, 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: 370	U.S.: 550	Worldwide: 550
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	13%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$487,510

Total ETP Funding
\$479,136

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	Comm'l. skills, Computer Skills, Cont. Imp., OSHA 10/30, HazMat, Hazwoper	236	8-200	0	\$1,380	\$18.34
				Weighted Avg: 60			
2	Job Creation Retrainee Priority Rate	Comm'l. skills, Computer Skills, Cont. Imp., OSHA 10/30, HazMat, Hazwoper	48	8-200	0	\$2,737	*\$15.00
				Weighted Avg: 119			
3	Veterans Retrainee Priority Rate	Comm'l. skills, Computer Skills, Cont. Imp., OSHA 10/30, HazMat, Hazwoper	8	8-200	0	\$2,760	\$18.34
				Weighted Avg: 120			

* 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: \$20.00 per hour for Alameda, Santa Clara and San Mateo counties; \$18.34 per hour for Solano, San Joaquin, Sacramento, San Diego and Riverside counties; \$18.39 per hour for Orange County; \$19.05 per hour for Los Angeles County

Job Number 2 (Job Creation): \$16.67 per hour for Alameda, Santa Clara and San Mateo counties; \$15.00 per hour for Solano, San Joaquin, Sacramento, San Diego and Riverside counties; \$15.33 per hour for Orange County; and \$15.88 per hour for Los Angeles County

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

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

Up to \$1.66 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 & 3.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Account Relations		2
Emergency Response Coordinator		2
Technician		88
Office Staff		30
Operations Staff		12

Project Analyst		25
Project Leader		11
Project Coordinator		20
Regional Coordinator		2
Safety Leader		1
Safety Training Staff		1
Safety Facility Leader		1
Supervisor		19
Manager		18
Emergency Response Planner		4
Job Number 2 (Job Creation)		
Technician		48
Job Number 3 (Veterans)		
Technician		3
Safety & Operations		1
Project Leader		2
Manager		2

INTRODUCTION

Founded in 1985 and headquartered in Hayward, Jon K. Takata Corporation dba Restoration Management Company (RMC) (www.restorationmanagementcompany.com) provides disaster response services including emergency mitigation for single homes, businesses and commercial buildings. The Company responds to regional catastrophes and provides remedial-environmental services including asbestos and lead abatement in addition to key-client demands such as mold, fire and water damage services. ETP-funded training will be delivered at its ten facilities (Los Angeles, Hayward, Benicia, San Jose, Stockton, San Diego, Sacramento, Lake Forest, Riverside and San Mateo) located throughout Northern and Southern California.

RMC's customer base includes private and commercial property managers, business owners, city managers and local government. The Company also serves hospitals, medical-facility managers, insurance providers, real-estate brokers and agents, building consultants, and home-owner associations. This proposal will be RMC's first ETP Contract.

Veterans Program

In this proposal, RMC will include eight Veterans (Job Number 3) to participate in training. The Company is committed to retaining Veterans. Job postings are made directly with employment websites, including Indeed.com. Within Indeed's company structure is Indeed Military (a partner of Joining Forces), which provides tools for employers to connect with Veterans and military spouses seeking employment. Additionally, RMC's job postings are made within the Employment Development Department who also markets to veterans.

These occupations must receive more hours of training on average due to their job duties and the level expertise required to successfully perform.

Retrainee - Job Creation

RMC will hire 48 net-new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net-new jobs” as a condition of Contract. The 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 Company is opening a new facility in Los Angeles (2020), growing its business capacity and recently hired 11 full-time staff. As a result of opening a new facility, an additional ten full-time Technicians will be hired. As a result of increased business demands, the remaining 27 new staff are needed at RMC’s other statewide locations. The new and existing facilities have ample (square footage) space to absorb the new (JC) staff.

Technicians must receive more training hours on average due to their job duties and the level expertise required to successfully perform. According to RMC, the need to upskill staff to use new software and tools used in the field stems from recent industry-wide changes and customer demands.

PROJECT DETAILS

A significant portion of the ETP training is focused on delivering training for recently purchased equipment. Also, to remain competitive, RMC staff must upgrade skills to keep pace with technology, adapt to new standards, and meet evolving customer expectations impacting its industry such as real-time project management. The Company recently invested \$500,000 in new equipment including a new Enterprise Resource Planning (ERP) software, infrared cameras, GPS units, and other handheld hardware. With new technology, clients are able to interact live with Technicians as damage is being assessed and projects progress.

A comprehensive training needs assessment included employee-performance reviews, feedback from employees, customer surveys, and periodic reviews by managers concerning industry changes such as updates in laws related to the various aspects of the services provided by RMC. New technology and materials used for diagnostics and for new construction are also causing RMC to increase training schedules and introduce supplemental training companywide.

Training Plan

ETP training will be delivered via Class/Lab and E-Learning in the following:

Commercial Skills: Training will be offered to Technicians, Project Managers, Project Coordinator, Manager, Office Staff, Account Relations, Supervisor and Project Leader and include Claim Preparation, Fire Recovery and Thermal Cameras to improve estimates in assessing damages and managing repairs.

Computer Skills: Training will be offered to all occupations in new software programs and applications to increase automation and productivity by saving time and helping RMC control costs for customers. Training courses delivered on Sage 100, Xactimate and Microsoft Office Suite (intermediate/advanced) will help the Company remain competitive in the bidding processes for new projects.

Continuous Improvement: Training will be offered to all occupations and include Total Quality Management, Project Management and Leadership Skills. These training courses improve reports, improve quality-control efforts, and assist in implementing procedural changes resulting from periodic internal-policy changes.

Certified Safety Training

1. OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA. Trainees will not receive 40 hours unless they work full time onsite at the clean-up location.
3. 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, Technician, Manager, Project Manager, Project Analyst, Project Leader, Supervisor, Safety Leader, will receive up to 40 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, the certification entity is represented to be California’s Office of Emergency Services -California Specialized Training Institute.

Impact/Outcome

ETP training will assist RMC in upgrading skills and mitigating risks, while meeting customer-sought certification requirements such as Institute of Inspection Cleaning and Restoration Certification, Cleaning and Restoration Certification, OSHA 10/30, Hazwoper and HazMat certification. ETP funds will also support the following implementation goals:

- Implement time saving technology such as GPS-equipment tracking, new ERP system, and other software tools to increase its competitive position overall and meet increased quality goals such as moving to an automated environment and improved communications.
- Implement and increase proper use of new handheld tools such as thermal-imaging tools to detect damages and/or hazardous materials to reinforce the forensic restoration side of the business.

Green/Clean Operations

RMC endeavors to implement the use of greener solutions for its clean-up efforts of toxins which reportedly exceeds federal and state requirements, and clients are requiring higher standards

regarding options and products used in remediation efforts. With ETP funds, RMC will deliver an Environmental Sustainability (Continuous Improvement) course and a Green Sustainable Remediation (Commercial Skills) course as well.

Commitment to Training

RMC estimates it spends \$300,000 per year (or an average of \$35,000 per location) on training in California. Training includes new-employee orientations, basic-computer skills, anti-harassment and on-the-job 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 V.P. Human Resources (dedicated administrator) and a 15-person team will manage the project to help ensure training-delivery success. The Company has identified ten Managers (one per site) to coordinate training delivery and track training hours. Additional support staff includes a LMS Manager and a HR Support Specialist for ETP enrollment and tracking of hours. An Operations Manager will oversee performance of each Manager involved at each location to ensure maximum performance overall. ETP training will be delivered by certified in-house experts and vendors. RMC has hired Training Grants Intelligence, Inc. (TGII) to manage ETP's online systems.

Electronic Recordkeeping

Staff has reviewed and approved RMC's proposed Learning Management System (Smartsheets).

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

TGII in Canton, GA assisted with development of this proposal for a flat fee of \$9,500.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

Restoration Consultants, Inc. in Sacramento will provide Commercial Skills training for a fee of \$4,000. Other trainers will be identified as they are retained.

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

8–200

Trainees may receive any of the following:

COMMERCIAL SKILLS

- ✦ Green Sustainable Remediation
- ✦ Data Recovery
- ✦ Assessment Process
- ✦ Estimating
- ✦ Cleaning and Restoration
- ✦ Contamination Identification
- ✦ Dehumidification
 - Dehumidifier - Large & XLs
- ✦ Microbial Decontamination
- ✦ Biohazard Safety
- ✦ Chemicals Identification
- ✦ Fuels Assessment
- ✦ Oil Spill Containment
- ✦ Fire Recovery
- ✦ Claim Preparation
- ✦ Equipment Training
 - Equipment Use to Detect Pollutants or Contaminants
 - Handhelds
- ✦ Axials Training
- ✦ Air Movers
- ✦ Dry Force/Injecta Dry
- ✦ Negative Air Machines
- ✦ Hydroxyls
- ✦ Thermal Cameras
- ✦ Equipment Safety
- ✦ Documenting/Recording Information
- ✦ Evaluating Information to Determine Compliance with Standards
- ✦ Monitor Processes, Materials, Surroundings
- ✦ Inspections for Detecting Safety Hazards
- ✦ Emissions Monitoring Equipment
- ✦ Collecting Samples for Laboratory Analysis
- ✦ Clearly Label, Track and Ensure the Integrity of Samples
- ✦ Prepare Charts and Reports to Summarize Test Results
- ✦ How to Present Test Results to Clients
- ✦ How to Verify Compliance with Regulations to Help Prevent Pollution
- ✦ Inventory Control
- ✦ Warehouse Processes
- ✦ Chemical Disposal
- ✦ Institute of Inspection Cleaning and Restoration Certification

COMPUTER SKILLS

- ✦ People-Trak
- ✦ Xactimate
- ✦ mJobTime
- ✦ SAP Concur
- ✦ Sage 100 (ERP Software)

- ✚ Smartsheet (Project Management Software)
- ✚ Integrated Material Management and Accounting Systems
- ✚ Zoom Meetings (Instant-Conferencing Software)
- ✚ Software Applications
- ✚ Microsoft Office Suite (Intermediate/Advanced)

CONTINUOUS IMPROVEMENT

- ✚ Total Quality Management
 - Quality Concepts
 - Best practices
 - Production Scheduling
 - Operations Improvement
 - Process Improvement
- ✚ Leadership Skills
 - Decision Making
 - Communication Skills
 - Problem Solving
 - Teambuilding
- ✚ Project Management
- ✚ Strategic Planning
- ✚ Evaluations
- ✚ Monitoring
- ✚ Focus Improvement
- ✚ Organizational Capability Continuous Improvement
- ✚ Business Performance/Skills Enhancement
- ✚ Environmental Sustainability

OSHA 10/30 (OSHA-Certified Trainer)

- ✚ OSHA 10
- ✚ OSHA 30

HAZARDOUS MATERIALS (HAZMAT)

- ✚ Hazardous Materials (40-hr. / 24-hr. Certification)

HAZWOPER

- ✚ Hazardous Waste Operations and Emergency Response (HAZWOPER 40)

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

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



RETRAINEE - JOB CREATION

Training Proposal for:

Sierra Circuits, Inc. dba Sierra Proto Express

Contract Number: ET20-0250

Panel Meeting of: January 24, 2020

ETP Regional Office: San Francisco Bay Area

Analyst: B. China

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Clara	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 415	U.S.: 415	Worldwide: 565
<u>Turnover Rate:</u>	17%		
<u>Managers/Supervisors:</u> (% of total trainees)	12%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$404,880

Total ETP Funding
\$350,681

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Management Skills, Manufacturing Skills, Literacy Skills, Advanced Technology	323	8–200	0	\$897	\$20.00
				Weighted Avg: 39			
2	Job Creation Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Manufacturing Skills, Literacy Skills	50	8–200	0	\$1,219	\$16.67
				Weighted Avg: 53			

Minimum Wage by County: Job Number 1: \$20.00 per hour for Santa Clara County.

Job Number 2: \$16.67 per hour for Santa Clara County.

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

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

Up to \$1.50 per hour may be used to meet the Post-Retention Wage in Job Number 1, and up to \$1.02 may be used to meet the Post-Retention Wage in Job Number 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Production Workers		90
Maintenance Staff		14
Quality Assurance and Control Staff		50
Engineering		50
Sales & Marketing Staff		32
Administrative Staff		46

Supervisors		24
Managers		17
Job Number 2: Job Creation		
Production Workers		50

INTRODUCTION

Founded in 1986 and headquartered in Santa Clara, Sierra Circuits, Inc. dba Sierra Proto Express (Sierra) (www.protoexpress.com) is a printed-circuit board (PCB) manufacturing and assembly company serving the aerospace, military, medical, automotive, and consumer electronic industries. The Company has three additional locations in Santa Clara and international sites in India. ETP-funded training will be delivered at Sierra's four locations in Santa Clara County only.

Sierra's customers include Apple, SpaceX, Google, and Silicon Valley start-ups. The Company specializes in delivering PCBs within quick turnaround times by owning the manufacturing and assembly processes. It holds 15 patents for its unique PCB manufacturing process.

Employees will receive training on the use of the new equipment, Europlace Surface Mount Technology (SMT), manufacturing and assembly processes, leadership skills, literacy skills, and technology skills including Enterprise Resource Planning (ERP) and Advanced Technology (AT) training. This proposal will be Sierra's first ETP project.

Veterans Program

Even though veterans are not categorized under a separate Veterans' Job Number in this proposal, Sierra is committed to veteran inclusion and is working with Hiring Our Heroes and the Work For Warriors Program as part of its veterans' recruitment initiatives.

Retrainee - Job Creation

Sierra will hire 50 net-new employees (Job Number 2). The date-of-hire timeframe for trainees will be within the three-month period before the Contract's approval or within the term of Contract. Trainees will be hired into "net new jobs" as a condition of Contract. 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.

Sierra's need for net-new jobs is driven by an upgrade of existing facilities. The Company has invested in new equipment including three Europlace Surface Mount Technology (SMT) equipment costing \$2,000,000. This has expanded existing business capacity by creating opportunities to add newly-hired employees to existing functions.

PROJECT DETAILS

Sierra will use ETP funds to develop a training plan that will enable the Company to retrain workers into high-skilled positions, upscale its manufacturing process, and increase production.

Training Plan

ETP-funded training will be delivered via Class/Lab and E-Learning in the following:

Business Skills: This training will be offered to all occupations on Project Management, Estimation and Quoting, and Strategic Sales and Negotiation courses.

Commercial Skills: This training will be offered to Manufacturing & Assembly Production Workers on Fork Lifting Certification course.

Computer Skills: This training will be offered to all occupations on Intermediate/Advanced Microsoft Office Suite, System Applications for Manufacturing Equipment, and ERP system courses.

Continuous Improvement: This training will be offered to all occupations on Decision Making, Lean Manufacturing, and Process Improvement.

Literacy Skills: This training will be offered to Production Workers on Vocational English as a Second Language (VESL).

Management Skills: This training will be offered to Managers and Supervisors on a Leadership Program.

Manufacturing Skills: This training will be offered to Production Workers on Technical Manufacturing Skills, Cross Training, and Production Operations Skills.

Advanced Technology (AT): This training will be delivered to Engineers on Computer Aided Design Programming and Advanced Equipment Operation courses. The AT training will be performed by a training vendor and requires new software acquisitions ranging from \$400 per user license to over \$20,000 for platforms. AT training will also be conducted on the new Europlace machinery with integration of FactoryLogix and Inovaxe, a \$2,000,000 investment. AT cost of training is estimated to range from \$300–\$2,000 per hour per trainee.

Specific software required for AT training includes:

- Genesis 2000 for CAM, ProCIM for planning, and Instack for impedance
- FEMS for pricing
- Xact for scaling and registration
- SmartParts for fabrication-file control
- AutoCAD 2020 for building requirements
- FactoryLogix and Inovaxe for innovative material-handling solutions

Training is not included in the purchase price of the new equipment and/or software. AT training will be at a 1:10 trainer to trainee ratio.

Impact/Outcome

ETP-funded training will result in workers receiving skills' certifications that are transferrable in the industry such as Fork Lift Certification. ETP-funded training will upskill employees, preparing them for career-advancement opportunities, while improving the effectiveness and efficiency of the Company's manufacturing and assembly processes.

Commitment to Training

Sierra has an annual training budget of \$125,000 per location allocated to its California-based facilities for employee training. Non-ETP training programs include First Aid, general safety, lunch and learn - financial awareness, leadership program for executive staff, and employee orientations. Sierra is committed to providing company-sponsored training, and 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

Sierra's Human Resource Director (dedicated administrator) will oversee the project with the Training Coordinator and Project Manager assisting with ETP administration and coordination with ETP staff. ETP-funded training will be delivered by eight internal trainers and by outside-training vendors. Training vendors will be identified for ETP record-keeping purposes as they are retained.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATORS SERVICES

N/A

TRAINING VENDORS

To Be Determined

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

8–200

Trainees may receive any of the following:

BUSINESS SKILLS

- Effective Communication
- Customer Service
- Project Management
- Estimating and Quoting
- Product Knowledge
- Strategic Sales and Negotiation Techniques
- Building Effective Work Teams

COMMERCIAL SKILLS

- Fork Lift Certification

COMPUTER SKILLS

- ERP System
- System Applications for Manufacturing Equipment
- Microsoft Office Suite (Intermediate / Advanced)

CONTINUOUS IMPROVEMENT

- Customer Requirements
- Material Review Board (MRB)
 - Discrepant Material Review
- Quality Management Awareness - ISO
- Corrective Action Response (CAR) Training
- Process Improvement
- Lean Manufacturing
- Decision Making
- Leadership Skills

MANAGEMENT SKILLS (management trainees only)

- Leadership Program

ADVANCED TECHNOLOGY (limited ratio 1:10)

- Engineering / Computer Aided Design (CAD) Programming
- Advanced Equipment Operation

MANUFACTURING SKILLS

- Manufacturing and Production Floor Safety
- Cross Training
- Technical Manufacturing Skills
- Production Operations Skills
- Packaging and Handling Techniques
- Safety - Hazard Identification and Response
- Cosmetic Product Standards
- Manufacturing Inspection Techniques

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

LITERACY SKILLS

- Vocational English (VESL)

Literacy Training cannot exceed 45% of total-training hours per trainee

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



RETRAINEE - JOB CREATION

Training Proposal for:

Champion Home Builders, Inc.

Contract Number: ET20-0256

Panel Meeting of: January 24, 2020

ETP Regional Office: Sacramento

Analyst: D. Jordan

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate HUA Veterans	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Riverside, Tulare, Yolo	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: 993	U.S.: 6,300	Worldwide: 7,000
<u>Turnover Rate:</u>	14%		
<u>Managers/Supervisors:</u> (% of total trainees)	12%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$650,000

Total ETP Funding
\$373,428

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, Mgmt. Skills, Mfg. Skills, PL-Mfg. Skills	245	8-200	0	\$667	\$18.34
				Weighted Avg: 29			
2	Retrainee HUA Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, Mgmt. Skills, Mfg. Skills, PL-Mfg. Skills	250	8-200	0	\$667	\$13.76*
				Weighted Avg: 29			
3	Retrainee Job Creation Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, Mgmt. Skills, Mfg. Skills, PL-Mfg. Skills	38	8-200	0	\$805	\$15.00*
				Weighted Avg: 35			
4	Retrainee Veterans Priority Rate	Cont. Imp., HazMat, Mfg. Skills, PL-Mfg. Skills	9	8-200	0	\$667	\$18.34
				Weighted Avg: 29			
5	Retrainee Veterans HUA Priority Rate	Cont. Imp., HazMat, Mfg. Skills, PL-Mfg. Skills	10	8-200	0	\$667	\$13.76*
				Weighted Avg: 29			

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

Minimum Wage by County: Job Number 1: \$18.34 per hour for Riverside and Yolo counties

Job Number 2 (HUA): \$13.76 per hour for Riverside and Tulare counties

Job Number 3 (Job Creation): \$15.00 per hour for Riverside, Tulare and Yolo counties

Job Number 4 (Veterans): \$18.34 per hour for Riverside and Yolo counties

Job Number 5 (Veterans/HUA): \$13.76 per hour for Riverside 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

Up to \$2.34 per hour may be used to meet the Post-Retention Wage in Job Number 1; up to \$0.51 per hour in Job Number 2; and up to \$2.09 per hour in Job Number 4.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Administrative Staff		56
Production Workers		159
Service Technicians		3
Managers		27
Job Number 2: HUA		
Administrative Staff		68
Production Workers		140
Service Technicians		20
Managers		22
Job Number 3: Job Creation		
Administrative Staff		5
Production Workers		28
Service Technicians		3
Managers		2
Job Number 4: Veterans		
Production Workers		9
Job Number 5: Veterans/HUA		
Production Workers		10

INTRODUCTION

Founded in 1953, Champion Home Builders, Inc. (Champion) (<http://www.championhomes.com>), a subsidiary of Skyline Champion Corporation, designs and builds manufactured housing, modular housing and park model homes. Champion manufactured homes are built to federal building standards and come in single or multiple section models. The homes are sold to independent dealers for sale to customers throughout the United States and Canada.

There are four operating divisions participating in this proposal. The Southern California facilities are located in San Jacinto and Corona. The Northern California facilities are located in Woodland and Lindsay. This is Champion's first ETP Contract.

Veterans Program

Champion employs a number of Veterans (Job Numbers 4 and 5) at its facilities. In addition, the Company is establishing a working relationship with the VA to conduct outreach programs in the areas where its production facilities are located.

PROJECT DETAILS

Need for Training

Champion has implemented a new training vision focused on increasing production and efficiency to be more competitive. To meet these needs, Champion has formed an Operations Excellence Team to focus training on process improvements, Lean manufacturing and quality principles. Additionally, Champion is implementing a new Enterprise Resource Planning (ERP) software as well as new equipment that includes automated saws. All staff will participate in Continuous Improvement training to promote increased production efficiencies. Production Workers will also receive Manufacturing Skills and cross-training to improve their overall business knowledge and promote employee development and growth.

Administrative Staff, Managers and Production Workers will receive Computer and Business Skills training. Improving efficiencies, customer service and sales skills are major training components for front office staff. Training topics include UltiPro Software, Enterprise Resource Planning Software, NAV Software, and Intermediate and Advanced Microsoft Office. In addition, many of the current Managers have been promoted from within and need formal managerial training to enhance team building, leadership and motivation skills.

Retrainee - Job Creation

To meet increased demand, Champion is expanding operations at its Woodland and Lindsay locations by adding a new production shift. Champion has committed to hiring 38 new employees (Job Number 3). The Company will hire Administrative Staff, Production Workers, Service Technicians and Managers. The date-of-hire for all trainees will be within the three-month period before approval or within the term-of-contract. Trainees will be hired into “net new jobs” as a condition of contract. 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.

Training Plan

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

Business Skills: Training will be offered to all occupations except Production Workers. Training will focus on improving customer service, communication and sales skills. Training topics include Project Management, Cycle Counting, Presentation Skills, Product Knowledge and Customer Service.

Computer Skills: Training will be offered to all occupations except Production Workers and include Auto CAD, UltiPro Software, Intermediate and Advanced Microsoft Office and NAV Software.

Continuous Improvement: Training will be offered to all occupations and focus on production efficiencies, waste reduction and quality improvement. Staff will receive training in Lean Manufacturing, 5S, Root Cause Analysis and Corrective Action, Quality Assurance and Product Specifications.

Hazardous Materials: Training will be offered to all occupations except Administrative Staff. Staff members require training in the handling, compliance and documentation of materials that

emit volatile organic compounds. Hazardous material training courses will include Hazardous Materials Handling, Spill and Leak Control and Hazardous Materials Responder.

Management Skills: Training will be offered to Managers and focus on improving motivation and leadership skills. Champion has promoted from within and many new Managers need training in effective management. Training topics include Leadership Effectiveness, Team Building, Supervisory Skills, Critical Thinking and Decision Making and Leading Successful Meetings.

Manufacturing Skills: Training will be offered to Production Workers, Service Technicians and Managers. Staff will receive training in all areas of the manufacturing process to ensure consistency and a high quality of work. Many staff members will receive cross-training to diversify the workplace and to make many workers interchangeable. Training topics include Ladders and Lifts, Heat Duct Installation, Countertop Installation, Chassis Build, Power Tools and Drywall Installation.

Productive Laboratory

Trainees may produce goods for profit as part of the PL - Manufacturing 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 250 trainees in all occupations except Administrative Staff. Trainees will work with a trainer who will demonstrate step-by-step instructions and then observe trainees perform these tasks. Training will be provided in Hand Tools, Window Installation, Drywall Installation, Plumbing Assembly and Sealant Application. Trainers who have been in the industry, and with the Company, for an extended period, will deliver training. The trainers have a deep understanding of how to use the tools/equipment and are considered experts in their field.

PL training will consist of 60 hours provided at a 1:2 trainer-to-trainee ratio. A 1:2 ratio is necessary because the equipment requires up to two people to operate. All PL training will take place onsite and is necessary to strengthen skills of equipment complexity and machinery operation.

High Unemployment Area

Trainees in Job Numbers 2 & 5 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%.

The Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Champion requests a wage modification for these trainees from \$18.34 per hour to \$13.76 per hour.

Commitment to Training

Champion budgets approximately \$20,000 annually for training for each facility and includes new hire orientation, staff development, job specific training and safety training.

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

➤ Training Infrastructure

The Division Manager and Corporate Executives will oversee this training project. Operational Excellence Coordinators at each location will assist with training events and completing

rosters. In addition, the Company has retained Integrated Solutions to assist with administration. Training will be delivered by in-house experts and vendors as needed. Champion has a detailed training schedule in place and is ready to start training upon approval.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Integrated Solutions in Redwood City assisted with development for a flat fee of \$13,500.

ADMINISTRATIVE SERVICES

Integrated Solutions 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

- Communication Skills
- Customer Service
- Cycle Counting
- Inventory Control Systems
- Just-In-Time
- Materials/Purchasing Processes
- Model Specifications
- Negotiation Skills
- New Product Training
- Phone Etiquette
- Presentation Skills
- Product Knowledge
- Project Management Skills
- Sales Representative Plant Tours
- Sales and Marketing
- Sales and Order Process
- Supply Chain Management

COMPUTER SKILLS

- Auto CAD
- Enterprise Resource Planning Software
- Intermediate and Advanced Microsoft Office
- NAV Software
- UltiPro Software

CONTINUOUS IMPROVEMENT

- 5S
- Blue Print Reading
- Design Approval Primary Inspection Agreement
- Equipment Inspection
- Housing & Urban Development Code Book
- Inspection
- Lean Manufacturing
- Maintenance
- Manufacturing Floor Safety
- Modular Construction & Code Requirements
- Product Auditing
- Product Specifications
- Quality Assurance
- Receiving Inspection
- Risk Reduction
- Root Cause Analysis and Corrective Action

HAZARDOUS MATERIALS

- Dust Explosion
- Hazardous Material Handling
- Hazardous Materials Manifest
- Hazardous Materials Processing
- Hazardous Materials Responder
- Hazardous Waste Compliance
- Spill & Leak Control

MANAGEMENT SKILLS (Managers Only)

- Critical Thinking & Decision Making
- Leadership Effectiveness
- Leading Successful Meetings
- Supervisory Skills
- Team Building

MANUFACTURING SKILLS

- Cabinet Milling, Construction & Installation
- Chassis Build
- Code Specific Requirements
- Countertop Installation
- Decking Installation
- Drywall Installation
- Fixture Installation
- Floor Building
- Floor Insulation
- Fork Lift & Heavy Equipment Operation
- Furnace Installation
- Hand Tools
- Heat Duct Installation
- Ladders & Lifts
- Line & Register Assembly
- Line Move
- Linoleum Installation
- Plumbing Assembly
- Pneumatic Tolls & Dollies
- Power Tools
- Roof Building, Installation & Decking
- Roof Setting, Securement and Vent Pipe Installation
- Sink and Faucet Installation
- Tile/Granite Installation
- Wall Setting & Building
- Water and Gas Lines

PL Hours

0 - 60

MANUFACTURING SKILLS (limited ratio 1:2)

- Appliance Installation
- Build On & Gusset Truss
- Cabinet Milling, Construction & Installation

- Carpet Installation
- Chassis Build
- Code Specific Requirements
- Countertop Installation
- Decking Installation
- Drywall Installation
- Electrical Installation
- Facia Installation
- Fixture Installation
- Floor Building
- Floor Insulation
- Fork Lift & Heavy Equipment Operation
- Furnace Installation
- Granite Installation
- Hand Tools
- Hardy Exterior Panel Installation
- Heat Duct Installation
- Interior Trim
- Interior and Exterior Door Installation
- Ladders & Lifts
- Laminate Flooring
- Line & Register Assembly
- Line Move
- Linoleum Installation
- Painting
- Plumbing Assembly
- Pneumatic Tolls & Dollies
- Power Tools
- Roof Building, Installation & Decking
- Roof Setting, Securement and Vent Pipe Installation
- Sealant Application
- Shingling
- Shower Enclosure Installation
- Sink and Faucet Installation
- Tape and Texture Application
- Tile - Grout Installation
- Tile/Granite Installation
- Wall Setting & Building
- Water and Gas Lines
- Window Installation

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



Training Proposal for:

Brick Masons' Apprenticeship and Training Trust Fund

Contract Number: ET20-0949

Panel Meeting of: January 24, 2020

ETP Regional Office: PPU – Central Office

Analyst: A. Olazaba

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Apprenticeship	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, San Diego, Imperial, Riverside, San Bernardino, Inyo, Mono, Tulare, Kern, Ventura, San Luis Obispo, Santa Barbara	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Bricklayers and Allied Craftworkers Local # 4		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$214,560		\$14,880 8%		\$229,440
In-Kind Contribution:	50% of Total ETP Funding Required			Inherent

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Priority Rate Retrainee Apprentice	Commercial Skills	70	8-200	0	\$2,772	\$25.01
				Weighted Avg: 144			
2	Priority Rate Retrainee Journeyworkers	Commercial Skills; OSHA 10; OSHA 30	60	8-200	0	\$590	\$25.01
				Weighted Avg: 24			

Minimum Wage by County: SET/ Priority Industry \$25.01 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 \$8.75 per hour may be used to meet the Post-Retention Wage for Job Number 1. This amount has been verified in the collective bargaining agreement wage tables.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Brick Mason Apprentice		70
Job Number 2		
Brick Mason Journeyworkers		60

INTRODUCTION

Brick Masons' Apprenticeship and Training Trust Fund (Brick Mason) (www.bac4ca.org), located in the City of La Verne, represents brick tile, marble, stone, refractory, and terrazzo workers. Training is provided to Apprentice and Journeyworkers in the Brick Mason trade under this project. Brick Mason currently trains approximately 480 Journeyworkers and 100 Apprentices. Those who successfully complete the program become bricklayers, craft workers, stone and marble masons, cement masons, plasters, tile setters, terrazzo and mosaic workers, cleaners/caulkers, and pointers. This is Brick Mason's fourth ETP Agreement, its fourth within five years.

PROJECT DETAILS

Employers in the masonry trade continue to face an on-going challenge to increase worker skills in order to meet higher standards and also make efforts to provide quality work at reduced costs. Apprentice and Journeyworkers are expected to deliver work that meet the standards in order for the employer to acquire contract work (bidding). Brick Mason has developed a training plan to increase brick mason skills and provide hands-on experience for those who are new to the trade. New projects under this contract include the block in Disneyland, parking structures in the Westin Hotel, the George Lucas Museum, LAX, UCSD- Living and Learning Center, and a Youth Detention Center-San Luis Obispo.

Training will introduce Apprentices to the basics of the brick mason trade. Curriculum topics include safe working conditions and procedures, the use of concrete in masonry construction, materials, brick laying, and skills required to build walls and special structures. Trainees will receive certifications as they complete masonry thresholds in the training program. Following completion, workers are provided continued education throughout their career to learn new techniques and skills in the masonry industry.

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 \$23 to \$18 per class/lab hour. The ETP wage for Apprentices is no less than \$25.01 per hour. However, the actual wages paid are shown in the Training Plan Table for the Panel's information.

Veterans Program

Although Brick Mason is not having a separate job number for Veterans, Brick Mason works with Helmets to Hardhats and actively recruits Veterans into their program. Helmets to Hardhats provides them with a list of newly discharged soldiers from all branches of the military who have shown interest in the masonry industry.

Women's Program

Brick Mason works with the organization "Women in Non-Traditional Employment Roles" (WINTER). Brick Mason visits this facility to talk to women about opportunities and benefits of starting a career in the mason industry. Brick Mason also offers an open house where they can visit the training site and take a tour of the training center and actively recruit women into the program.

Commitment to Training

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

➤ Training Infrastructure

Training will be provided at the facility in La Verne. Training includes class/lab training methods to ensure trainees receive hands-on experience in brick laying, tiling, and other construction skills. This project will be overseen by the Apprenticeship Director. Brick Mason has also retained Los Angeles Unified School District (LAUSD) and Steve Duscha Advisories to provide administrative services. Duties provided will include data entry/upload, employer liaison and other assistance as needed. There will be three staff that will coordinate the scheduling of training sessions, and documentation of training being delivered.

Marketing and Support Costs

Participating Employers are notified of training provided by the JAC via websites, mailings, and presentations. Employers participate as members of the joint committee that operates the trust. Although a majority of participating employers that participate in training have been recruited, marketing efforts will remain on-going for the JAC to promote the Brick Mason training program, and recruit additional Employers. As a result, the Brick mason is requesting 8% in support costs to continue marketing/recruitment efforts.

Trainer Qualifications

Trainers are qualified Journeyworkers with extensive practical and training experience who are employed by the Trust.

Training Plan

Commercial Skills: Training will be offered to all occupations to develop high skill levels in the masonry industry. Training topics will include content on residential masonry, brick paving techniques, glass blocks, and construction of roof anchors, hearths and pilasters.

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 Journeyworkers 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.

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes Brick Mason's performance under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET19-0902	\$230,275	07/01/2018-06/30/2020	115	0	0

Based on ETP Systems, 8,851 reimbursable hours have been tracked for potential earnings of \$203,581.00 (88% of approved amount). The Contractor projects final earnings of 100%.

PRIOR PROJECTS

The following table summarizes contractor's performance by Brick Mason's under an ETP Contract that was completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0930	Arcadia	03/01/2017-02/28/2019	\$151,140	\$134,520 (89%)
ET16-0919	Arcadia	02/01/2016-01/31/2018	\$98,098	\$98,098 (100%)

DEVELOPMENT SERVICES

Brick Mason retained Steve Duscha Advisories in Sacramento to assist with development of this proposal for a flat fee of \$5,000.

ADMINISTRATIVE SERVICES

Brick Mason also retained Steve Duscha Advisories and Los Angeles Unified School District (LAUSD) to perform administrative services not to exceed 13% of payment earned.

TRAINING VENDORS

None.

Exhibit B: Menu Curriculum







Class/Lab Hours

8-200 (Job Number 1) Trainees may receive any of the following:

Apprentices

COMMERCIAL SKILLS

- ✚ Advanced blueprint reading
- ✚ Apply the elements of parging in masonry construction
- ✚ Brick-paving techniques
- ✚ Bricklaying terminology
- ✚ Building codes pertaining to reinforced grouted masonry
- ✚ Code requirements for construction of a fireplace
- ✚ Communications skills required of a job supervisor
- ✚ Construction of fireplaces, kilns, and furnaces by using refractory or fire brick
- ✚ Construction of jambs
- ✚ Construction of pilasters
- ✚ Construct a firebox
- ✚ Construct a fireplace flue
- ✚ Construct a fireplace throat
- ✚ Construct fireplace and footings
- ✚ Construct hearths
- ✚ Construct roof anchors
- ✚ Different types of arches
- ✚ Different types of arches in a hands-on project
- ✚ Different types of job layouts
- ✚ Duties of a foreman and his/her career advancement possibilities
- ✚ Hands-on projects in custom residential work
- ✚ Interpret and use blueprints
- ✚ Interpret trade math
- ✚ Masonry wall
- ✚ Materials used in residential masonry design
- ✚ Materials used in veneer construction
- ✚ Patterns used in bonded masonry
- ✚ Planning and construction of custom masonry
- ✚ Recognize journeyman duties
- ✚ Recognize safety, health and employment rules and procedures
- ✚ Recognize scaffolding safety practices
- ✚ Recognize shop safety rules and procedures
- ✚ Recognize shop safety rules for operating tools and equipment
- ✚ Recognize steps related to layout.
- ✚ Recognize various cement blocks and bricks
- ✚ Responsibilities of a job supervisor
- ✚ Solve problems in masonry mathematics
- ✚ Techniques for setting and laying bricks
- ✚ Terms used with reinforced grouted masonry
- ✚ The use of concrete in masonry units
- ✚ The uses of components and shell bricks




-  The use of constructing trigs for building a straight wall
-  Use stick-on veneer
-  Various types of veneer applied to a fireplace
-  Work with glass blocks
-  Work with glazed tiles
-  Work with stones

Journeyworkers


Class/Lab Hours

8-200 (Job Number 2) Trainees may receive any of the following:

COMMERCIAL SKILLS

-  Advanced materials
-  Safe working procedures and practices
-  Scaffold safety

OSHA 10/30 (OSHA Certified Instructor)

-  OSHA 10
-  OSHA 30

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

Note: Reimbursement for retraining is capped at 200 total training hours per trainee for Job Number 1 & 2, regardless of the method of delivery.



Training Proposal for:
California Manufacturers and Technology Association

Contract Number: ET20-0260

Panel Meeting of: January 24, 2020

ETP Regional Office: Central Office-PPU

Analyst: C. Hoyt

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100 SET/Entrepreneurial Veterans HUA Multiple Barriers	Industry Sector(s):	Manufacturing (E) Professional, Scientific, Technology (54) Aerospace Related Biotechnology and Life Sciences (54+) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		≤20%	

FUNDING DETAIL

Program Costs <div style="border: 1px solid black; padding: 5px; text-align: center;">\$700,463</div>	+	Support Costs <div style="border: 1px solid black; padding: 5px; text-align: center;">\$48,966 8%</div>	=	Total ETP Funding <div style="border: 1px solid black; padding: 5px; text-align: center;">\$749,429</div>
In-Kind Contribution:	50% of Total ETP Funding Required			\$831,000

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. Imprv., HAZMAT, HAZWOPER, Literacy Skills, Mgmnt Skills, Mfg Skills, PL - Mfg. Skills, OSHA10/30	675	8-200	0-60	\$590	\$18.34
				Weighted Avg: 24			
2	Retrainee Priority Rate SB<100	Business Skills, Computer Skills, Cont. Imprv., HAZMAT, HAZWOPER, Literacy Skills, Mgmnt Skills, Mfg Skills, PL - Mfg. Skills, OSHA10/30	258	8-200	0-60	\$1033	\$18.34
				Weighted Avg: 42			
3	Retrainee	Business Skills, Computer Skills, Cont. Imprv., HAZMAT, HAZWOPER, Literacy Skills, Mgmnt Skills, Mfg Skills, PL - Mfg. Skills, OSHA10/30	56	8-200	0-60	\$427	\$18.34
				Weighted Avg: 20			
4	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Cont. Imprv., HAZMAT, HAZWOPER, Literacy Skills, Mgmnt Skills, Mfg Skills, PL - Mfg. Skills, OSHA10/30	28	8-200	0-60	\$492	*\$13.76
				Weighted Avg: 20			

5	Retrainee Priority Rate SB<100 HUA	Business Skills, Computer Skills, Cont. Imprv., HAZMAT, HAZWOPER, Literacy Skills, Mgmnt Skills, Mfg Skills, PL - Mfg. Skills, OSHA10/30	46	8-200	0-60	\$639	*\$13.76
				Weighted Avg: 26			
6	Retrainee Veterans	Business Skills, Computer Skills, Cont. Imprv., HAZMAT, HAZWOPER, Literacy Skills, Mgmnt Skills, Mfg Skills, PL - Mfg. Skills, OSHA10/30	11	8-200	0-60	\$640	\$18.34
				Weighted Avg: 24			
7	Priority Rate SET Entrepreneurial SB<100	Business Skills, Computer Skills, Cont. Imprv., HAZMAT, HAZWOPER, Literacy Skills, Mgmnt Skills, Mfg Skills, PL - Mfg. Skills, OSHA10/30	2	8-200	0-60	\$492	\$0.00
				Weighted Avg: 20			
8	New Hire Priority Rate SET Multiple Barriers Ex-Offender	Business Skills, Computer Skills, Cont. Imprv., HAZMAT, HAZWOPER, Literacy Skills, Mfg Skills, PL - Mfg. Skills, OSHA10/30	7	8-260	0-60	\$1353	\$15.20
				Weighted Avg: 55			

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

Minimum Wage by County: Job Numbers 1-3 & 6: \$20.00 per hour in Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Santa Clara Counties; \$19.05 per hour in Los Angeles County; \$18.39 per hour in Orange County; and \$18.34 per hour in all other counties.

Job Numbers 4-5 (HUA): \$15.00 in Alameda, Contra Costa, Marin, San Mateo, Santa Clara, San Francisco, \$14.29 per hour in Los Angeles County. \$13.79 in Orange County, and \$13.76 for all other counties.

Job Number 7 (SET/Entrepreneurial): No wage requirement.

Job 8 (New Hire/Ex-Offender): \$15.20 for San Diego County

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Support Staff		74
Customer Service Representative		75
Sales Staff		30
Production Staff		125
Technician		148
Maintenance		149
Analyst		150
Owner		2
Engineer		130
Manager		100
Supervisor		100

INTRODUCTION

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

Veterans Program

The Panel has established a higher reimbursement rate and other incentives for training California veterans. CMTA will train 11 Veterans in this proposal (Job Number 6).

Union Support

Union Letters of support have not been submitted yet for their respective members of participating employers with collective bargaining agreements. Contractor is aware union support letters must be submitted before training can begin. Staff is expecting Union support letters soon.

PROJECT DETAILS

CMTA continues to serve member companies which need to improve productivity and efficiencies to remain competitive. The training in this proposal will target priority manufacturers and other priority industries that meet the requirements for out-of-state competition. CMTA relies on training research data from the National Association of Manufacturers to ensure it is providing the type of training required on a national level. In addition, CMTA surveys members to discern local training requirements.

CMTA is working with regional manufacturing groups such as the newly formed group in Sacramento, Sacramento Valley Manufacturing Initiative (SVMI). CMTA is helping to fund worker training programs that are backed by SVMI such as a pilot for CNC entry level operators. SVMI is organized by and for Sacramento's manufacturers. As the region's manufacturers, they are committed to working with educators and industry partners to proactively develop vocational, educational and workforce initiatives and programs leading to fulfilling manufacturing career paths for the region's students and workforce. Their efforts will ensure that the Sacramento area is viewed as a region of manufacturing excellence with a globally competitive manufacturing sector and a solid pipeline of skilled workers to showcase the region's success and expansion.

Training Plan

The proposed training will mainly target manufacturers; however, companies from the aerospace, defense, and technology industries may also participate. CMTA serves companies statewide, training to improve productivity for companies to be competitive in California.

Business Skills: Training will be delivered to all occupations. Training will focus on improving customer service and business management. Training topics include Communication Skills, Customer Service, and Relationship Building Through Sales & Service.

Computer Skills: Training will be delivered to all occupations. Training will focus on becoming more proficient in the use of software platforms. Training topics include Accounting Software, Computer Security, and Custom Programming.

Continuous Improvement: Training will be provided to all occupations. Training will focus on reducing waste, increasing efficiencies and improving quality. Training topics include 5S Principles, ISO Training, and Lean Manufacturing.

Hazardous Materials: Training will be delivered to all manufacturing occupations. Staff will receive the skills necessary to ensure a safe work environment while working with dangerous materials. Training topics include Hazards Communication and Storm water Pollution Prevention Plan (SWPPP).

Literacy Skills: Training will be delivered to all manufacturing occupations. Training will focus on trainees that require improvement with the understanding of the English language as it pertains to their specific job duties. Training topic include Vocational English as a Second Language.

Management Skills: Training will be provided to Managers and Supervisors in leadership skills and managing change. Due to tough competition in the global economy, managers and supervisors must have the right training to allow them to keep the workforce engaged, productive and focused. Training topics include Leadership Skills, Managing Change, and Situational Leadership.

Manufacturing Skills: Training will be provided to Production Staff, Technicians and Maintenance. Training will focus on equipment upgrades and technical skills. Training topics

include Good Manufacturing Practices, Programmable Logic Controllers, and Welding Fundamentals/Techniques.

Certified Safety Training

OSHA 10/30: This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for production, maintenance, and technician 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.

Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site, and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Computer-Based Training

CMTA will provide Computer-Based Training (CBT). CBT courses will primarily consist of Tooling U online training (<http://www.toolingu.com/>). Small businesses that find it difficult to stop production to train may take advantage of Tooling U. This allows for full production to continue as trainees can be individually taken off their job to participate in CBT.

Productive Lab

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

Participating employers under CMTA will train Production Staff, Maintenance, Managers/Supervisors and Technicians on CNC and manual equipment operations. Since factory equipment cannot be reproduced in a classroom setting, PL training is necessary to ensure safety and production standards are being met. This training will be provided at a much slower pace than regular production with significantly higher product defects. A subject matter expert will conduct training. The trainer will demonstrate how to use the equipment, then supervise trainees’ use of the equipment. A department supervisor will certify trainee competency once training is completed.

PL training will be under constant supervision at a 1:3 trainer-to-trainee ratio. CMTA has requested a 1:3 ratio because trainees typically work in groups of three when assigned to a machine. PL training will be approximately 60 hours per trainee in Jobs 1-7 and 200 hours per trainee in Job 8.

High Unemployment Area

The 74 trainees in Job Numbers 4 and 5 work in a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. For facilities in HUAs, the Panel may

modify the ETP Minimum Wage by up to 25% if post retention wages exceed the start-of-training wages. CMTA requests this wage modification for trainees in Job 4 and 5 from \$20.00 to \$15.00 in Alameda, Contra Costa, Marin, San Mateo, Santa Clara, San Francisco counties, from \$19.05 to \$14.29 per hour in Los Angeles County, from \$18.39 to \$13.79 in Orange County, and from \$18.34 to \$13.76 in all other counties.

Special Employment Training/Entrepreneurial

Trainees in Job Number 7 are funded under Special Employment Training (SET). The participating employers will not be required to demonstrate out-of-state competition and are not subject to a post-retention wage requirement as all trainees will be considered Entrepreneurs.

Ex-Offender/At-Risk Youth

Job Number 8 will be funded as Special Employment Training/Multiple Barriers under the Ex-Offender/At-Risk Youth Guidelines.

The participating employer, Rise Up Industries, provides CNC Machine Operators training for ex-offenders. The training program functions as a working machine shop, teaching skills in the classroom and requiring hands-on training while completing customer orders. The machine shop prepares workers for successful reentry into society with a well-paying career with mainly PL training to ensure proper CNC machine operation. PL will allow trainees to receive practical, real-world experience in a working environment without creating excessive waste and will ensure that workers are trained in specific skills for each piece of machinery to gain the skills needed for hiring. Trainees will be trained with a trainer-to-trainee ratio of 1:3 as equipment will require teams of three for operation. Training will be taught by subject matter-experts with demonstrated knowledge and expertise in the field. Instructors will monitor trainee competencies before the trainee is deemed competent for each piece of equipment.

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 varies by participating employer and is both job specific and companywide. Large employers have well-established training programs that include courses such as orientation, basic job skills, employee diversity and supervisory law. Other employers are only able to provide government-mandated training such as safety, compliance, and sexual harassment prevention. Many of the participating employers do not have structured training programs due to budgetary constraints. Training for these companies is generally provided on an as needed basis and can often be delayed. ETP funding will expand industry specific training to upgrade employee skill sets.

➤ Training Infrastructure

Training will be delivered primarily at the participating employers' worksites, with some center-based classes for employers with similar training needs. CMTA has partnered with three training subcontractors to deliver training in Continuous Improvement, Business, Computer and Manufacturing Skills. Participating employers will also provide qualified trainers who will train their own employees.

CMTA has three full-time staff members assigned to conduct employer marketing and recruitment, training needs assessments, skill gap analysis, trainer recommendations and selection, class scheduling, and compliance with all ETP documentation and tracking activities.

Impact/Outcome

Training will focus on Lean manufacturing, new technology, process improvement, effective communication, and certification training to standardize job skills and competencies. Certification include: Quality, ISO, NIMS, LEAN, and Computer certifications.

Marketing and Support Costs

CMTA markets to an extensive database of current and potential members. Marketing activities are done through newsletters, workforce development partnerships, community colleges, trade shows, telemarketing, direct mailing, and in-person visits.

CMTA is requesting 8% support costs for the cost associated with employer recruitment; employer worksite visits to determine training needs; curricula design and scheduling of training; and assisting employers with training plan implementation. Staff recommends the 8% support costs for Job Numbers 1, 2, 3, 4, 5, 7 and 8. As well as 20% support costs for Job 6 (Veterans).

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

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

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET19-0321	\$949,765	12/31/2018-12/30/2020	1185	364	0

Based on ETP Systems, 27,934.62 reimbursable hours have been tracked for potential earnings of \$739,724.50 (78% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers.

PRIOR PROJECTS

The following table summarizes Contractor's performance by CMTA under ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET18-0107	Sacramento	07/01/2017– 06/30/2019	\$949,928	\$799,499* (84%)
ET16-0378	Sacramento	3/7/2016 – 3/6/2018	\$1,199,767	\$1,199,767 (100%)
ET15-0353	Sacramento	2/2/2015 – 2/1/2017	\$649,725	\$649,725 (100%)
ET14-0144	Sacramento	9/3/2013 – 9/2/2015	\$1,245,642	\$1,245,642 (100%)
ET12-0294	Sacramento	2/6/2012 – 2/5/2014	\$749,199	\$746,667 (99%)

*ET18-0107 is in Fiscal Closeout with potential of 100% of contract amount once final invoice is processed.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Custom Corporate Communications in Redondo Beach will provide Continuous Improvement (Lean and Quality), Business and Computer Skills training for a fee of \$175,000.

Get Kaizen of San Ramon will provide Continuous Improvement (Lean and Six-Sigma) training for a fee of \$75,000.

Other trainers will be identified for ETP record-keeping purposes, as they are retained.

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

8-200 (Job Numbers 1-7)

8-260 (Job Number 8) Trainees may receive any of the following:

BUSINESS SKILLS

- ✚ Business Analytics Certification
- ✚ Business Communication Skills
- ✚ Business Fundamentals
- ✚ Communication Skills
- ✚ Cost Control
- ✚ Customer Service
- ✚ Financial Analysis
- ✚ International Shipping
- ✚ Inventory Control
- ✚ Negotiating
- ✚ Planning and Organization Skills
- ✚ Presentation Skills
- ✚ Product Knowledge
- ✚ Project Management
- ✚ Relationship Building through Sales & Service
- ✚ Sales Strategies
- ✚ Supply Chain Management
- ✚ Time Management Skills
- ✚ Writing Skills

COMPUTER SKILLS

- ✚ Accounting Software
- ✚ Agile/Scrum
- ✚ CAD/CAM
- ✚ CNC Software
- ✚ Computer Security
- ✚ Computer Skills for Equipment Maintenance
- ✚ Custom Programming
- ✚ Cybersecurity
- ✚ Database Management Training
- ✚ End-User Training
- ✚ Enterprise Resource Planning Software
- ✚ Geographic Information System (GIS) Training
- ✚ Microsoft Office (Intermediate/Advanced)

CONTINUOUS IMPROVEMENT

- ✚ 5S Principles
- ✚ AS9100/AS9110 Training
- ✚ Benchmarking
- ✚ Building Successful Teams
- ✚ Interpreting and Analyzing Data
- ✚ ISO Training
- ✚ Leadership Skills for Front-Line Workers
- ✚ Lean Manufacturing

- ✚ Kaizen Methodology
- ✚ Performance Management
- ✚ Problem Solving
- ✚ Quality Control Training
- ✚ Root Cause Analysis
- ✚ Six-Sigma
- ✚ Standard Work
- ✚ Statistical Process Control
- ✚ Team Building
- ✚ Team Problem Solving
- ✚ Train the Trainer

HAZARDOUS MATERIALS

- ✚ Ammonia Training
- ✚ Bloodborne Pathogen Safety
- ✚ Environmental Health & Safety (EHS)
- ✚ Hazardous Materials Handling, Storage, and Clean-Up
- ✚ Hazards Communication
- ✚ Stormwater Pollution Prevention Plan (SWPPP)

HAZWOPER

- ✚ HAZWOPER (Hazardous Waste Operation and Emergency Response)

LITERACY SKILLS

- ✚ Vocational English as a Second Language (VESL)

MANAGEMENT SKILLS (Managers & Supervisors Only)

- ✚ Leadership Skills
- ✚ Emotional Intelligence
- ✚ Managing Change
- ✚ Performance Management
- ✚ Situational Leadership

MANUFACTURING SKILLS

- ✚ Aerial Lift/Scissor Lift Training
- ✚ American Welding Society Certified Welder
- ✚ Assembly Procedures
- ✚ Blueprint Reading
- ✚ Brewing Basics
- ✚ Certified Manufacturing Engineer
- ✚ Certified Manufacturing Technologist
- ✚ Certified Quality Engineer
- ✚ Cicerone Certification training
- ✚ CNC Operator Certificate
- ✚ Crane and Hoist Safety
- ✚ Cross-Training in Equipment/Production
- ✚ Electrical Safety
- ✚ Electronics Training
- ✚ Equipment Maintenance

- ✚ Equipment Operations
- ✚ Food Handling Basics
- ✚ Forklift Training
- ✚ Glass Handling
- ✚ Good Manufacturing Practices (GMP)
- ✚ Hydraulics Training
- ✚ Industrial Math
- ✚ Introduction to Practical Brewing
- ✚ Intensive Brewing
- ✚ Job Instruction/Analyzing Jobs for Efficiency
- ✚ Lift Jack/Pallet Jack Safety
- ✚ Lock-Out/Tag-Out (LOTO) Training
- ✚ Machine/Equipment Safety
- ✚ Motor Controls
- ✚ National Institute for Metalworking Skills (NIMS) Certification training
- ✚ Onsite Water Treatment Systems (OWTS)
- ✚ Personal Protective Equipment (PPE) Safety
- ✚ Pneumatics
- ✚ Press Brake Training
- ✚ Production Operations
- ✚ Programmable Logic Controllers (PLC)
- ✚ Science for practical brewing
- ✚ Shop Math
- ✚ Warehousing Operations & Distribution
- ✚ Welding Fundamentals/Techniques
- ✚ Wiring

OSHA 10/30

- ✚ OSHA 10
- ✚ OSHA 30

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

Productive Lab Hours

0-200

MANUFACTURING SKILLS (1:3)

- ✚ CNC Operator Certificate
- ✚ Cross-Training in Equipment/Production
- ✚ Power Tool Use/Handling
- ✚ Welding

CBT Hours

0-60

BUSINESS SKILLS

- ✚ Business Acumen (1 hour)
- ✚ Communication Skills (1 hour)
- ✚ Conflict Management (1 hour)
- ✚ Conflict Resolution for Different Groups 155 (1.5 hours)
- ✚ Conflict Resolution Principles 150 (1.5 hours)

- ✚ Essentials of Communication 120 (1.5 hours)
- ✚ Essentials of Leadership 110 (1.5 hours)
- ✚ Managing Change (1 hour)
- ✚ Personal Effectiveness 190 (1.5 hours)
- ✚ Team Leadership 160 (1.5 hours)

COMPUTER SKILLS

- ✚ CAD/CAM Overview 160 (1.5 hours)
- ✚ Creating an EIA/ISO Program for the Mazak Mill 286 (1.5 hours)
- ✚ Creating an EIA/ISO Program for the Mazak Lathe 287 (1.5 hours)
- ✚ Creating a Mazatrol Program for the Mill 288 (1.5 hours)
- ✚ Creating a Mazatrol Program the for Lathe 289 (1.5 hours)
- ✚ Mazak Mill: Program Execution 290 (1.5 hours)
- ✚ Mazak Lathe: Program Execution 295 (1.5 hours)
- ✚ Mazak Mill: Program Storage 310 (1.5 hours)
- ✚ Mazak Lathe: Program Storage 315 (1.5 hours)
- ✚ Mazak Mill: First Part Runs 320 (1.5 hours)
- ✚ Mazak Lathe: First Part Runs 325 (1.5 hours)

CONTINUOUS IMPROVEMENT

- ✚ 5S Overview 155 (1.5 hours)
- ✚ Applied and Engineering Sciences 110 (1.5 hours)
- ✚ Approaches to Maintenance 120 (1.5 hours)
- ✚ Approaches to Quality Management 255 (1.5 hours)
- ✚ Concepts of Calculus 310 (1.5 hours)
- ✚ Conducting an Internal Audits 200 (1.5 hours)
- ✚ Geometry: Circles and Polygons 185 (1.5 hours)
- ✚ Geometry: Lines and Angles 155 (1.5 hours)
- ✚ Geometry: Triangles 165 (1.5 hours)
- ✚ Intro to Six-Sigma 170 (1.5 hours)
- ✚ ISO 9000 Overview 110 (1.5 hours)
- ✚ Managing Practices for Total Quality 320 (1.5 hours)
- ✚ Math: Fractions and Decimals 105 (1.5 hours)
- ✚ Math: Fundamentals 100 (1.5 hours)
- ✚ Math: Units of Measurement 115 (1.5 hours)
- ✚ Quality and Customer Service 175 (1.5 hours)
- ✚ Quality Overview 100 (1.5 hours)
- ✚ Shop Algebra Overview 200 (1.5 hours)
- ✚ Shop Geometry Overview 170 (1.5 hours)
- ✚ Shop Trig Overview 210 (1.5 hours)
- ✚ Six Sigma Goals and Tools 310 (1.5 hours)
- ✚ Statistics 220 (1.5 hours)
- ✚ Trig: Pythagorean Theorem 205 (1.5 hours)
- ✚ Trig: Sine Bar Applications 225 (1.5 hours)
- ✚ Trig: Sine, Cosine, and Tangent 215 (1.5 hours)
- ✚ Troubleshooting: Identifying Problems 180 (1.5 hours)
- ✚ Troubleshooting: Understanding Causes and Effects 182 (1.5 hours)
- ✚ Troubleshooting: Taking Corrective Actions 184 (1.5 hours)

HAZARDOUS MATERIALS

- ✚ Bloodborne Pathogens 115 (1.5 hours)

- ✚ Confined Spaces 190 (1.5 hours)
- ✚ Environmental Safety Hazards 150 (1.5 hours)
- ✚ Flammable/Combustible Liquids 155 (1.5 hours)
- ✚ Intro to OSHA 100 (1.5 hours)
- ✚ Personal Protective Equipment 120 (1.5 hours)
- ✚ Respiratory Safety 195 (1.5 hours)
- ✚ SDS and Hazard Communication 160 (1.5 hours)

MANAGEMENT SKILLS





- ✚ Intro to Managerial Accounting 145 (1.5 hours)
- ✚ Managing the Diverse Workplace 210 (1.5 hours)

MANUFACTURING SKILLS

- ✚ ANSI Insert Selection 250 (1.5 hours)
- ✚ Band Saw Blade Selection 215 (1.5 hours)
- ✚ Basic Measurement 110 (1.5 hours)
- ✚ Basic Programming 250 (1.5 hours)
- ✚ Basics of Ladder Logic 220 (1.5 hours)
- ✚ Basics of Manufacturing Costs 140 (1.5 hours)
- ✚ Basics of the CMM 120 (1.5 hours)
- ✚ Basics of the CNC Machining Center 130 (1.5 hours)
- ✚ Basics of the CNC Swiss-Type Lathe 135 (1.5 hours)
- ✚ Basics of the Engine Lathe 115 (1.5 hours)
- ✚ Basics of the Manual Mill 110 (1.5 hours)
- ✚ Basics of the Optical Comparator 130 (1.5 hours)
- ✚ Basics of Tolerance 120 (1.5 hours)
- ✚ Benchwork and Layout Operations 210 (1.5 hours)
- ✚ Blueprint Reading 130 (1.5 hours)
- ✚ Calibration Fundamentals 210 (1.5 hours)
- ✚ Canned Cycles 310 (1.5 hours)
- ✚ Carbide Grade Selection 230 (1.5 hours)
- ✚ Cell Design and Pull Systems 160 (1.5 hours)
- ✚ Chucks, Collets, and Vises 110 (1.5 hours)
- ✚ Clamping Basics 108 (1.5 hours)
- ✚ CNC Coordinates 140 (1.5 hours)
- ✚ CNC Manual Operations 200 (1.5 hours)
- ✚ CNC Offsets 210 (1.5 hours)
- ✚ CNC Specs for the Lathe 225 (1.5 hours)
- ✚ CNC Specs for the Mill 220 (1.5 hours)
- ✚ Conducting Kaizen Events 260 (1.5 hours)
- ✚ Creating a Milling Program 290 (1.5 hours)
- ✚ Creating a Turning Program 280 (1.5 hours)
- ✚ Cutting Fluids 210 (1.5 hours)
- ✚ Cutting Processes 140 (1.5 hours)
- ✚ Cutting Tool Materials 220 (1.5 hours)
- ✚ Cutting Variables 200 (1.5 hours)
- ✚ Data Manipulations 360 (1.5 hours)
- ✚ Drill Bushing Selection 230 (1.5 hours)
- ✚ Drill Geometry 247 (1.5 hours)
- ✚ Engine Lathe Operation 225 (1.5 hours)
- ✚ Equipment/Tool Design and Development 136 (1.5 hours)

- ✚ Fixture Body Construction 200 (1.5 hours)
- ✚ Fixture Design Basics 210 (1.5 hours)
- ✚ Haas Lathe: Control Panel Overview 255 (1.5 hours)
- ✚ Haas Lathe: Entering Offsets 265 (1.5 hours)
- ✚ Haas Lathe: First Part Runs 325 (1.5 hours)
- ✚ Haas Lathe: Locating Program Zero 275 (1.5 hours)
- ✚ Haas Lathe: Program Execution 285 (1.5 hours)
- ✚ Haas Lathe: Program Storage 315 (1.5 hours)
- ✚ Haas Mill: Control Panel Overview 250 (1.5 hours)
- ✚ Haas Mill: Entering Offsets 260 (1.5 hours)
- ✚ Haas Mill: First Part Runs 320 (1.5 hours)
- ✚ Haas Mill: Locating Program Zero 270 (1.5 hours)
- ✚ Haas Mill: Program Execution 280 (1.5 hours)
- ✚ Haas Mill: Program Storage 310 (1.5 hours)
- ✚ Hand and Power Tool Safety 145 (1.5 hours)
- ✚ Hand-Held Programmable PLCs 280 (1.5 hours)
- ✚ Hard Turning 315 (1.5 hours)
- ✚ Hardness Testing 260 (1.5 hours)
- ✚ Hardware for PLCs 210 (1.5 hours)
- ✚ High-Speed Machining 310 (1.5 hours)
- ✚ Hole Inspection 240 (1.5 hours)
- ✚ Holmaking on the Mill 230 (1.5 hours)
- ✚ Inspecting with CMMs 220 (1.5 hours)
- ✚ Inspecting with Optical Comparators 230 (1.5 hours)
- ✚ Interpreting GD&T 310 (1994) (1.5 hours)
- ✚ Interpreting GD&T 315 (2009) (1.5 hours)
- ✚ Interpreting Blueprints 230 (1.5 hours)
- ✚ Intro to EDM 100 (1.5 hours)
- ✚ Intro to GD&T 200 (1994) (1.5 hours)
- ✚ Intro to GD&T 205 (2009) (1.5 hours)
- ✚ Intro to Machining Rigging 110 (1.5 hours)
- ✚ Intro To PLCs 200 (1.5 hours)
- ✚ Intro to Screw Machining 160 (1.5 hours)
- ✚ Intro to Supply Chain Management 140 (1.5 hours)
- ✚ Intro to Workholding 104 (1.5 hours)
- ✚ Lean Manufacturing Overview 130 (1.5 hours)
- ✚ Lifting and Moving Equipment 130 (1.5 hours)
- ✚ Linear Instrument Characteristics 115 (1.5 hours)
- ✚ Locating Devices 107 (1.5 hours)
- ✚ Lockout/Tagout Procedures 130 (1.5 hours)
- ✚ Machine Guarding 140 (1.5 hours)
- ✚ Machines for Metal Cutting 130 (1.5 hours)
- ✚ Machining Titanium Alloys 325 (1.5 hours)
- ✚ Manual Mill Operation 220 (1.5 hours)
- ✚ Manufacturing Management 180 (1.5 hours)
- ✚ Manufacturing Process Applications: Part I 124 (1.5 hours)
- ✚ Manufacturing Process Applications: Part II 125 (1.5 hours)
- ✚ Math of PLCs 320 (1.5 hours)
- ✚ Mazak Lathe: Control Panel Overview 255 (1.5 hours)
- ✚ Mazak Lathe: Entering Offsets 285 (1.5 hours)
- ✚ Mazak Lathe: Locating Program Zero 275 (1.5 hours)

- ✚ Mazak Lathe: Safety for the Lathe 265 (1.5 hours)
- ✚ Mazak Mill: Control Panel Overview 250 (1.5 hours)
- ✚ Mazak Mill: Entering Offsets 280 (1.5 hours)
- ✚ Mazak Mill: Locating Program Zero 270 (1.5 hours)
- ✚ Mazak Mill: Safety for the Mill 260 (1.5 hours)
- ✚ Measuring System Analysis 300 (1.5 hours)
- ✚ Metal Removal Processes 110 (1.5 hours)
- ✚ Metalworking Fluid Safety 165 (1.5 hours)
- ✚ Metrics for Lean 230 (1.5 hours)
- ✚ Milling Calculations 295 (1.5 hours)
- ✚ Milling Geometry 245 (1.5 hours)
- ✚ Networking for PLCs 270 (1.5 hours)
- ✚ Noise Reduction and Hearing Conservation 170 (1.5 hours)
- ✚ Numbering Systems and Codes 230 (1.5 hours)
- ✚ Optimizing Insert Life 305 (1.5 hours)
- ✚ Overview of Engine Lathe Setup 205 (1.5 hours)
- ✚ Overview of Manual Mill Setup 200 (1.5 hours)
- ✚ Overview of PLC Registers 305 (1.5 hours)
- ✚ Overview of Threads 150 (1.5 hours)
- ✚ Part Program 150 (1.5 hours)
- ✚ PID for PLCs 350 (1.5 hours)
- ✚ PLC Diagrams and Programs 300 (1.5 hours)
- ✚ PLC Inputs and Outputs 240 (1.5 hours)
- ✚ PLC Installation Practices 340 (1.5 hours)
- ✚ PLC Program Control Instructions 310 (1.5 hours)
- ✚ PLC Timers and Counters 260 (1.5 hours)
- ✚ Powered Industrial Truck Safety 210 (1.5 hours)
- ✚ Process Design and Development 135 (1.5 hours)
- ✚ Process Flow Charting 240 (1.5 hours)
- ✚ Product Design and Development 134 (1.5 hours)
- ✚ Rigging Equipment 120 (1.5 hours)
- ✚ Rigging Inspection and Safety 210 (1.5 hours)
- ✚ Rigging Mechanics 220 (1.5 hours)
- ✚ Safety for Lifting Devices 135 (1.5 hours)
- ✚ Safety for Metal Cutting 115 (1.5 hours)
- ✚ Sawing Fundamentals 155 (1.5 hours)
- ✚ Sequencer Instructions for PLCs 330 (1.5 hours)
- ✚ Shift Registers 370 (1.5 hours)
- ✚ SPC Overview 210 (1.5 hours)
- ✚ Speed and Feed Selection 300 (1.5 hours)
- ✚ Strategies for Setup Reduction 250 (1.5 hours)
- ✚ Supporting and Locating Principles 106 (1.5 hours)
- ✚ Surface Measurement 140 (1.5 hours)
- ✚ Taper Turning on the Engine Lathe 240 (1.5 hours)
- ✚ Thread Inspection 250 (1.5 hours)
- ✚ Threading on the Engine Lathe 235 (1.5 hours)
- ✚ Tool Geometry 240 (1.5 hours)
- ✚ Toolholders for Turning 260 (1.5 hours)
- ✚ Total Productive Maintenance Overview 150 (1.5 hours)
- ✚ TS 16949: 2009 Overview 220 (1.5 hours)
- ✚ Turning Calculation 285 (1.5 hours)

-  Value Stream Mapping: The Future State 305 (1.5 hours)
-  Value Stream Mapping: The Present State 300 (1.5 hours)
-  Walking and Working Surfaces 180 (1.5 hours)
-  What Is Cutting? 120 (1.5 hours)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee in Job 1-7, regardless of the method of delivery. Trainees in Job 8 can receive up to 260 hours.

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: California Manufacturers & Technology Association CCG No.: ET20-0260
Reference No: 20-0737 Page 1 of 8

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: 23 Bottles of Beer, LLC (Russian River Brewing Company)

Address: 1812 Ferdinand Court

City, State, Zip: Santa Rosa, CA 95404

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: CAMBRO

Address: 5801 Skylab Road

City, State, Zip: Huntington Beach, CA 92647

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 200

Total # of full-time company employees worldwide: 781

Total # of full-time company employees in California: 243

Company: Clos Du Val Wine Company, Ltd.

Address: 5330 Silverado Trail

City, State, Zip: Napa, CA 94558

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 39

Total # of full-time company employees in California: 37

Company: Crimson Wine Group

Address: 2700 Napa Valley Corporate Drive Suite B

City, State, Zip: Napa, CA 94558

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 60

Total # of full-time company employees worldwide: 132

Total # of full-time company employees in California: 132

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: California Manufacturers & Technology Association CCG No.: ET20-0260

Reference No: 20-0737

Page 2 of 8

Company: Denso Products and Services, Americas Inc.

Address: 3900 Via Oro Avenue

City, State, Zip: Long Beach, CA 90810

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 502

Total # of full-time company employees in California: 502

Company: Earl's Organic Produce

Address: 2101 Jerrold Avenue, Suite 100

City, State, Zip: San Francisco, CA 94124

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 60

Total # of full-time company employees worldwide: 110

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

Company: EPIC Sacramento

Address: 1765 Challenge Way, Suite 200

City, State, Zip: Sacramento, CA 95815

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 1300

Total # of full-time company employees in California: 400

Company: Grauling Research Inc.

Address: 3225 Regional Pkwy.

City, State, Zip: Santa Rosa, CA 95403

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 3

Total # of full-time company employees in California: 3

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: California Manufacturers & Technology Association CCG No.: ET20-0260

Reference No: 20-0737

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Company: Littorai Wines

Address: 788 Gold Ridge Road

City, State, Zip: Sebastopol, CA 95444

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 6

Total # of full-time company employees worldwide: 6

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

Company: Marne Construction

Address: 749 No. Poplar Street

City, State, Zip: Orange, CA 92868

Collective Bargaining Agreement(s): Yes

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

Total # of full-time company employees worldwide: 73

Total # of full-time company employees in California: 73

Company: Mercury Plastics

Address: 14825 Salt Lake Ave.

City, State, Zip: City of Industry, CA 91746

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 101

Total # of full-time company employees in California: 101

Company: Mi Rancho

Address: 425 Hester Street

City, State, Zip: San Leandro, CA 94577

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 170

Total # of full-time company employees in California: 170

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: California Manufacturers & Technology Association CCG No.: ET20-0260

Reference No: 20-0737

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Company: Mission Critical Composite

Address: 15400 Graham Street, Suite 102

City, State, Zip: Huntington Beach, CA 92649

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 12

Total # of full-time company employees worldwide: 35

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

Company: Newegg Inc. Location 1

Address: 9997 Rose Hills, Road

City, State, Zip: Whittier, CA 90601

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 3007

Total # of full-time company employees in California: 1142

Company: Newegg Inc. Location 2

Address: 166839 E. Gate Ave

City, State, Zip: City of Industry, CA 91745

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 3007

Total # of full-time company employees in California: 1142

Company: Performance Team

Address: 2240 E. Maple Ave

City, State, Zip: El Segundo, CA 90245

Collective Bargaining Agreement(s): Yes

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

Total # of full-time company employees worldwide: 498

Total # of full-time company employees in California: 498

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: California Manufacturers & Technology Association CCG No.: ET20-0260

Reference No: 20-0737

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Company: PinnPack

Address: 1151 Pacific Ave

City, State, Zip: Oxnard, CA 93033

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 60

Total # of full-time company employees worldwide: 100

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

Company: Pitney Bowes

Address: 250 Airport Cir #101

City, State, Zip: Corona, CA 92880

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 14,900

Total # of full-time company employees in California: 334

Company: Prolacta Bioscience

Address: 757 Baldwin Park Blvd.

City, State, Zip: City of Industry, CA 91746

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 200

Total # of full-time company employees worldwide: 272

Total # of full-time company employees in California: 272

Company: Providien

Address: 2731 Loker Ave West

City, State, Zip: Carlsbad, CA 92010

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 99

Total # of full-time company employees in California: 99

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: California Manufacturers & Technology Association CCG No.: ET20-0260
Reference No: 20-0737 Page 6 of 8

Company: Pulmuone Feeds USA, Inc.

Address: 2315 Moore Ave

City, State, Zip: Fullerton, CA 92833

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 350

Total # of full-time company employees in California: 350

Company: Rain for Rent

Address: 6400 Fischer Road

City, State, Zip: Riverside, CA 92057

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 1942

Total # of full-time company employees in California: 558

Company: SMC LTD.

Address: 3250 Brickway Blvd.

City, State, Zip: Santa Rosa, CA 95403

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 190

Total # of full-time company employees worldwide: 1475

Total # of full-time company employees in California: 250

Company: Smufitt Kappa

Address: 1161 E. Walnut Street

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: 47,000

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

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: California Manufacturers & Technology Association CCG No.: ET20-0260
Reference No: 20-0737 Page 7 of 8

Company: Sonoma Beverage Works dba Sonoma Cider

Address: 30C Mill Street

City, State, Zip: Healdsburg, CA 95448

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 45

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

Company: Tawa

Address: 6281 Regio Ave.

City, State, Zip: Buena Park, CA 90620

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 400

Total # of full-time company employees in California: 400

Company: Tomales Bay Foods

Address: 2080 Lakeville Highway

City, State, Zip: Petaluma, CA 94954

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 60

Total # of full-time company employees worldwide: 100

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

Company: Tri Tool Inc.

Address: 3041 Sunrise Blvd.

City, State, Zip: Rancho Cordova, CA 95742

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 140

Total # of full-time company employees in California: 118

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: California Manufacturers & Technology Association CCG No.: ET20-0260

Reference No: 20-0737

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Company: Valley Truck and Tractor Company

Address: 1003 Stabler Lane

City, State, Zip: Yuba City, CA 95993

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 170

Total # of full-time company employees in California: 170



Training Proposal for:
International Union of Elevator Constructors Local No. 18
Contract Number: ET20-0947

Panel Meeting of: January 24, 2020

ETP Regional Office: PPU – Central Office

Analyst: C. Hoyt

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprentice	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Imperial, Inyo, Kern, Los Angeles, Orange, Riverside, San Bernardino, San Diego, San Luis Obispo, Santa Barbara, Ventura Counties	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Union of Elevator Constructors Local No. 18		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$349,920		\$24,192 8%		\$374,112

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	Priority Rate Apprentice	Commercial Skills OSHA 10 OSHA 30	216	8-210	0	\$1,732	\$25.01
				Weighted Avg: 90			

Minimum Wage by County: (SET/Priority Industry): \$25.01 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 Elevator Constructor		216

INTRODUCTION

Founded in 2001, International Union of Elevator Constructors Local No. 18 (IUEC Local No. 18) serves 600 apprentices and 1,300 journey level elevator constructors. Workers are represented by the International Union of Elevator Constructors Local 18. Employers are represented by the National Elevator Bargaining Association and the Elevator Contractors of America. The Local Education Agency for the IUEC Local 18 is the Los Angeles Unified School District (LAUSD).

Elevator Constructors specialize in installation, maintenance, modernization or repair work of elevators. Maintenance and repair workers require extensive knowledge of electronics, hydraulics, and electricity because a large part of maintenance and repair work involves troubleshooting. Most elevators today have computerized control systems that are more complex and require a higher level of troubleshooting than in the past.

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

Veterans Program

IUEC Local No. 18 participates in Helmets to Hardhats and gives veterans accelerated admission to its apprenticeship program. In their previous contract, IUEC Local No. 18 trained 30 veterans. To provide administrative simplicity for this proposal, a separate veteran job number will not be requested for this time.

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 \$23 to \$18 per class/lab hour. The ETP wage for Apprentices is no less than \$25.01 per hour. However, the actual wages paid are shown in the Training Plan Table for the Panel's information.

PROJECT DETAILS

ETP funding will allow the IUEC Local No. 18 to train its members to install, service and maintain increasingly complex computer systems that control elevators today. Elevator modernization is the process of upgrading its critical parts to enable it to handle new technology, while performing safely and efficiently. Typically, a modernization will affect the controller equipment, the hoist machines, and electrical wiring. The constant upgrading of elevators with new equipment and advanced technology continues to drive the need for increased apprentice and journeyworker training.

Employer Demand

The demand for elevator construction, long-term service and repair of equipment continues to grow at a rapid rate. As a result, the number of elevator apprentices increased by 80% in three years. ETP funds will help employers manage the growing volume of work in Southern California by providing workers with the skills to meet industry demand.

In addition, the funding will also help IUEC Local 18 transition its program to include more hands-on competency testing, and expand the use of virtual elevator and escalator training devices. These virtual, three-dimensional computer programs help trainees improve their installation and troubleshooting skills.

Training Plan

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

Commercial Skills: Training will include basic and advanced instruction in theory and practical application of skills needed by Elevator Constructors. Training will provide workers with the skills to read and interpret drawings/blueprints, assemble elevator cars, connect electrical wiring to control panels and motors, test newly installed equipment, troubleshoot malfunctions, dismantle elevator and/or escalator units, repair and/or replace faulty components, conduct preventive maintenance, and maintain service records.

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 journeyworkers 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.

Curriculum Development

The curriculum was developed by the National Elevator Industry with input from labor and management representatives. Training topics are customized to include new equipment and address changes in industry standards.

IUEC Local 18 uses a series of “portable” labs that are stored at each training location to facilitate hands-on experiences with tools and equipment common to the job. IUEC Local 18 also uses a desktop computer program that functions as a virtual elevator or escalator for training purposes.

Marketing and Support Costs

Participating employers are notified of training via websites, mailings, and program presentations. IUEC Local 18 is requesting 8% support costs to assist with 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 take place throughout the contract term. Staff recommends the 8% support costs.

All class/lab training will be center-based and delivered at the IUEC Local 18’s headquarters in Glendora, and additional training facility in San Diego. Trainers are qualified journeyworkers with technical expertise and training experience.

Impact/Outcome

Apprentice training will result in advancement to journey level status, as well as culminate in OSHA 10/OSHA 30 safety certifications.

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**

IUEC Local 18's Area Coordinator will oversee project administration. Trainers are qualified journey level workers with extensive practical and training experience. Four staff will coordinate the scheduling of training. The Los Angeles Unified School District (LAUSD) is the Local Education Agency (LEA) for IUEC Local 18. Each instructor will track attendance and forward records to the IUEC Local 18, which will maintain the data in their LMS. Training data will be forwarded to LAUSD to ensure accuracy. LAUSD will forward data to Steve Duscha Advisories, the administrative subcontractor, who will format the information per ETP standards and upload required data to ETP online websites.

Electronic Recordkeeping

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

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

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

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET19-0936	\$832,590	12/10/2018-12/09/2020	590	544	0

Based on ETP Systems, 46,992 reimbursable hours have been tracked for potential earnings of \$992,502 (120% of approved amount). The Contractor projects final earnings over 100% based on training currently committed to by employers by fiscal closeout.

DEVELOPMENT SERVICES

Steve Duscha Advisories in Sacramento assisted with development for a flat fee of \$10,000.

ADMINISTRATIVE SERVICES

Steve Duscha Advisories and the 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 – 210

Trainees may receive any of the following:

Apprentice Training

COMMERCIAL SKILLS

Trade Skills

- Introduction to Safety
- Safety During Construction and Modernization
- Safety During Maintenance and Repairs
- Alcohol and Other Drugs
- Introduction to OSHA
- Hazard Communication
- Personal Protective Equipment (PPE)
- Materials Handling
- Electrical Safety
- Tool Safety
- Fall Protection
- Stairways and Ladders
- Confined Spaces
- Motor Vehicle Safety
- Ergonomics
- Fire Safety
- Scaffold Safety
- Competent Person Training for Framed Scaffolds
- Training Program for Suspended Scaffolds
- Diversity and Success
- Case Studies
- Customer Relations
- Labor History and IUEC History
- Basic Mathematic Concepts
- Measurement
- Introduction to Installation Drawings
- Detail Drawings and Material Specifications

Hoistway Structures

- Tools and Material Handling
- Rigging and Hoisting
- Crosby Fasteners
- Pit Structure
- Introduction to Guide Rails
- Installation of Guide Rails
- Machine and Sheave Installation
- Elevator Control Equipment Installation

- Car and Counterweight Assembly and Roping
- Elevator Rope and Roping
- Reroping
- Elevator Cab Modernization, Refinishing and Floor Covering

Electrical Fundamentals

- Signed Numbers and Powers of 10
- The Metric System
- Equations and Formulas
- Ratio and Proportion
- Electrical Safety
- Basic Electricity Orientation
- Understanding the Relationship Between Voltage, Current and Resistance
- Basic Electrical Circuit Components
- Series and Parallel DC Resistive Circuits
- Alternating Current Theory
- Magnetism and Electromagnetism

Electrical Theory & Application

- Introduction to Analog and Digital Meters
- Transformers
- DC Generator and Motor Theory
- Components of DC Motors and Generators
- Types of DC Motors and Generators
- Maintenance and Service
- AC Motors

Installation

- Planning, Piping and Wiring
- Piping and Wiring the Machine Room and Hoistway
- Piping and Wiring the Car
- Start-Up Procedures
- Passenger Elevator Door and Entrance Installation
- Elevator Cab Assembly and Door Operators
- Freight Elevator Doors and Gates
- Freight Door Operators
- Dumbwaiters
- Machine Room Maintenance
- Hoistway Maintenance
- Asbestos Awareness

Solid State

- Mathematics for Ohm's Law
- Basic Components and Series and Parallel Resistance
- Magnetism, Electromagnetism, AC Theory and Transformers
- Capacitors and Capacitance
- Inductors and Inductance
- Diodes

- Transistors and Thyristors
- Analog Integrated Circuits
- Digital Integrated Circuits

Power & Logic

- Introduction to Circuit Tracing
- Relays and Timers
- Power and Power Control
- Logic Controls
- Constant Pressure Push Button Systems & Single Automatic Push Button Systems
- Collective Systems, Hydraulic Controller Theory & Troubleshooting
- Variable Voltage Selective Collective Systems

Advanced Topics in Elevators

- Installing and Servicing the Jack
- Piping and Temporary Operation
- Basic Hydraulic Theory
- Hydraulic Elevator Maintenance
- Escalator Components and Installation Process
- Moving Walk Components and Installation Procedures
- Service Maintenance and Repair
- Residential and Limited Use/Limited Acquisition Elevators
- Residential and Limited Use/Limited Acquisition Platforms and Chair Lists
- Rack and Pinion Hoists

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 training.

Note: Reimbursement is capped at 210 total hours per trainee, regardless of the method of delivery.



CTP/AB118

Training Proposal for:

**El Camino Community College District, Center for Applied
Competitive Technologies**

Contract Number: ET20-0802

Panel Meeting of: January 24, 2020

ETP Regional Office: North Hollywood

Analyst: M. Reeves

PROJECT PROFILE

Contract Attributes:	CTP/AB118 (Alt Funds) Retrainee Priority Rate	Industry Sector(s):	Transportation/Communication (I) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No SEIU Local 1021 and Local 721; International Brotherhood of Electrical Workers Local 47; Amalgamated Transit Union Local 1277; AFSCME Local 1902; Teamsters Local 952 and Local 1932		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

All funding will be under the Clean Transportation Program created under AB118.

Program Costs	+	Support Costs	=	Total ETP Funding
\$498,525		\$34,425 8%		\$532,950

In-Kind Contribution:	50% of Total ETP Funding Required	\$623,952
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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 Tech, Commercial Skills	425	8-200	0	\$1,254	\$18.34
				Weighted Avg: 51			

Minimum Wage by County: \$20.00 per hour for Alameda, Contra Costa, Marin, San Mateo, Santa Clara, and San Francisco Counties; \$19.05 per hour for Los Angeles County; \$18.39 per hour for Orange County; and \$18.34 per hour for all other counties.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Mechanic		240
Mechanic Helper		15
Shop Lead		4
Technician		66
Manager/Supervisor		19
Fleet Staff		2
Parts Specialist		2
Electrician		36
Quality Team Leader		16
Tow Truck Driver		10
Analyst		2
Firefighter/Police/Paramedic		10
Planning Technician		3

INTRODUCTION

Founded in 1946, El Camino Community College District, Center for Applied Competitive Technologies (El Camino CACT) (www.elcaminotraining.com) is a two-year community college offering academic and vocational education programs. The District established the Center for Applied Competitive Technologies to advance California's economic growth and global competitiveness through education, training, and services contributing to workforce development, technology deployment, and business development. Located in Hawthorne, El Camino CACT provides customized training, workshops, and technical assistance to employers. El Camino CACT is a repeat multiple employer Contractor with both core funded and alternative funded Contracts.

El Camino CACT has an active ETP Contract under core funding (ET20-0171). The College has five prior AB118 funded contracts, and this will be the fifth within the past five years (see prior AB118 projects table).

Veterans Program

Participating employers regularly employ Veterans through their normal hiring practices.

AB118

This proposal is funded under the AB118 Training Program administered by ETP in partnership with the California Energy Commission (CEC).

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

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

Union Support

ETP has received letters of support from six of seven collective bargaining units in the core group of participating employers. The remaining letter of support will be collected prior to the start of training. El Camino CACT will not commence training for any represented employees until respective union support letters have been provided to ETP.

PROJECT DETAILS

The proposed training will focus on a variety of clean transportation technologies for light-, medium-, and heavy-duty vehicles powered by hybrid-electric, electric, and hydrogen fuel. The core group of participating employers includes both private and public employers, with the majority being public entities in mass transit, alternative fuels, transportation maintenance, and fleet services. Approximately 70% of training will be held at El Camino CACT's facility and/or other training vendor locations. The remainder will be conducted at participating employer worksites.

Training Plan

In an effort to reach a wide spectrum of trainees and cover a variety of alternative fuel design topics, training will reflect both general principles, as well as manufacturer-specific systems. Additional courses are designed to address the needs of both a broad audience, such as workers in independent repair shops, and the more specific needs of First Responders in fire and law enforcement.

Advanced Technology (AT): Training will be offered to all occupations. Training requires the use of innovative computer software, advanced engines/systems, and sophisticated testing equipment. This technical training is more expensive to deliver because it demands specially trained instructors and high-cost alternative fuel technology. Due to the highly technical nature of the proposed AT training, the trainer-to-trainee ratio will be 1:10 to allow in-depth coverage and personal attention from the instructor.

Commercial Skills: Training will be offered to all occupations. Trainees will enhance their knowledge and skill in working with alternative fuel technology and advanced transportation systems. Trainees will also learn important safety standards associated with alternative fuel vehicles.

Marketing and Support Costs

El Camino CACT's marketing and recruitment efforts include networking with existing clients, outreach to new businesses, and referrals from community college partners and economic development entities. El Camino CACT staff works closely with the South Bay Workforce Investment Board (WIB) and Pacific Gateway WIB, as well as firefighter and police groups throughout the state to market classes and recruit participants. El Camino CACT also works closely with various transportation organizations to help define course content and identify employers currently utilizing alternative fuel technology. El Camino CACT utilizes employer evaluations to assess specific training needs and industry trends.

El Camino CACT has a program administrative team dedicated to project marketing, employer recruitment, needs assessments, trainer selection, scheduling, and records administration. Staff recommends the 8% support costs for this project.

Trainer Qualifications

El Camino CACT's instructors and training vendors selected for this project have years of professional experience, and specialize in training associated with transportation systems.

Tuition Reimbursement

Trainees will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Contract.

Commitment to Training

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

➤ Training Infrastructure

The Director of Contract Education will oversee administration of this project. In addition, El Camino CACT has four staff members dedicated to marketing/recruitment, needs assessments, scheduling, and tracking of training hours. As a repeat contractor, these staff members have experience with ETP's administration and recordkeeping requirements.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR AB118 PROJECTS

The following table summarizes performance by El Camino CACT under ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET18-0800	Statewide	09/05/2017– 09/04/2019	\$533,450	\$439,078 (82%)
ET16-0802	Statewide	09/08/2015– 09/07/2017	\$488,796	\$484,675 (99%)
ET15-0804	Statewide	01/01/2015– 12/31/2016	\$64,640	\$63,114 (98%)
ET14-0800	Statewide	08/05/2013– 08/04/2015	\$375,000	\$373,089 (99%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Cerritos College – Advanced Transportation & Logistics in Norwalk will provide Advanced Technology and Commercial Skills training for a fee of \$55,328.

Long Beach City College – Advanced Transportation & Renewable Energy in Long Beach will provide Advanced Technology and Commercial Skills training for a fee of \$55,910.

Peralta Community College District, College of Alameda in Alameda will provide Advanced Technology and Commercial Skills training for a fee of \$237,346.

Additional training vendors may be identified during the Contract term.

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

8-200 Trainees may receive any of the following:

AB 118 ADVANCED TECHNOLOGY (limited ratio 1:10)**AB 118 COMMERCIAL SKILLS (limited ratio 1:20)****Component No. 1 & 2 – Designed For Municipalities and Small & Large Fleets (Both Private and Public)****Core Alternative Fuel Vehicle (AFV) Courses:****ADVANCED TECHNOLOGY**

- Electric, Hybrid-Electric, and Fuel Cell Vehicle Maintenance
- Advanced Engine Control Systems & Diagnostics
- ASE Certification Alternative Fuels (Electric and hydrogen fuel only)
- ASE Certification (A1, A5, A6, A7)
- ASE School Bus Certification (S1, F1, F4, F5, F6, F7)
- Alternative Fuels Certification F1
- Light Duty Hybrid/Electric Vehicle Specialist Test (L3)
- Medium-Heavy Truck Certification Tests (T4-T8)

COMMERCIAL SKILLS

- Electric, Hybrid-Electric, and Hydrogen Electrical Safety
- Hydraulics for AFV (Electric and hydrogen fuel vehicles only)

Component No. 3 – Designed For Small & Large Fleets (Both Private and Public)**Core AFV Courses:****ADVANCED TECHNOLOGY**

- Electric, Hybrid-Electric, and Fuel Cell Vehicle Maintenance
- Advanced Engine Control Systems & Diagnostics
- Electrical – Voltmeter, Schematics, Electricity Principles
- Sustainability for Management Systems
 - Computers for Fleet Management (Alternative Fuel Vehicles with electric or hydrogen fuel only)
 - Return on Investment Asset Management for Alternative Fuels
 - Labor Productivity
 - Reduce Vehicle Ownership Costs
 - Regulatory Compliance – Shop Scheduling
 - Warranty & Claims Tracking
 - Preventive Maintenance Scheduling
 - License & Permit Management
 - Accident Repair Tracking and Claims Management
 - Mobile Wireless Handheld Technology
 - Best Practice Workflows
 - GPS/AVL (Automotive Vehicle Location) Systems

- Air Conditioning Diagnostics for Alternative Fuel Vehicles
- Braking Systems for electric, hybrid-electric, and fuel cell vehicles (Regenerative Braking Systems)
- Hydrogen Fuel Cell Vehicle Systems & Diagnostics

COMMERCIAL SKILLS

- Electric, Fuel Cell, and Hybrid-Electric Electrical Safety
- Hydraulics for Alternative Fueled Vehicles (Electric and hydrogen fuel cell vehicles only)

ADVANCED TECHNOLOGY

- First Responder (Fire & Police)
- Second Responder (Tow Truck Drivers) – All Alternative Fuel Vehicles (General, Operator, and Advanced)

Component No. 4 – Designed For Small & Independent Automotive Repair Shops**Core AFV Courses:****ADVANCED TECHNOLOGY**

- Electric, Hybrid-Electric, and Fuel Cell Vehicle Maintenance & Diagnostics
- Advanced Engine Control Systems & Diagnostics

COMMERCIAL SKILLS

- Hybrid Safety

Fuel System Inspection Training:**COMMERCIAL SKILLS**

- Safety Protocols

Hybrid, Electric, Fuel Cell, & Hydrogen Vehicle System & Refueling Infrastructure Use**ADVANCED TECHNOLOGY**

- Advanced Electrical for Hybrid, Electric Vehicles
- Programmable Logic Controls
- Hydrogen Vehicle Systems Refueling Infrastructure
- Advanced Diagnostics
- Electric Vehicle System Diagnostics, Charging, & Training
- Networked Electronics Diagnostics and Repair
- PLC/IO Systems Diagnostics

COMMERCIAL SKILLS

- Preventative Maintenance Inspection
- Hybrid Bus Charging, Starting & Electrical Troubleshooting & Repair
- Schematic Reading-Electrical Troubleshooting & Repair
- Hybrid Component Systems Troubleshooting
- Electronic Control Systems & Troubleshooting

- Fuel Cell Systems & Troubleshooting
- Hydrogen Systems & Troubleshooting

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: El Camino Community College District, Center CCG No.: ET20-0802
for Applied Competitive Technologies

Reference No: 20-0058

Page 1 of 3

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Bay Area Rapid Transit District

Address: 300 Lakeside Drive 14th Floor

City, State, Zip: Oakland, CA 94612

Collective Bargaining Agreement(s): SEIU Local 1021

Estimated # of employees to be retrained under this Contract: 234

Total # of full-time company employees worldwide: 4,955

Total # of full-time company employees in California: 4,955

Company: City of Costa Mesa

Address: 77 Fair Drive

City, State, Zip: Costa Mesa, CA 92627

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 6

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

Company: City of Long Beach, Fleet Services Bureau

Address: 2600 Temple Avenue

City, State, Zip: Long Beach, CA 90806

Collective Bargaining Agreement(s): International Brotherhood of Electrical Workers (IBEW) Local 47

Estimated # of employees to be retrained under this Contract: 61

Total # of full-time company employees worldwide: 117

Total # of full-time company employees in California: 117

Company: City of Santa Ana

Address: 215 S. Center Street

City, State, Zip: Santa Ana, CA 92703

Collective Bargaining Agreement(s): SEIU Local 721

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

Total # of full-time company employees worldwide: 1,175

Total # of full-time company employees in California: 1,175

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: El Camino Community College District, Center for Applied Competitive Technologies CCG No.: ET20-0802

Reference No: 20-0058

Page 2 of 3

Company: City of Whittier

Address: 13230 Penn Street

City, State, Zip: Whittier, CA 90602

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 11

Total # of full-time company employees worldwide: 346

Total # of full-time company employees in California: 346

Company: Complete Coach Works

Address: 1863 Service Court

City, State, Zip: Riverside, CA 92507

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 340

Total # of full-time company employees in California: 260

Company: Long Beach Public Transportation Company

Address: 1963 E. Anaheim Street

City, State, Zip: Long Beach, CA 90813

Collective Bargaining Agreement(s): Amalgamated Transit Union Local 1277

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

Total # of full-time company employees worldwide: 725

Total # of full-time company employees in California: 725

Company: Metropolitan Water District of Southern California

Address: 700 N. Moreno Avenue

City, State, Zip: La Verne, CA 91750

Collective Bargaining Agreement(s): AFSCME Local 1902

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

Total # of full-time company employees worldwide: 1,850

Total # of full-time company employees in California: 1,850

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: El Camino Community College District, Center CCG No.: ET20-0802
for Applied Competitive Technologies

Reference No: 20-0058

Page 3 of 3

Company: Orange County Transportation Authority

Address: 550 S. Main Street

City, State, Zip: Orange, CA 92863

Collective Bargaining Agreement(s): Teamsters Local 952

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

Total # of full-time company employees worldwide: 2,200

Total # of full-time company employees in California: 2,200

Company: San Bernardino County – Fleet Management Department

Address: 210 N. Lena Road, Bldg. 1

City, State, Zip: San Bernardino, CA 92415

Collective Bargaining Agreement(s): Teamsters Local 1932

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

Total # of full-time company employees worldwide: 100

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



SERVICE EMPLOYEES
INTERNATIONAL UNION,
CTW, CLC

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PRESIDENT
Linda Dent
VICE PRESIDENT
Lillian Cabral
SECRETARY
David Green
TREASURER

DIRECTORS

LA COUNTY
Arnelia Lopez
VICE PRESIDENT
Kelley Dixon
VICE PRESIDENT

Lydia Cabral
Carolyn Dasher
Patrick Del Cunto
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Oracio Diaz
Barbara Hunter
Roger Nunez
Tara Stoddard
David Wapness

RETIREE MEMBER
Charley Mims

<http://www.seiu721.org>

July 24, 2019

To Employment Training Panel (ETP):

On behalf of our Local SEIU 721 Santa Ana Chapter, we are supportive of our members receiving training through El Camino College's ETP Alternative and Renewable Fuel and Vehicle Technology Training Program related to Assembly Bill 118 in direct partnership with Cerritos College, Long Beach City College, and other agencies/organizations, to provide training to all employees engaged in transportation maintenance.

Our understanding from the City of Santa Ana's Fleet Management is that this new program relates to alternative fuels, transportation maintenance, and fleet services and is in support the state's effort to transition from petroleum-based transportation to alternative and renewable fuels and clean, low carbon vehicle technologies related to Assembly Bill 118.

We anticipate that the training received under this program may assist SEIU 721 Santa Ana Chapter members, particularly those within the Fleet Services Department of the City of Santa Ana, to acquire valuable new skills to work with alternative fuel vehicles.

Further, in transmitting this letter of support, we also reserve and retain all existing rights to meet and confer with the City of Santa Ana should the City later propose changes to working conditions, types or levels of duties or responsibilities for our members, directly or indirectly, related this additional training.

Sincerely,

Monica M. Suter
Chapter President, Local 721 Santa Ana

PATRICK LAVIN
Business Manager/
Financial Secretary

*International
of Electrical*



*Brotherhood
Workers*

TYRONE CHAMOIS
President

Local 47

600 N. Diamond Bar Blvd., Diamond Bar, CA 91765
(909) 860-IBEW (4239) Fax: (909) 860-2136
Web Page: www.ibew47.org

Dispatch Office:
1405 Spruce St., Suite H, Riverside, CA 92507
(951) 784-7507 Fax: (951) 784-4818

October 30, 2019

To Employment Training Panel (ETP):

IBEW Local 47 is supportive of El Camino College's ETP Alternative and Renewable Fuel and Vehicle Technology Training Program with direct partnership with Cerritos College, Long Beach City College, and City of Long Beach to provide training to all employees engaged in transportation maintenance. We understand that this is a new and exciting program designed for City's that are engaged in alternative fuels, transportation maintenance, and fleet services to support the state's effort to transition from petroleum-based transportation to alternative and renewable fuels and clean, low carbon vehicle technologies under Assembly Bill 118. The training received under this program will assist City of Long Beach employees in acquiring valuable skills to work with alternative fuel vehicles.

Sincerely,

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

Patrick Lavin
Business Manager/Financial Secretary

PL:ma

Amalgamated Transit

Tel: (323) 222-1277
Fax: (323) 222-1335



Union - Local 1277

1744 North Main St.
Los Angeles, California 90031-2517

October 9, 2019

To Employment Training Panel (ETP):

Local 1277- ATU is supportive of El Camino College's ETP Alternative and Renewable Fuel and Vehicle Technology Training Program with direct partnership with Cerritos College, Long Beach City College, and Long Beach Transit to provide training to all employees engaged in transportation maintenance. We understand that this is a new and exciting program designed for transits that are engaged in alternative fuels, transportation maintenance, and fleet services to support the state's effort to transition from petroleum-based transportation to alternative and renewable fuels and clean, low carbon vehicle technologies under Assembly Bill 118. The training received under this program will assist Long Beach Transit employees in acquiring valuable skills to work with alternative fuel vehicles.

Sincerely,

Arturo E Aguilar
President Business Agent



Employees Association of the Metropolitan Water District
of Southern California



Alan Shanahan
Executive President

Gonzalo Pantoja
Executive VP

Jacqueline Tsang
Executive Treasurer

Yvette Roque
Executive Secretary

AFSCME Local 1902

**Metropolitan Water
District of Southern
California**

**Crescenta Valley
Water District**

**Foothill Municipal
Water District**

**Joshua Basin Water
District**

**Quartz Hill Water
District**

**Rosamond
Community Services
District**

**Twentynine Palms
Water District**

**Water
Replenishment
District**

October 28, 2019

To Employment Training Panel (ETP):

AFSCME Local 1902 is supportive of El Camino College's ETP Alternative and Renewable Fuel and Vehicle Technology Training Program with direct partnership with the City College of San Francisco, Cerritos College, Long Beach City College, and the Metropolitan Water District of Southern California (MWD) to provide training to all employees engaged in transportation maintenance.

We understand that this is a new and exciting program designed for public agencies that are engaged in alternative fuels, transportation maintenance, and fleet services to support the state's effort to transition from petroleum-based transportation to alternative and renewable fuels and clean, low carbon vehicle technologies under Assembly Bill 118. The training received under this program will assist MWD's fleet employees in acquiring valuable skills to work with alternative fuel vehicles.

Thank you for your building this new relationship with AFSCME Local 1902. Please call the Executive Office at 213-217-6674 or email ashanahan@afscme1902.org if you have any questions or concerns.

Sincerely,

Alan Shanahan
Executive President
AFSCME Local 1902



Patrick D. Kelly
*Secretary-Treasurer and
Principal Officer*

LOCAL UNION NO. 952

*GENERAL TRUCK DRIVERS, OFFICE, FOOD & WAREHOUSE UNION
ORANGE COUNTY AND VICINITY, CALIFORNIA*

140 S. Marks Way • Orange, CA 92868-2698 • (714) 740-6200 • FAX (714) 978-0576 • www.teamsters952.org

October 4, 2019

To Employment Training Panel (ETP):

Teamsters Local 952 (Teamsters) is supportive of El Camino College's ETP Alternative and Renewable Fuel and Vehicle Technology Training Program with direct partnership with Cerritos College, Long Beach City College and Orange County Transportation Authority (OCTA) to provide training to all employees engaged in transportation maintenance. We understand that this is a new and exciting program designed for transit agencies, that are engaged in alternative fuels, transportation maintenance, and fleet services to support the state's effort to transition from petroleum-based transportation to alternative and renewable fuels and clean, low carbon vehicle technologies under Assemble Bill 118. The training received under this program will assist OCTA employees in acquiring valuable skills to work with alternate fuel vehicles.

Respectfully,

A handwritten signature in cursive script that reads "Almeta Carter".

Almeta Carter
Business Representative



TEAMSTERS LOCAL UNION NO. 1932

Affiliated with the **INTERNATIONAL BROTHERHOOD OF TEAMSTERS**

EXECUTIVE BOARD

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MARTHA ROMERO
TRUSTEE

November 12, 2019

To Employment Training Panel (ETP):

The Teamsters Local 1932 is supportive of El Camino College's ETP Alternative and Renewable Fuel and Vehicle Technology Training Program with direct partnership with Cerritos College, Long Beach City College, and San Bernardino Fleet Management Department to provide training to all employees engaged in transportation maintenance.

We understand that this is a new and exciting program designed for San Bernardino County that are engaged in alternative fuels, transportation maintenance, and fleet services to support the state's effort to transition from petroleum-based transportation to alternative and renewable fuels and clean, low carbon vehicle technologies under Assembly Bill 118.

The training received under this program will assist San Bernardino County Fleet Management Department employees in acquiring valuable skills to work with alternative fuel vehicles.

Sincerely,

Doug Martinez,
Business Agent
Teamsters Local 1932



**Amendment Proposal #3 for:
Butte-Glenn Community College District
Contract Number: ET19-0425**

Amendment Effective Date: November 1, 2019

Panel Meeting of: January 24, 2020

ETP Regional Office: PPU-Central Office

Analyst: I. Launitz

CURRENT PROJECT PROFILE

Contract Type:	Priority Rate Retrainee SB <100 HUA SET Medical Skills Training	Industry Sector(s):	Manufacturing Construction Services Healthcare
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Current Contract Term: February 1, 2019 to January 31, 2021

Current Funding	In-Kind Contribution
\$599,991	\$700,000

AMENDMENT FUNDING

Requested Funding	Support Costs	Amendment Funding	In-Kind Contribution
+\$137,346	+\$12,561	+\$149,907	+\$50,000

Total Funding
\$749,898

AMENDMENT TRAINING PLAN TABLE

Job No.	Job Description (By Contract Type)	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Hazwoper, Literacy Skills, Management Skills, Manufacturing Skills, OSHA 10/30	344	8-200	0-32	\$574	*\$13.28
				Weighted Avg: 20			
2	Retrainee HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Hazwoper, Literacy Skills, Management Skills, Manufacturing Skills, OSHA 10/30	109	8-200	0-32	\$1,117	*\$13.28
				Weighted Avg: 44			
3	Retrainee Priority SB<100 HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Hazwoper, Literacy Skills, Management Skills, Manufacturing Skills, OSHA 10/30	156	8-200	0-32	\$689	*\$13.28
				Weighted Avg: 24			
4	DELETED Retrainee Priority Job Creation SET	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Management Skills, MS Didactic	0	8-200	0-32	\$3,761	*\$14.48
				Weighted Avg: 131			
5	Retrainee Entrepreneurial SET	Business Skills, Hazwoper	1	8-200	0-32	\$861	\$0.00
				Weighted Avg: 30			
6	DELETED New Hire SET	Business Skills, Computer Skills, Commercial Skills, Continuous Impr, Management Skills, MS Didactic	0	8-260	0-32	\$603	*\$14.48
				Weighted Avg: 20			
7	DELETED Retrainee Priority SET	Business Skills, Computer Skills, Commercial Skills, Continuous Impr, MS Didactic	0	8-200	0-32	\$287	\$24.13
				Weighted Avg: 10			
8	(DELETED in prior revision)		0	0	0	\$0	\$0
				Weighted Avg: 0			

9	Priority Job Creation SET HUA	Business Skills, Computer Skills, Commercial Skills, MS Didactic	555	8-200	0-32	\$574	*\$13.28
				Weighted Avg: 20			
10	Retrainee SET HUA SB<100	Adv Technology, Business Skills, Computer Skills, Continuous Impr, Literacy Skills, Management Skills, OSHA 10/30	17	8-200	0-32	\$222	*\$13.28
				Weighted Avg: 8			

*Wages reflect the ETP minimum wage requirements in effect when the Contract was approved. However, no trainee will be paid less than the State or local minimum wage rate 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 & 9 & 10 (HUA): \$14.48 per hour in Alameda, Contra Costa, Marin, San Mateo, Santa Clara, and San Francisco counties; \$13.92 per hour in Los Angeles County; \$13.61 per hour in Orange County; and \$13.28 per hour in all other counties.

Job Number 5 (SET/Entrepreneurial): No wage requirement.

Health Benefits: ☒ Yes ☐ No

This is employer share of cost for healthcare premiums – medical, dental, vision.

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

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

Wage Range by Occupation	
Occupation Title	Wage Range
Administrative and Accounting Staff	
Sales and Marketing Staff	
Production Staff	
Maintenance Staff	
Customer Service Staff	
Warehouse Staff	
Purchasing Staff	
Frontline Supervisor	
Managers	
Information Technology Staff	
Certified Nursing Assistant	
Technicians	
Owner – Entrepreneur	N/A

INTRODUCTION

Founded in 1968 and headquartered in Oroville, Butte-Glenn Community College District (Butte College) is a 2-year community college that provides academic instruction and workforce training. Butte College's economic workforce development center, The Training Place, works directly with businesses throughout California to provide occupational and professional development training options for employers, and the general population. The College's tailored learning solutions seek to foster a business environment that will lead to the retention and

creation of high-skilled jobs that will enhance the overall prosperity of California. Butte College promotes training that help employers achieve higher performance. This is Butte College's fifth ETP-funded project in the past five years.

AMENDMENT DETAILS

This project is a "Critical Proposal" as defined in Title 22, California Code of Regulations, 4402.2. Butte College requests additional funds to continue to meet post Camp Fire recovery employer needs to upskill employees and retain key talent in California. The Contractor also requests to move funding and trainees between job numbers, delete job numbers, and add Job Number 10 to meet employer needs.

This Amendment will:

- Increase the total contract amount by \$149,907, from \$599,991 to \$749,898
- Increase the support costs by \$12,561, from \$57,889 to \$70,450

Job Number 1

- Increase the total number of trainees by 241, from 103 to 344
- Increase funding by \$138,334, from \$59,122 to \$197,456

Job Number 2

- Increase the total number of trainees by 84, from 25 to 109
- Increase funding by \$27,925, from \$27,925 to \$121,753

Job Number 3

- Increase the total number of trainees by 6, from 150 to 156
- Increase funding by \$4,134, from \$103,350 to \$107,484

Delete Job Number 4

Job Number 5

- Decrease the total number of trainees by 9, from 10 to 1
- Decrease the weighted average hours of training by 10, from 40 to 30
- Decrease the average cost per trainee by \$287, from \$1,148 to \$861
- Decrease funding by \$10,619, from \$11,480 to \$861

Delete Job Number 6

Delete Job Number 7

Job Number 8 deleted in prior revision

Job Number 9

- Increase the total number of trainees by 355, from 200 to 555
- Increase funding by \$203,770, from \$114,800 to \$318,570

Add Job Number 10

- Increase the total number of trainees by 17, from 0 to 17
- Increase the weighted average hours of training by 8, from 0 to 8
- Increase the average cost per trainee by \$196, from \$0 to \$196
- Increase funding by \$3,774, from \$0 to \$3,774

RECOMMENDATION

Staff recommends approval of this Amendment.

SUMMARIZE PRIOR MODS/AMENDS

- **Revision 1:** Added courses to curriculum, added Job Number 8, moved trainees/funding from Job Number 1 to Job Number 8, added HUA counties to Job Numbers 1-3, and added alternate retention period.

- **Revision 2:** Deleted Job Number 8, added Job Number 9, moved Trainees/Funding from Job Number 8 to Job Number 9.

CURRENT CONTRACT PERFORMANCE

The following table summarizes performance by Butte College under the current ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees Enrolled	No. Completed Training	No. Retained
*ET19-0425	\$599,991	02/01/2019-01/31/2021	608	57	0

Based on ETP Systems, 20,636 reimbursable hours have been tracked for potential earnings of \$534,775 (89% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress.

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

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Achieve Global Series
- Achieving Stellar Service Experience Series
- Business Fundamentals
- Change Management
- Collaboration
- Communication Skills
- Conflict Management
- Customer Service and Sales Academy
- Development Dimensions International Series
- Ideal Team Player
- Leadership
- Logistics
- Making Sense of Business
- Managing Difficult Behaviors and Conversations
- Marketing/Sales Techniques
- Multi-tasking for Excellence
- NxLevel Entrepreneurial Program (Courses below):
 - Alternative Financing Sources
 - Assessing the Competitive Landscape for Green Business
 - Avoiding the Pitfalls of Unmanaged Growth
 - Balancing the Four P's (Price, Product, Promotion & Place)
 - Budgeting for Growth
 - Building a Global Brand
 - Building, Motivating and Managing Teams
 - Business Planning and Feasibility Studies
 - Calculating the Break-Even Point for Your Growth Opportunity
 - Choosing the Right Promotional Tools for Your Growing Business
 - Communicating Your Financial Needs to Lenders and Investors
 - Completing Your NxLevel Business Plan
 - Debt and Equity Financing for Growth Opportunities
 - Developing a Projected Balance Sheet and Comparing It With the Beginning Balance Sheet
 - Energy Efficiency and Pollution Strategies
 - Examining Bookkeeping and Recordkeeping Activities and Controls
 - Feasibility and Benefits of Greening Your Business
 - Financial Statements and Their Uses
 - Green Branding and Marketing Techniques
 - Green Growth Opportunities
 - Growing Your Supply Chain
 - How Accounting Systems Guide Growth
 - How Budgets Provide Performance Feedback
 - How Your Business Structure Affects Your Growth Options
 - Identifying New Markets and Competitors
 - Internal Controls for Cash Management

- Legal Issues That Affect Growing Business
- Maintaining Excellent Customer Service During Business Growth
- Managerial Uses of Financial Statements
- Managing the Risks of Growth
- Managing Your Cash Flow Cycle
- Market Research for Growth Opportunities
- Monthly and Annual Cash Flow Projections
- Negotiating and Managing Deals and Contracts
- Online Marketing, Sales and Relationship Management
- Outsourcing and Growth
- Preparing a Financing Proposal
- Preparing a Personal Financial Statement and Current Business Balance Sheet
- Preparing the Monthly Projected Income Statement and Understanding How It Differs From Cash Flow Projection
- Profitable Growth and the Entrepreneurial Mindset
- Project Management, Financial Management and Other Tools for Managed Growth
- Reviewing and Adjusting Budgets
- Setting Goals and Objectives for Sustainable Growth
- Setting the Right Price in New Markets
- The Impact of Marketing on Profitability
- The Importance of Networking
- The Internal and External Uses of a Business Plan
- The Need for Market Analysis
- The NxLevel Business Plan: Your Roadmap for Growth
- Understanding the Statement of Owner's Equity and Annual Statement of Cash Flows
- Using Customer and Competition Profiles to Analyze New Market Potential
- Using Ratios to Analyze Balance Sheet Information
- Personal Effectiveness (Problem Solving, Decision Making, Taking Ownership)
- Planning, Organizing, and Goal Setting
- Product Knowledge
- Project Requirements Analysis and Specifications
- Standard Office Procedures
- Scheduling and Planning
- Strategic Planning
- Time and Priority Management

COMPUTER SKILLS

- Accounts Payable/Accounts Receivable
- Adobe Applications
- ASP.net
- C# Programming
- Certified Logistics Manager (CLM)
- Company Specific ERP Systems
- Computer Networking
- Computer-Aided Drafting & CAM

- Computerized Scheduling
- Cost Tracking and Analysis
- Database Mgmt.
- Document Control
- Electronic Health Record (EHR/EMR) Software Training
- Google Analytics
- Inventory Control
- Java Script, PHP, Ruby, TCL and Troubleshooting
- Managing Email
- Material Resource Planning
- Microsoft Excel (Intermediate/Advanced)
- Microsoft Office Suite (Intermediate/Advanced)
- Patient Management Software (PMS) Training
- Personnel/Payroll Processing
- Purchase Order Tracking
- Sales Forecasting
- Salesforce
- Search Engine Optimization (SEO)
- Shipping Solutions and Related Logistic Software
- Slack Communication Systems
- Social Media For Business
- Software Applications
- Solid Works Modeling
- SQL Server
- World-Wide Web

COMMERICAL SKILLS

- Abuse Prevention
- Activities of Daily Living
- Acute Care Nurse Assistant Responsibilities
- Annual Skills Updates
- Basic Life Support (BLS)
- Biofeedback
- Body Mechanics
- Brain Injury Rehabilitation
- Cardiac Rehabilitation
- Cleaning and Care Tasks in the Home
- Cold Laser
- Communication – Documentation
- Conditioning Protocol for Therapy Patients
- Construction Management Skills
- Coordination of Care
- Dementia Care
- Discharge Planning
- Drone Technology Skills
- Emergency Procedures
- Equipment Skills
- Functional Capacity/Restoration
- Geriatric Care
- Home Health
- Honda Brakes Honda Electrical Advanced

- Honda Electrical Fundamentals
- Honda Electrical Systems
- Honda Engine
- Honda Express Service Technician
- Honda Fuel and Emissions advanced
- Honda Fuel and Emissions basic
- Honda Hybrid
- Honda New Model updates
- Honda Steering and suspension
- Honda Transmissions and Drive Trane's
- HVAC (Heating, Ventilation, & Air Condition)
- Hyperbaric Oxygen
- Individualized Clinical Experiences
- Infection Control
- Interpersonal Skills
- Laboratory Skills
- Long-Term Patient
- Medical and Social Needs of Clients
- Mobility Assessment
- Nutrition
- Observation and Charting
- Occupational Therapy Skills
- Parkinson's' Disease Care
- Passy-Muir Valve (PMV) Placement
- Patient Assessment
- Patient Care Procedures
- Patient Care Skills
- Patient Rights
- Personal Care Services and Nursing Procedures
- Photovoltaic and Solar Panel Applications
- Physical Therapy Skills
- Post-Traumatic Stress Disorder Care
- Preceptor Skills
- Prevention and Management of Catastrophe and Unusual Circumstances
- Rehabilitative Skills
- Role and Responsibilities of the Certified Nurse Assistant (CNA)
- Safe Patient Handling
- Safe, Secure Environment
- Special Needs Patients
- Speech & Language Pathology Skills
- Splint Assessments & Measurements
- Telemedicine
- Ventilator & Tracheotomy Care
- Vital Signs
- Weights and Measures
- Wheelchair Assessment
- Wound Care

CONTINUOUS IMPROVEMENT

- A3/Plan-Do-Check-Act (PDCA): Problem Solving Practices
- Business Process Mapping

- Change Over
- Equipment Inspection and Management
- Good Agriculture Practices (GAP)
- Good Manufacturing Practices (GMP)
- Hazard Analysis & Critical Control Points
- Internal Auditor
- ISO 9000 Lean Enterprise
- Kaizen
- Kanban
- Kata Coaching
- Lean Principles & Waste Identification
- Managing the Metrics
- Marketing, Website Training
- Maximizing Team Performance
- Process Improvement: Safety Incident Interview
- Quality Systems Program Monitoring
- Shift Management: Schedule Forecasting and Planning
- SQF Quality Systems
- Standardized Work
- Training Within Industry (TWI)
- Visual Management/Workplace Organization

HAZWOPER (Certified OSHA Instructor)

- Hazardous Waste Operations and Emergency Response Certification

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

LITERACY SKILLS

- Vocation English as Second Language: Basic English Language Skills/Reading/Comprehension and Basic Mathematics

MANAGEMENT SKILLS (Managers/Supervisors Only)

- Advanced Supervisor Development
- Building Trust
- Coaching Series
- Communicating for Leadership Success
- Decision Making
- Delegating
- Developing Safety Plans and Procedures
- Driving Change
- Effectively Managing Challenging People
- Employee Engagement
- Employee Relations
- Engaging and Retaining Talent
- Facilitating with Impact
- Fostering Innovation
- Leadership
- Making Meetings Work
- Performance Management

- Planning and Managing Resources
- Project Management
- Risk Management/Disaster Preparation
- Root Cause Analysis for Managers
- Supervisor Development Series
- Team Leader and Supervisor Readiness
- Your Leadership Journey

MANUFACTURING SKILLS

- Automation Systems
- Electrical
- Electronics
- Fluid Power
- HVAC
- Inventory Control
- Laser Equipment
- Machining
- Manufacturing Basics
- Manufacturing Job Breakdown and Instruction
- Materials
- Mechanical
- Operations
- Packaging
- PLC Controls
- Process Control
- Quality Assurance
- Robotics
- Safety Fundamentals
- Solidworks and Gcode
- Thermal
- Warehousing
- Welding

MEDICAL SKILLS – DIDACTIC

- CNA Module 1: Introduction to CNA
- CNA Module 2: Patients' Rights
- CNA Module 3: Communication/Interpersonal Skills
- CNA Module 4: Prevention and Management of Catastrophe and Unusual Occurrences
- CNA Module 5: Body Mechanics
- CNA Module 6: Medical and Surgical Asepsis
- CNA Module 7: Weights and Measures
- CNA Module 8: Patient Care Skills
- CNA Module 9: Patient Care Procedures
- CNA Module 10: Vital Signs
- CNA Module 11: Nutrition
- CNA Module 12: Emergency Procedures
- CNA Module 13: Long Term Care Patient
- CNA Module 14: Rehabilitative Nursing
- CNA Module 15: Observation and Charting
- CNA Module 16: Death and Dying

CBT Hours

0-32

BUSINESS SKILLS

- Advertising: Achieving Scale with the Reach Objective (2 hours)
- Advertising: Ad Auction and Delivery Overview (2 hours)
- Advertising: Ad Policies for Content (2 hours)
- Advertising: Ads Manager (2 hours)
- Advertising: Audience Insight (2 hours)
- Advertising: Boost Your Posts (2 hours)
- Advertising: Brand Awareness (2 hours)
- Advertising: Business Manager (2 hours)
- Advertising: Campaign Structure (2 hours)
- Advertising: Create Ads (2 hours)
- Advertising: Drive Store Visits/Store Visits Objectives (2 hours)
- Advertising: Edit and Manage Ads (2 hours)
- Advertising: Measure Campaign Performance With Ads (2 hours)
- Advertising: Offers – Attract, Convert, and Reward (2 hours)
- Advertising: Plan, Reach, and Frequency Campaigns (2 hours)
- Advertising: Targeting Core Audiences (2 hours)
- Advertising: Targeting Custom Audiences (2 hours)
- Advertising: Targeting Lookalike Audiences (2 hours)
- Basic Accounting Practices and Framework (1.5 hours)
- Being an Effective Team Member (1.5 hours)
- Brewing History – Customer Experience (1.5 hours)
- Business Coaching: Conducting Coaching Sessions (1.5 hours)
- Business Presentations (5 hours)
- Coaching: Fundamentals of Feedback (0.5 hours)
- Coaching: Giving Positive Feedback (0.5 hours)
- Communication Skills (5 hours)
- Conflict Resolution (2.5 hours)
- Conflict: Choosing a Conflict Resolution Tactic (0.5 hours)
- Conflict: Mediating a Conflict (0.5 hours)
- Conflicts of Interest in the Workplace (1.5 hours)
- Core Brands (1.5 hours)
- Customer Service Fundamentals: Building Rapport in Customer Relationships (1.5 hours)
- Decision Making: The Fundamentals (1.5 hours)
- Generating Creative and Innovative Ideas (1.5 hours)
- Hopline Sales Training (1.5 hours)
- Intrapersonal Communication (1.5 hours)
- Leadership Essentials: Building Influence (1.5 hours)
- Leadership Essentials: Motivating Employees (1.5 hours)
- Managing Change: Building Positive Support (1.5 hours)
- Paperless Payroll (1.5 hours)
- Problem Solving: The Fundamentals (1.5 hours)
- Productive Interactions (0.5 hours)
- Project Management Fundamentals (1.5 hours)
- Sales Techniques (1.5 hours)
- Setting Job Goals (0.5 hours)
- Talent Management: Basics (1.5 hours)
- Team Concepts (5 hours)

- Time Management (1.5 hours)
- Training for Intervention Procedures (TIPS): Behavioral Cues (1.5 hours)
- Working in Groups (5 hours)

COMPUTER SKILLS

- Savant Warehouse Management System (WMS) Overview (1.5 hours)
- Savant WMS System Overview Part II (1.5 hours)

CONTINUOUS IMPROVEMENT

- Achieving Leadership Potential (2 hours)
- Adopting Your Leadership Approach (0.5 hours)
- Advanced Coaching (2 hours)
- Authenticity and Transparency (SHARE) (0.5 hours)
- Back Safety (1.5 hours)
- Boosting Business Results (0.5 hours)
- Building a Motivational Environment (0.5 hours)
- Building an Environment of Trust (2 hours)
- Building Relationships (ESTEEM) (0.5 hours)
- Building Trust in Your Work Environment (0.5 hours)
- Choosing a Conflict Resolution Tactic (0.5 hours)
- Coaching for Improvement (2 hours)
- Coaching for Peak Performance (2 hours)
- Coaching for Success (2 hours)
- Communicating for Leadership Success (2 hours)
- Communicating with Impact (2 hours)
- Contributing to Meeting Success (0.5 hours)
- Cultivating Effective Business Networks (0.5 hours)
- Delegating Effectively (0.5 hours)
- Delegating for Results (2 hours)
- Delegating with Purpose (2 hours)
- Developing Individual Team Members (0.5 hours)
- Developing Others (2 hours)
- Discussing Performance Expectations (0.5 hours)
- Discussing Performance Progress (0.5 hours)
- Discussions to Get Results (0.5 hours)
- Driving Change (2 hours)
- Embracing Change (0.5 hours)
- Essentials of Leadership (2 hours)
- Facilitating a Virtual Meeting (0.5 hours)
- Fundamentals of Feedback (0.5 hours)
- Getting Started as a New Leader (2 hours)
- Giving Feedback for Improvement (STARR/AR) (0.5 hours)
- Giving Positive Feedback (STARR) (0.5 hours)
- Going Beyond Customer Expectations (0.5 hours)
- Handling Common Coaching Challenges (0.5 hours)
- Handling Customer Dissatisfaction (0.5 hours)
- Helping Others Manage Performance (0.5 hours)
- Helping your Team Achieve High Performance (0.5 hours)
- Improving Your Processes (0.5 hours)
- Influencing Others to Make Things Happen (0.5 hours)
- Influencing Without Position Power (0.5 hours)

- Keeping Discussions Moving (0.5 hours)
- Keeping on Track and on Time (0.5 hours)
- Keeping Organizational Talent (0.5 hours)
- Launching a Successful Team (0.5 hours)
- Leading Change (2 hours)
- Leading Through Vision and Values (0.5 hours)
- Leading Virtually (2 hours)
- Lean Manufacturing 100: Overview and Workplace (5 hours)
- Lean Manufacturing 101: Introduction (5 hours)
- Lean Manufacturing 102: 5S (5 hours)
- Lean Manufacturing 103: Total Productive Maintenance (5 hours)
- Lean Manufacturing 104: Poka-Yoke (5 hours)
- Lean Manufacturing 203: Theory (5 hours)
- Lean Manufacturing 204: Process Flow (5 hours)
- Lean Manufacturing 205: Visual Workplace (5 hours)
- Lean Manufacturing 206: Standardized Work (5 hours)
- Lean Manufacturing 307: Kaizen (5 hours)
- Lean Manufacturing 308: Value Stream Mapping (5 hours)
- Lean Manufacturing 409: Set-Up Reduction (5 hours)
- Letting Go and Delegating More (0.5 hours)
- Making Accelerated Decisions (0.5 hours)
- Making Change Happen (0.5 hours)
- Making Meetings Work (0.5 hours)
- Making Quality Decisions (0.5 hours)
- Making Things Happen (0.5 hours)
- Overcoming Barriers to Productivity (0.5 hours)
- Overcoming Resistance to Change (0.5 hours)
- Planning to Lead a Virtual Meeting (0.5 hours)
- Productive Interactions (Interaction Guidelines) (0.5 hours)
- Providing Everyday Service Excellence (0.5 hours)
- Pulling your Team out of a Slump (0.5 hours)
- Quality Assurance Training (1.5 hours)
- Reaching Group Agreement Sparking Accountability and Action (SUPPORT) (0.5 hours)
- Rescuing Difficult Meetings (0.5 hours)
- Resolving a Conflict You're Involved In (0.5 hours)
- SMART Goals (0.5 hours)
- Spill Prevention, Control and Countermeasure Plan (1.5 hours)
- Strengthening Relationships (0.5 hours)
- Strengthening Your Partnerships (0.5 hours)
- Strengthening Your Work Group (0.5 hours)
- Supporting Development Efforts (0.5 hours)
- Sustainability 101 (1.5 hours)
- Your Leadership Journey (0.5 hours)

MANAGEMENT SKILLS (Managers/Supervisors Only)

- Achieving Leadership Potential (2 hours)
- Advanced Coaching (2 hours)
- Building an Environment of Trust (2 hours)
- Coaching for Improvement (2 hours)
- Coaching for Peak Performance (2 hours)

- Coaching for Success (2 hours)
- Communicating for Leadership Success (2 hours)
- Communicating with Impact (2 hours)
- Delegating for Results (2 hours)
- Delegating with Purpose (2 hours)
- Developing Others (2 hours)
- Driving Change (2 hours)
- Essentials of Leadership (2 hours)
- Getting Started as a New Leader (2 hours)
- Keeping Discussions Moving (0.5 hours)
- Keeping on Track and on Time (0.5 hours)
- Keeping Organizational Talent (0.5 hours)
- Leading Change (2 hours)
- Leading Virtually (2 hours)
- Making High-Quality Decisions (2 hours)
- Making Meetings Work (2 hours)
- Mediating a Conflict (0.5 hours)
- Resolving Conflict (2 hours)
- Retaining Talent (0.5 hours)
- Setting Goals and Reviewing Results (0.5 hours)
- Setting Job or Performance Goals (0.5 hours)
- Setting Team Goals (0.5 hours)
- Sparking Accountability and Action (SUPPORT) (0.5 hours)
- Taking the HEAT (2 hours)
- Unleashing Employee Initiative (INVOLVEMENT) (0.5 hours)
- Your Leadership Journey (2 hours)

MANUFACTURING SKILLS

- AC Heat Pump Operations (5 hours)
- AC Heat Pump Troubleshooting (5 hours)
- AC/DC Electrical (5 hours)
- Advanced AC Electronics (5 hours)
- Advanced Hydraulic Troubleshooting (5 hours)
- Advanced Hydraulics (5 hours)
- Advanced Pneumatic Troubleshooting (5 hours)
- Advanced Pneumatics (5 hours)
- Analytical Process Control (5 hours)
- Barcodes (5 hours)
- Basic AC Drives (5 hours)
- Basic Hydraulic Troubleshooting (5 hours)
- Basic Hydraulics (5 hours)
- Basic Measurement Tools (5 hours)
- Basic Pneumatic (5 hours)
- Basic Pneumatic Troubleshooting (5 hours)
- Basic Wiring (5 hours)
- Central Lubrication (5 hours)
- Centrifugal Pumps (5 hours)
- CIM & MINICIM Applications (5 hours)
- CNC Machine Operation (5 hours)
- CNC Machine Tools (5 hours)
- CNC Mill (5 hours)

- Computer Numerical Control (CNC) Lathe (5 hours)
- Computer-Aided Design Solidworks (5 hours)
- Computer-Aided Machining (5 hours)
- Computer-Integrated Manufacturing Siemens (5 hours)
- Contamination (5 hours)
- Conveyors (5 hours)
- Coolants and Oils (5 hours)
- Data Acquisition (5 hours)
- DC Electronic Drives (5 hours)
- Device Level Networks (5 hours)
- Distributed I/O (5 hours)
- Electrical Control Wiring (5 hours)
- Electrical Motor Control 1 (5 hours)
- Electrical Motor Control 2 (5 hours)
- Electrical Relay Control (5 hours)
- Electro Fluid Power (5 hours)
- Electronic Sensors (5 hours)
- Ethernet & Analog Wiring (5 hours)
- Fanuc CNC Control (5 hours)
- Fasteners (5 hours)
- Ferrous Metals/Non Ferrous Metals/Heat Treatment (5 hours)
- Flexible Manufacturing 1 (5 hours)
- Foundation Fieldbus (5 hours)
- Gaskets (5 hours)
- Gear Manufacturing (5 hours)
- Geometric Dimensioning & Tolerance Gauging (5 hours)
- Geothermal (5 hours)
- Geothermal Flush Cart (5 hours)
- Geothermal Troubleshooting (5 hours)
- Good Manufacturing Practices (1.5 hours)
- Grinding (5 hours)
- Hart (5 hours)
- Highway Addressable Remote Transducer Protocol (5 hours)
- HMI Terminal (5 hours)
- Human Machine Interface (HMI) Safety PLC (5 hours)
- Hydraulic Maintenance (5 hours)
- Industrial Machine Vision System (Vision) (5 hours)
- Industrial Soldering (5 hours)
- Intermediate Hydraulics (5 hours)
- Intermediate Pneumatics (5 hours)
- Inventory Storage (5 hours)
- ISO 9000 - Statistical Process (5 hours)
- Laser Alignment (5 hours)
- Level & Flow Process Control (5 hours)
- Machine Tool Axis (5 hours)
- Machining Center (5 hours)
- Manual Machine Tools 1 (5 hours)
- Materials Engineering (5 hours)
- Mathematics (5 hours)
- Mechanical Drives 1 (5 hours)

- Mechanical Drives 2 (5 hours)
- Mechanical Drives 3 (5 hours)
- Mechanical Drives 4 (5 hours)
- Mechanical Fabrication (5 hours)
- Mechatronics 870- Siemens (5 hours)
- Mechatronics 870-Akken Bradley (5 hours)
- Mechatronics Analog (5 hours)
- Mechatronics Troubleshooting (5 hours)
- MINICIM & CIM Options (5 hours)
- MINICIM Siemens (5 hours)
- Mold Design (5 hours)
- Motion Control (5 hours)
- Multiple Stage Pumps (5 hours)
- Networking Ethernet - AB Compactlogix (5 hours)
- Non-Hydraulic Pumps (5 hours)
- Non-Servo Robotics (5 hours)
- Packing Switchboards 101 (1.5 hours)
- Piping Fabrication (5 hours)
- Plastics (5 hours)
- PLC Motor Control (5 hours)
- PLC Networking Options (5 hours)
- PLC Operator Interfaces (5 hours)
- PLC Process Control Compactlogix (5 hours)
- PLC Programming (5 hours)
- Pneumatic Fitting Construction (5 hours)
- Power and Control Electronics (5 hours)
- Power Distribution (5 hours)
- Precision Gauging (5 hours)
- Pressure Process Control (5 hours)
- Principles of Advanced Manufacturing (5 hours)
- Principles of CNC Machining (5 hours)
- Print Reading (5 hours)
- Product Design (5 hours)
- Product Finishing (5 hours)
- Production Assembly (5 hours)
- Profinet (5 hours)
- Profinet Pneumatic Safety PLC (5 hours)
- Program Logic Control (PLC) Analog Control (5 hours)
- Programmable Controllers (5 hours)
- Radio Frequency Identification (RFID) (5 hours)
- Rail Spur (1.5 hours)
- RFID Safety PLC (5 hours)
- Rigging 1 (5 hours)
- Rigging 2 (5 hours)
- Rigging 3 (5 hours)
- Robotics Assembly (5 hours)
- Rotating Machines 1 (5 hours)
- Rotating Machines 2 DC Generators (5 hours)
- SA101 – Safety Practices & Regulations (5 hours)
- SA102 – Personal Protective Equipment (5 hours)

- SA103 – Hazardous Communication (5 hours)
- SA104 – Confined Spaces (5 hours)
- SA105 – Lockout/Tagout (5 hours)
- SA106 – Accident Response (5 hours)
- SA206 – Overhead Crane Safety (5 hours)
- Safety I/O with Variable Frequency Drive (5 hours)
- Safety Input/Output with Reversing Starter (5 hours)
- Servo Robotics (5 hours)
- Siemens Safety PLC (5 hours)
- Smart Flow Transmitter (5 hours)
- Stacklight Signaling Safety PLC (5 hours)
- Statement List & Grafset Programming (5 hours)
- Statistical Process Control (5 hours)
- Steam Systems (5 hours)
- Tabletop Mechatronics (5 hours)
- Thermal Applications (5 hours)
- Thermal Process Control (5 hours)
- Thermal Science (5 hours)
- Tooling (5 hours)
- Tooling for Grinding (5 hours)
- Tooling for Machining (5 hours)
- Tooling for Tapping (5 hours)
- Tooling for Turning Center (5 hours)
- Trigonometry (5 hours)
- Turning (5 hours)
- Ultrasonic Liquid Level (5 hours)
- VFD/PLC Wiring (5 hours)
- Vibrations Analysis (5 hours)
- Vision (5 hours)
- Visualization Process Control (5 hours)
- Welding (5 hours)
- Wiring Harness Assembly (5 hours)
- Work Holding (5 hours)

Literacy Training cannot exceed 45% of total training hours per-trainee

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

<p>Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. Reimbursement for new hire training is capped at 260 total training hours per trainee.</p>



Project

<i>Approved</i>	<i>Approved</i>
<i>Date</i>	<i>Amount</i>

[illegible]

Total -----\$339,871



RETRAINEE - JOB CREATION

Training Proposal for:

ADF, Incorporated dba Able Design & Fabrication

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0235

Approval Date: December 10, 2019

Panel Meeting of: January 24, 2020

ETP Regional Office: North Hollywood

Analyst: J. Romero

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100 HUA Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles County	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: 24	U.S.: 24	Worldwide: 24
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution:

\$21,725

Total ETP Funding

\$25,300

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HUA Only:	Number of trainees in HUA location: 2 All trainees are located in an HUA, however only two require the HUA wage modification.
Occupations to be Trained:	Administration/Office Staff, Engineering and Design, Production, Manager, Owner

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB<100 Priority	Business Skills Computer Skills Continuous Impr. Mfg. Skills PL-Mfg. Skills	22	8-60 Weighted Avg: 44	0	\$1,012	\$18.56
2	Job Creation Retrainee SB<100 Priority	Business Skills Computer Skills Continuous Impr. Mfg. Skills PL-Mfg. Skills	1	8-60 Weighted Avg: 44	0	\$1,012	*\$15.47
3	Retrainee SB<100 Priority HUA	Business Skills Computer Skills Continuous Impr. Mfg. Skills PL-Mfg. Skills	2	8-60 Weighted Avg: 44	0	\$1,012	*\$13.92

*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: \$18.56 in Job Number 1; \$15.47 in Job Number 2 (Job Creation); \$13.92 in Job Number 3 (HUA)

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job 1 and Job 2.

OVERVIEW

Year Company Founded:	1989	Company Headquarters: <input checked="" type="checkbox"/> Single location
Facility location(s) where training will occur		<ul style="list-style-type: none"> Compton

Nature of Business:	<ul style="list-style-type: none"> • Manufacture and fabricate metal frame for projection flat panel display modules and simulators • Design and engineer mounting solutions for LED, LCD and other display technologies • Specialize in the design of Original Equipment Manufacturing parts
Customer Base:	<ul style="list-style-type: none"> • Military, government and entertainment industries for airports, commercial applications and security centers
Business / Industry Needs / Changes	<ul style="list-style-type: none"> • The digital display technology industry constantly demands highly innovative designs that are both cost effective and efficient. Employees need training to upgrade skills to be competitive and meet the demands of both local and international markets. • Training to certify newer workers due to an aging workforce

Training Plan:

Need for Training:	<ul style="list-style-type: none"> • Business Skills - will be provided to managers and engineering/design staff to enhance business acumen in areas such as finance and accounting, project management, presentation, and effective meetings. • Computer Skills - will be provided to all occupations to upgrade technical skills in navigating the Company's new software system and various computerized equipment and machines. • Continuous Improvement - will be provided to all occupations to support the Company's goal for Lean processes, efficiency, and product quality. • Manufacturing Skills - will be provided to engineering/design, production, and management staff to improve skills in various manufacturing processes and equipment operation. This training will also provide cross-training opportunities for employees to widen capabilities and qualifications in performing various job duties.
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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
☐ MS Preceptor
 ☐ MS Didactic

Manufacturing Skills	Business Skills	Computer Skills
Continuous Improvement		

Productive Laboratory	Justification: <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards
	24 PL Hours per-trainee
	Occupations Receiving PL Training: Engineers, Shop Workers
The PL instructor must be dedicated to training, at a ratio of 1:2.	
Ratio Higher than 1:1	Production and production process requires trainees work in pairs to train and operate equipment.
Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: Human Resources Manager will oversee the project with the assistance of the Production Manager. ADF is ready to start training upon approval. Training will be provided by a combination of in-house trainers and vendors. ADF has retained an administrative subcontractor to assist with enrollment, uploading, and invoicing training hours in the ETP System.
<ul style="list-style-type: none"> Trainers: <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined.
<ul style="list-style-type: none"> Administration: ADF retained California Manufacturing Technology Consulting (CMTC) in Torrance to assist with administration. The subcontractor will work closely with the HR/Office Manager and the Production Manager. <input type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor

RECOMMENDATION

Staff recommends approval of this proposal.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	California Manufacturing Technology and Consulting	Torrance	\$2,500
Administrative	California Manufacturing Technology and Consulting	Torrance	Not to exceed 13% of payment earned
Training Vendors	To Be Determined	To Be Determined	To Be Determined

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

0-60

Trainees may receive any of the following:

BUSINESS SKILLS

- Finance & Accounting
 - Cash Flow Management
 - Understanding Profit & Loss
- Goal Setting
- Interpersonal Communication
- Planning
- Procurement
- Product Knowledge
- Sales & Selling Skills
- Business Writing
- Conflict Management
- Effective Meeting Skills
- Negotiation Skills
- Presentation Skills
- Time Management Skills
- New Product Development

CONTINUOUS IMPROVEMENT

- Leadership
- Lean Manufacturing
- Teams and Team Building
- Problem Solving
- Communication Skills
- Document Control
- Mistake Proofing
- Process Improvement
- Quality Control Check Points
- Quality Inspection
- Quality Management Systems
- Environmental Management System (EMS) Implementation
- Six Sigma
- Design of Strengths Tests
- Risk Management
- Supply Chain Optimization
- Production and Inventory Management

MANUFACTURING SKILLS

- Equipment Set up & Operation
- Inventory Control
- Good Manufacturing Practices
- Equipment Operations
- Material Requirements Planning & Processes
- Packaging & Shipping Standards
- Preventative Maintenance
- Programmable Logic Controllers
- Welding
- Sheet Metal

- Blueprint Reading
- Shop Math and Geometric Dimensioning & Tolerancing
- CNC Programming
- Surface Mount Technology: Manufacturing & Rework
- Through Hole Technology: Rework and Repair
- Production Skills
- Small Batch Manufacturing
- Large Batch Manufacturing
- Metrology
- Writing Standard Operating Procedures (SOPs)
- Quality System Requirements, Good Manufacturing Practices & Inspections
- Requirements for Device Safety
- Manufacturing Logistics Management
- Cal-OSHA 10/30

COMPUTER SKILLS

- AUTO/CAD
- Microsoft Office
- QuickBooks
- SolidWorks
- Enterprise Resource Planning (ERP)
- Presentation Software
- Database Management
- CAD/CAM Software Training

PL Hours

0 –24

MANUFACTURING SKILLS (trainer-to-trainee ratio 1:2)

- Equipment Set up & Operation
 - Table saw
 - Drill press
 - Vertical mill
 - Double header saw
 - Chop saw
 - Mig welders
 - Tig welders
 - Laser cutter
 - CNC laser cutter
 - Press brake
 - CNC vertical mill
 - Shearing machine
 - Glass cutter
 - Sanding machine
 - Flex arm tapping machine
 - Spot welder
 - Granite surface plate
 - Forklifts
 - Handtools

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

Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.



Training Proposal for:
**Altman Specialty Plants, LLC dba Altman
Specialty Plants, Inc.**

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0261

Approval Date: December 31, 2019

Panel Meeting of: January 24, 2020

ETP Regional Office: PPU - Central Office

Analyst: C. Hoyt

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee HUA	Industry Sector(s):	Agriculture Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Monterey, Riverside, 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: 1,950	U.S.: 2,500	Worldwide: 2,500
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	20%		

**In-Kind Contribution: (100% of Total
ETP Funding Required)**

\$75,000

Total ETP Funding

\$74,520

Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HUA Only:	Number of trainees in HUA location: 35
Occupations to be Trained:	Administrative Staff, Distribution Staff, Managers, Supervisors, Production Staff, Mechanics, Maintenance, I.T., Sales

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	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat	75	8-200	0	\$736	\$17.70
				Weighted Avg: 32			
2	Retrainee Priority HUA	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat	35	8-200	0	\$552	*\$13.28
				Weighted Avg: 24			

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

Minimum Wage by County: Job Number 1: \$17.70 per hour in San Diego County; Job Number 2 (HUA): \$13.28 per hour in Monterey and Riverside counties

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

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

OVERVIEW

Year Company Founded:	1975	Company Headquarters: <input type="checkbox"/> Single location Vista
Facility Locations Outside CA	<ul style="list-style-type: none"> Facilities within USA: Florida, Arizona, Texas, New Jersey, Georgia, Colorado 	

Total Number of Facility locations in California	10
Facility location(s) where training will occur	<ul style="list-style-type: none"> • Vista (San Diego) • Perris (Riverside) • Salinas (Monterey)

Nature of Business:	<ul style="list-style-type: none"> • Growing drought tolerant plants
Customer Base:	<ul style="list-style-type: none"> • Home Depot • Lowe's Home Improvement • Walmart • Garden Centers • Supermarkets

Business / Industry Needs / Changes	<ul style="list-style-type: none"> • Altman provides plants to major retailers. These retailers are increasing sales of plant materials in the recent years. • Altman is expanding to service additional geographic areas, requiring an increasingly complex product mix. • Altman is utilizing new automated equipment and computer systems. • Altman is implementing new water efficient irrigation practices.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> • The additional geographic plant products require trained staff care. • Altman needs to train staff on the new automated equipment and computer systems. • Altman plans to train staff on the new methods of water efficient irrigation practices.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab

☐ E-Learning

☐ CBT

☐ Productive Lab

Business Skills	Commercial Skills	Computer Skills
Continuous Improvement	Hazardous Materials	

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> • Project Oversight: <p>The VP Human Resources will oversee the project. Human Resources will coordinate with department heads to schedule and document training at each facility.</p> <p>Altman has a training plan in place and is ready to start training upon approval.</p>
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<ul style="list-style-type: none"> • Trainers: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house – Types of Training: To Be Determined <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined
<ul style="list-style-type: none"> • Administration: <ul style="list-style-type: none"> VP Human Resources <input checked="" type="checkbox"/> In-house <input type="checkbox"/> Subcontractor

Repeat Contract

• Number Of Contracts in last 5 years:	3
• Training provided / focus in last Contract:	<ul style="list-style-type: none"> • Worked to coordinate production resources.
• Difference in Training Plan:	Additional expansion requires additional training. Also, new training on new equipment and plant types.

PRIOR PROJECTS

The following table summarizes performance under an ETP Contract completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0175	Statewide	12/26/16-12/25/18	\$300,754	\$300,754 (100%)
ET15-0219	Statewide	08/01/14-07/31/16	\$352,500	\$297,791 (85%)

RECOMMENDATION

Staff recommends approval of this proposal.

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Coaching and Counseling
- Leadership
- Meeting Facilitation
- Sales
- Time Management

COMMERCIAL SKILLS

- Confined Space (training on how to follow procedures and work around tanks and other confined spaces)
- Driving and Delivery Techniques
- Equipment Operations
- Forklift
- Growing Techniques
- Inventory Control
- Irrigation Systems
- Merchandising
- Order Fulfillment
- Pay by Scan
- Planting
- Product Availability
- Water Recycling/Efficiency

COMPUTER SKILLS

- Evolution (ERP software)
- MS Office (intermediate/advanced only)
- Samsara-E-Log
- Movista
- Employee Navigator
- Electronic Data Exchange
- Tiger Jill and Pet Tiger (Pesticide Management Programs)

CONTINUOUS IMPROVEMENT

- Hazard Analysis and Critical Control Points
- Process improvement
- Quality Improvement
- Lean Manufacturing

HAZARDOUS MATERIALS

- HazMat
- Hazardous Material Handling (Pesticides and Other Hazardous Materials)
- Material Safety Data Sheets

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

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



Training Proposal for:
Arrow Sign Co.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0244

Approval Date: December 23, 2019

Panel Meeting of: January 24, 2020

ETP Regional Office: San Francisco Bay Area

Analyst: B. China

PROJECT PROFILE

Contract Attributes:	Retrainee SB<100 Priority Rate	Industry Sector(s):	Manufacturing (E) Construction (23)	
		Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
Counties Served:	Alameda, San Joaquin	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 70	U.S.: 70	Worldwide: 70	
<u>Turnover Rate:</u>	12%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

In-Kind Contribution: (100% of Total ETP Funding Required)

\$12,325

Total ETP Funding

\$9,338

Small Business Only:	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Contract Term <input checked="" type="checkbox"/> One Year <input type="checkbox"/> Two Year
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Sales Staff, Installers, Production Staff, Administration Staff, Crane Operators

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 Skills Computer Skills Continuous Impr. HazMat Mfg. Skills PL-Mfg. Skills PL-Comm. Skills	29	8-200	0	\$322	\$17.70
				Weighted Avg: 14			

Minimum Wage by County: \$19.31 per hour for Alameda County and \$17.70 per hour for San Joaquin County.

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

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

OVERVIEW

Parent Company		Arrow Sign Co.	
Year Company Founded:	1952	Company Headquarters: <input type="checkbox"/> Single location Oakland, CA	
Total Number of Facility locations in California		Arrow Sign Co. (Arrow Sign) has two locations in California.	
Facility location(s) where training will occur		<ul style="list-style-type: none"> • Oakland (Alameda County) • Stockton (San Joaquin County) 	
Nature of Business:		Arrow Sign designs, installs, and fabricates signage.	
Customer Base:		The Company's customers include: general contractors, architects, property managers, hospitals, city municipalities,	

	retail stores, and banks such as the Nut Tree, Blackhawk Plaza, and Citrus Town Center.
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<i>Business / Industry Needs / Changes</i>	<ul style="list-style-type: none"> • Arrow Sign recently purchased new equipment: 2019 Peterbilt truck with 100-foot crane, 2011 Peterbilt Dump Truck, and updated Lenovo ThinkCentre computers with Microsoft Teams and Windows 10. • The Company's goal is to increase sales revenue from \$10 million to \$13 million. This will require an increase in staff. To reach this goal, it has hired a new Sales Executive/Project Manager. • Production Staff, Installers, and Crane Operators need training to effectively operate Company trucks, cranes, and scissor lifts. Sales and Administration Staff will train to use new computer programs such as, sales tools and Microsoft Teams.
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Training Plan:

<i>Need for Training:</i>	<ul style="list-style-type: none"> • Field department staff (Production Staff, Installers and Crane Operators) need to cross train team members to increase production effectiveness and efficiency to have each field-staff member fully trained in operating the new trucks, scissor lift, and cranes. • ETP-funded training will lead to the following certifications that are transferrable within the industry: aerial lift, skid steer and bobcat, crane, welding, forklift, rigging, and fall protection certification. • Sales team needs to provide team members with additional education that will increase the Company's sales revenue. No training will be duplicated for trainees who participated in prior ETP-funded training. • Administrative team needs to improve efficiency and productiveness by delivering training to utilize new computer programs. • ETP-funded training will also up-skill employees, while setting them up for career advancement opportunities and increasing job security.
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Training courses listed in the Menu Curriculum will be provided via the following training methods under the following Types of Training:

- ☒ Class/lab
 ☒ E-Learning
 ☐ CBT
 ☒ Productive Lab
☐ MS Preceptor
 ☐ MS Didactic

Business Skills	Commercial Skills	Computer Skills
Continuous Improvement	Manufacturing Skills	HazMat

Certified Safety Training	<input type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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Productive Laboratory	Justification: <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards
	15 PL hours per trainee
	Occupations Receiving PL Training: Production Staff, Installers, and Crane Operators.
The PL instructor must be dedicated to training using a trainer-to-trainee ratio of 1:1.	

Training Hours

<input type="checkbox"/> Weighted Average Hours over 45	14 hours
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Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: Arrow Sign's Director of Corporate Establishment (dedicated administrator) and Administration Personnel will oversee project administration/coordination and with ETP staff for all locations. The Director of Corporate Establishment will conduct periodic meetings with department heads to ensure training is on schedule and compliant with ETP guidelines as Arrow Sign has developed a detailed month-by-month ETP training plan. ETP training will be delivered by approximately five in-house trainers and by outside training vendors.
<ul style="list-style-type: none"> Trainers: <input checked="" type="checkbox"/> In-house – Types of Training: Commercial Skills, Manufacturing Skills, Business Skills, and PL- Manufacturing / PL-Commercial Skills. <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: Commercial Skills, Business Skills, Manufacturing Skills, and PL- Manufacturing / PL-Commercial Skills.
<ul style="list-style-type: none"> Administration: <input checked="" type="checkbox"/> In-house <input type="checkbox"/> Subcontractor

Repeat Contract

<ul style="list-style-type: none"> Number Of Contracts in last 5 years: 	This is Arrow Sign's third ETP Contract, and it's third in the last five years.
<ul style="list-style-type: none"> Training provided / focus in last Contract: 	<ul style="list-style-type: none"> The previous Contract focused on meeting the Company's growing-market demands, new developments in sign making, and increased competitiveness in securing contracts through a changing bidding processes.
<ul style="list-style-type: none"> Difference in Training Plan: 	<p>In this Contract, training will focus on:</p> <ul style="list-style-type: none"> Use of new equipment including: 2632 Genie Scissor Lift, new trucks (2019 Peterbilt with 100-foot crane; 2011 Peterbilt Dump Truck) and updated Lenovo ThinkCentre computers with Microsoft Teams and Windows 10. New computer programs and software (up-skilling efforts) to transition into a more green-friendly company. Delivering PL training to ensure Production Staff, Installers, and Crane Lifters are adequately skilled on use of machinery and equipment.

PRIOR PROJECTS

The following table summarizes performance under an ETP Contract completed within the last five years.

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0387	Oakland and Stockton	12/31/16 - 12/30/18	\$21,476	\$10,154* (47%)
ET16-0150	Oakland and Stockton	8/18/15 - 8/17/16	\$12,688	\$9,615 (76%)

*In the previous project, training was targeted to a larger group of employees. The training plan was too ambitious and projected instruction was insufficient. Subsequently, there were issues with tracking, coordination and implementation of the training plan.

For this new training proposal, the Company has formulated a month-by-month training plan that details a specific training schedule. A smaller population has been targeted for ETP-funded training. The Director of Corporate Establishment (dedicated ETP Administrator) assisted by Personnel staff will conduct periodic meetings with department heads to ensure training remains on track. This funding request has been reduced to \$9,338 which is an amount Arrow sign was able to earn in its two prior contracts.

RECOMMENDATION

Staff recommends approval of this proposal.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendors	Coast to Coast	San Jose	\$5,000
	A or B Equipment	Sacramento	\$1,000
	Precision Crane	Windsor	\$6,000
	Turner Safety	Dublin	\$2,500
	Effective Training Solutions	Emeryville	\$2,000
	California Sign Association	Poway	\$2,000

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

8–200

Trainees may receive any of the following:

BUSINESS SKILLS

- Professional Selling Techniques
- Contract Management
- Effective Communication
- Project Management
 - Building Effective Teams

COMMERCIAL SKILLS

- Crane Operation
- Scissor Lift Operation
- Neon Installation and Service
- Installation Skills
- Commercial Vehicle Operation
- Field Electrical
- Blueprint Reading

COMPUTER SKILLS

- Information Technology (IT) Management
- Microsoft Office (Intermediate / Advanced)
 - Outlook
 - PowerPoint
 - Word
 - Excel Core
 - Excel Advanced
 - Skype / Teams
 - Project
 - Power BI
 - SharePoint
 - Dynamics 365

CONTINUOUS IMPROVEMENT

- Product Knowledge and Regulations
- Solar Technology
- Light-Emitting Diodes (LEDs)

HAZARDOUS MATERIALS

- Handling Hazardous Material
- Hazardous Waste Generation Education

MANUFACTURING SKILLS

- Welding
- Fabrication
- Sign Assembly

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

Productive Lab (PL) Hours

0–15

PL - MANUFACTURING SKILLS (limited ratio 1:1)

- Welding
- Sign Assembly and Fabrication

PL - COMMERCIAL SKILLS (limited ratio 1:1)

- Scissor Lift Operation
- Crane Operation
- Commercial Vehicle Operation

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:

Breakwater International (California) LLC

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0236

Approval Date: December 30, 2019

Panel Meeting of: January 24, 2020

ETP Regional Office: North Hollywood

Analyst: J. Romero

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate SB <100	Industry Sector(s):	Manufacturing (E) Services (61,71,72,81,92) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 15	U.S.: 30	Worldwide: 33
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	15%		

In-Kind Contribution: (100% of Total ETP Funding Required)

\$31,896

Total ETP Funding

\$20,700

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Technician, Engineer, Administrative Staff, Supervisor/Manager, Owner

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Computer Skills Comm Skills Continuous Impr. HazMat OSHA 10/30 PL-Comm. Skills	15	8 - 100	0	\$1,035	\$18.56
				Weighted Avg:45			
2	Job Creation Retrainee Priority SB<100	Business Skills Computer Skills Comm Skills Continuous Impr. HazMat OSHA 10/30 PL-Comm. Skills	5	8 - 100	0	\$1,035	*\$15.47
				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: \$18.56 in Job 1 and \$15.47 in Job 2.

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

Up to \$1.89 per hour may be used to meet the Post-Retention Wage for Job 1 and Job 2.

OVERVIEW

Year Company Founded:	2017	Company Headquarters: <input type="checkbox"/> Single location Wilmington, CA
Facility Locations Outside CA	<ul style="list-style-type: none"> Texas, Florida, Canada, Greece 	
Total Number of Facility locations in California	1	

<i>Facility location(s) where training will occur</i>	<ul style="list-style-type: none"> • Wilmington
<i>Nature of Business:</i>	<ul style="list-style-type: none"> • General ship repair, maintenance and inspection of ship machinery and equipment • Inspection, repair, retrofit and sales of high-and-low pressure CO2 systems and marine fire suppression systems • Calibration and repair of portable gas monitors
<i>Customer Base:</i>	<ul style="list-style-type: none"> • Local and international shipping lines • Commercial and military industries • Fuel and energy industries • Military Sealift Command (MSC), US Coast Guard, Chevron, Conoco Phillips, Matson Navigation, American President Lines (APL), General Dynamics (Nassco), Crowley, Princess Cruise and Celebrity Cruise
<i>Business / Industry Needs / Changes</i>	<ul style="list-style-type: none"> • Acquired Ross Fire Inc. in 2018 which expanded the Company's product line and services, generating positions for a new Fire and Safety department. • Overall process improvement upgrade and equipment training needed on Ballast Water Treatment Systems used by all international shipping lines

Training Plan:

<i>Need for Training:</i>	<ul style="list-style-type: none"> • Business Skills – Training will be provided to Administrative Staff, Manager and Supervisor. Skills gained from this training will develop customer relations and specific administrative and management processes. • Commercial Skills – Training will be provided to Engineers, Technicians, Supervisors and Managers. Training will provide and upgrade necessary job specific skills to support the Company's competitiveness within the industry it serves. Engineers and technicians will also receive training in Ballast Water Treatment Systems. • Continuous Improvement - Training will be provided to all occupations to ensure risk, quality and improvement management is in line with in-house and regulatory requirements. Training in ISO 9001 guidelines to further improve quality and satisfy requirement of some major customers.
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	<ul style="list-style-type: none"> • Computer Skills – Training will be provided to all occupations. This training will enable employees to access and properly use the Company's computer and operating system and facilitate a real-time field and office communication and interaction. • Hazardous Materials – Training will be provided to all Technicians, Supervisor and Manager to ensure proper handling of hazardous materials.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☒ E-Learning
 ☐ CBT
 ☒ Productive Lab
☐ MS Preceptor
 ☐ MS Didactic

Business Skills	Hazardous Materials	
Commercial Skills	OHSA 10/30	
Computer Skills		
Continuous Improvement		

Certified Safety Training	<input checked="" type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input type="checkbox"/> Hazardous Materials (HAZMAT)
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Productive Laboratory	Justification: <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards
	24 PL Hours per-trainee
	Occupations Receiving PL Training: Technician, Engineers
The PL instructor must be dedicated to training, at a ratio of 1:2.	
Ratio Higher than 1:1	Trainees work in pairs to train and operate equipment.

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; and <input checked="" type="checkbox"/> Expanding existing business capacity by adding a new department.
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Training Infrastructure & Administrative Plan

- **Project Oversight:**

Chief Executive Officer (CEO) will oversee the project with the assistance of the Company's Vice President.

Breakwater International (California) LLC (BIC) has a detailed training schedule in place and is ready to start training upon approval. Training will be provided by a combination of in-house trainers and vendors. BIC has retained an administrative subcontractor to assist with enrollment, uploading and invoicing training hours in the ETP System.

- **Trainers:**

☒ In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, PL-Commercial Skills, Osha 10/30 and Hazardous Materials

☒ Vendor – Types of Training by vendor: (To Be Determined)

- **Administration:**

BIC retained Training Funding source (TFS) in Seal Beach to assist with administration. The subcontractor will work closely with the CEO and Vice President of BIC.

☐ In-house

☒ Subcontractor

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$950.00
Administrative	Training Funding Source	Seal Beach	Not to exceed 13% of payment earned.
Training Vendors	To Be Determined	To Be Determined	To Be Determined

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

8 - 100

Trainees may receive any of the following:

BUSINES SKILLS

- Budget Controls
- Customer Service
- Problem Solving
- Product Knowledge
- Marketing - Hubspot
- Sales / Networking
- Time Management
- Business Planning and Administration
- Financial Strategies
- Project Estimating
- Leadership
- Motivation
- Teambuilding and Coaching
- Decision - Making

COMMERCIAL SKILLS

- Ballast Water Treatment Systems
- Davit inspection
- Equipment & Tool Operations / Maintenance/Repair
- Rigging Procedures
- Gas detection
- Inventory Management / Materials Handling & Storage
- Lifeboat Inspection
- Marine Engines
- Materials Handling and Storage
- Seamanship
- Standard Operating Procedures / Work Procedures
- Worksite Safety
- Hydrotesting
- Fire Suppression Systems
- Fire Extinguisher Inspection
- Safety equipment

COMPUTER SKILLS

- Finance/Accounting - QuickBooks
- Laptop Interface
- Microsoft Office/Project
- Web Applications
- Computer Aided Design

CONTINUOUS IMPROVEMENT

- ISO 9001

- Lean Processes and Waste Reduction
- Process / Quality Improvement
- Production Improvement

HAZARDOUS MATERIALS

- Flammable Liquids
- Compressed Gases
- Hazardous Waste Operations
- Material Safety Data Sheet (MSDS)

OSHA 10/30

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

PL Hours

0 – 24

PL – COMMERCIAL SKILLS (PL) (limited ratio 1:2)

- Equipment Operation and Tool Inspection
- Installation procedures
- Project Walk Through
- Worksite procedures

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

Note: Reimbursement for retraining is capped at 100 total training hours per trainee, regardless of the method of delivery.



Training Proposal for: Custom Label & Decal, LLC

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0243

Approval Date: December 11, 2019

Panel Meeting of: January 24, 2020

ETP Regional Office: San Francisco Bay Area

Analyst: E. Valladolid

PROJECT PROFILE

Contract Attributes:	SB <100 Priority Rate Retrainee	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Alameda	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: 53	U.S.: 53	Worldwide: 53	
<u>Turnover Rate:</u>	11%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

In-Kind Contribution: (100% of Total ETP Funding Required)

\$112,600

Total ETP Funding

\$70,380

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input checked="" type="checkbox"/> One Year <input type="checkbox"/> Two Year
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Administration Staff, Managers, Owner, Production Staff

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	SB<100 Priority Retraining	Business Skills, Computer Skills, Continuous Imp., Mfg. Skills	51	8-60 Weighted Avg: 60	0	\$1,380	\$19.31

Minimum Wage by County: \$19.31 per hour for Alameda County

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

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

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

OVERVIEW

Year Company Founded:	2002	Company Headquarters: <input checked="" type="checkbox"/> Single location Hayward
Total Number of Facility locations in California	<ul style="list-style-type: none"> One 	
Facility location where training will occur:	<ul style="list-style-type: none"> Hayward (Alameda County) 	
Nature of Business:	<ul style="list-style-type: none"> Manufactures customized labels including wine, barcode and promotional labels. Operations also include sticker printing, digital printing and coupons. Specialty printed products include shrink sleeves, flexible packaging, pouches, custom-refrigerator magnets, static-cling labels and folding cartons. 	

Customer Base:	<ul style="list-style-type: none"> Manufacturers of food, beverage, and other consumer goods such as the wine, medical/health care (i.e.- over-the-counter medications, safety/hazard labeling for diagnostic equipment, and medical devices), advertising/promotional (i.e. – recipes and expanded-content labels) and cosmetic/personal care industries.
Business / Industry Needs / Changes	<ul style="list-style-type: none"> To foster a work environment that allows for both an increase in employee competence and ongoing improvements, Custom Label must upgrade worker skills and cross train its frontline workers. Since June 2019, the Company has invested approximately \$2,250,000 in new equipment and technology creating a need to deliver training on advanced processes under a more modernized infrastructure. Over the past year, Custom Label experienced an increase in sales growth by 42%. Additionally, the Company has increased its workforce by 46% while adding 15 net-new workers. Custom Label is in the process of re-writing its ISO procedures due to the customer and regulatory requirements for a Quality Management System (QMS) released in 2015. As a result, the Company needs to reinstitute a new curriculum of Continuous Improvement and other manufacturing courses to ensure compliancy.

Training Plan:

Need for Training:	<ul style="list-style-type: none"> In an effort to assist with career advancement and promote staffing flexibility, Custom Label must train its employees in all areas of manufacturing including ISO, QMS, Standard Operating Procedures (SOPs), and Work Instructions by April 2020. The Company will train all staff members to utilize newly implemented software- Hybrid Graphics (CLOUDFLOW) by March 2020. The primary operators of Digital Presses and Flexography will be cross trained to ensure that every job that passes through meets industry standards of quality and consistency.
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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☐ MS Preceptor☐ MS Didactic

Continuous Improvement	Business Skills	Computer Skills
Manufacturing Skills		

Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	60 Hours
<ul style="list-style-type: none"> Custom Label has upgraded its QMS from the 2008 standard to 2015. The Company has re-written and updated the ISO:9001:2015 procedures for its staff. Trainees must become familiar with the recently updated procedures as well as its current terminologies and advanced methodologies. The 2015 ISO training makes up 70% of the Custom Label's curriculum, and training will be extensive. The Company will deliver 40–60 training hours to all occupations. 	

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: The President (dedicated administrator) will oversee the project with assistance from the VP of Operations. The President will coordinate training schedule and meetings with ETP staff. The VP of Operations will be responsible for enrolling trainees, submitting invoices, and the uploading and tracking of all ETP-funded training hours. Additionally, the VP of Operations will act as a document control specialist while storing, managing, and tracking training documents. ETP training will be delivered by three in-house experts, and it will begin upon project approval.
<ul style="list-style-type: none"> Trainers: <input checked="" type="checkbox"/> In-house – Types of Training: Business, Computer, Continuous Improvement and Manufacturing Skills.
<ul style="list-style-type: none"> Administration: Contractor is performing all administration. <input checked="" type="checkbox"/> In-house

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

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

8–60

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Performance
 - Accounting
 - Financial Controls
 - Inventory
- Customer Service
- Enterprise Resource Planning
- Inventory Control System
 - Receipt of Materials
 - Job Costing
- Working Capital
 - Metrics and Improvement

COMPUTER SKILLS

- Hybrid Graphics (Software)
 - CLOUDFLOW
- Enterprise Resource Planning
 - Business Systems Software

CONTINUOUS IMPROVEMENT

- Leadership
- Production Operations/Workflow
 - Planning & Scheduling
- Lean Techniques
 - Kaizen
 - Jidoka
 - 5S System
 - Quality and Process Improvement
- Quality Management System
 - ISO 9001:2015

MANUFACTURING SKILLS

- Digital Presses (I-III)
 - Print Production
 - Digital Enhancement
 - Printing Processes and Graphic Arts Workflow
- Flexography
 - Flexographic Workflow
 - G& Methodology
 - Production Environment
 - Ink Handling and Maintenance

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



Training Proposal for:
Dandelion Chocolate, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0241

Approval Date: December 16, 2019

Panel Meeting of: January 24, 2020

ETP Regional Office: San Francisco Bay Area

Analyst: E. Valladolid

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	San Francisco	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: 130	U.S.: 130	Worldwide: 260	
<u>Turnover Rate:</u>	17%			
<u>Managers/Supervisors:</u> (% of total trainees)	19%			

In-Kind Contribution: (100% of Total ETP Funding Required)

\$15,151

Total ETP Funding

\$9,568

Occupations to be Trained:	Chocolate Makers, Production Staff, Community & Education Staff, Managers/Supervisors
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Computer Skills, Continuous Improvement, Management Skills, Manufacturing Skills, Literacy Skills	32	8-60	0	\$299	\$19.31
				Weighted Avg: 13			

Minimum Wage by County: \$19.31 per hour for San Francisco County.

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

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

Up to \$2.19 per hour may be used to meet the Post-Retention Wage.

OVERVIEW

Year Company Founded:	2010	Company Headquarters: <input type="checkbox"/> Single location San Francisco, CA
Facility Locations Outside CA	<ul style="list-style-type: none"> Las Vegas, NV Tokyo, Japan 	
Total Number of Facility locations in California	<ul style="list-style-type: none"> Three locations in San Francisco and one location in Los Angeles 	
Facility location where training will occur	<ul style="list-style-type: none"> San Francisco (San Francisco County) 	

Nature of Business:	<ul style="list-style-type: none"> Dandelion Chocolate, Inc. (Dandelion) curates, roasts, cracks, winnows, and mélanges fine cacao beans to produce chocolate bars and other confections. The Company hosts an online retail store, several conventional shops, and cafés serving chocolates, cacao beans, candies, condiments, pastries, limited-edition boxed goods, crafted beverages, books, ceramics, and other luxury merchandise.
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	<ul style="list-style-type: none"> • Dandelion distributes its products throughout select California retailers, pastry kitchens, wholesale businesses, and shops across the world. • Dandelion's services include delivering factory tours, international trips, hands-on classes, rental space for private events and exclusive chocolate experiences.
Customer Base:	<ul style="list-style-type: none"> • Dandelion's primary customer base is comprised of urban customers who order specialty beverages and chocolates at its brick-and-mortar stores.
Business / Industry Needs / Changes	<ul style="list-style-type: none"> • April 2019, Dandelion opened its new 30,000 square-foot facility in San Francisco's Mission District. The facility hosts new (state-of-the-art) chocolate machinery and equipment. • The new facility includes a commercial-culinary kitchen serving pastries, other food, and beverage at the on-site café as well. • Since the last Contract, much of Dandelion's software has undergone major upgrades. As a result, Chocolate Makers and Production Staff needs training to effectively utilize software-upgraded systems.

Training Plan:

Need for Training:	<ul style="list-style-type: none"> • Dandelion has organized a noteworthy training plan, in contract to the previous contract. This plan is more focused. Chocolate Makers and Production Staff will train on new machinery, advanced software, metric and analytical quality programs, production methodologies, and manufacturing practices and standards. Managers/Supervisors will train in Leadership, Business Strategy and Process Management. Community & Education Staff will train in Continuous Improvement coursework, such as, Production Operations/Workflow and Product Knowledge.
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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
☐ MS Preceptor
 ☐ MS Didactic

Continuous Improvement	Computer Skills	Manufacturing Skills
Management Skills	Literacy Skills	

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> • Project Oversight: <p>With regards to contract administration and oversight, Dandelion hired additional critical-business operations staff for this ETP Contract. The head of People Operations (dedicated administrator) will be overseeing the project with assistance from a Project Coordinator. People Operations will make training a top priority, ensuring that production plans do not interfere with scheduled training. In addition, this individual will be responsible for trainee enrollment, course scheduling, submitting invoices and meeting with ETP staff. The Project Coordinator will practice document control, while upload and track ETP-funded training hours. The training will be delivered by seven in-house instructors, including supervisors from various departments (manufacturing, food safety and production) within the Company.</p>
<ul style="list-style-type: none"> • Trainers: <p><input checked="" type="checkbox"/> In-house – Types of Training: Continuous Improvement, Computer Skills, Manufacturing Skills, Management and Literacy Skills.</p> <p><input type="checkbox"/> Vendor – Types of Training by vendor:</p>
<ul style="list-style-type: none"> • Administration: <p>Contractor is performing all administration.</p> <p><input checked="" type="checkbox"/> In-house</p> <p><input type="checkbox"/> Subcontractor</p>

Repeat Contract

<ul style="list-style-type: none"> • Number Of Contracts in last 5 years: 	This is Dandelion's second Contract, and its second within the last five years.
<ul style="list-style-type: none"> • Training provided / focus in last Contract: 	Dandelion reduced its training to only Operations Staff, even though there were multiple occupations originally included in the training plan in the prior Contract. The Operations Staff received training on product knowledge, metric tracking and software skills. They were also trained to utilize equipment such as Optical Sorters and Ball Mills.
<ul style="list-style-type: none"> • Difference in Training Plan: 	<p>In this proposal, Dandelion will focus its training on operating advanced equipment and technology at its new facility. In order for the Company's frontline workers to be efficient, it needs to deliver Manufacturing Skills' training on how to operate machinery such as ViperHoist, pallet stacker, fork lift, vacuum max, gravity separator and optical sorter.</p> <p>In addition, frontline workers will receive software-upgrade training on intermediate/advanced level Computer Skills and enhanced Continuous Improvement courses. Some of the Computer Skill courses include: Google Software (G Suite), Modern Decorating, and iWork Productivity. Some of the enhanced Continuous Improvement course include:</p>

	<p>Product Knowledge, Production Operations, and Cacao Quality Evaluation.</p> <p>Even though some of the courses are repeated from its last proposal, ETP-funded training will not be duplicated.</p>
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PRIOR PROJECTS

The following table summarizes performance under an ETP Contract completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0425	San Francisco	4/20/16 – 4/19/18	\$26,052	\$9,619 (37%)

During the Contract's term, Dandelion's designated ETP Program Administrator left the Company due a medical leave of absence. Dandelion was heavily vested in opening a manufacturing plant, as well as, establishing a new headquarters location. Consequently, Dandelion struggled with the administration of its ETP Contract while trying to balance daily-business operations. Dandelion has now hired additional staff to address its critical-business operations, which will allow the Company to grant more time and commitment to the next ETP Contract. Staff includes the Director of People Operations, who will ensure that the periods of manufacturing and overall demand in production do not interfere with the Company's detailed training schedule.

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

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

8–60

Trainees may receive any of the following:

COMPUTER SKILLS

- Google Drive (G Suite Intermediate/Advanced)
 - Google Docs
 - Google Add-Ons
 - Collaborative Spreadsheets and Forms
 - DataStudio: Data Visualization
- Adobe Acrobat Software (Intermediate/Advanced)
 - Photoshop
 - InDesign
 - Illustrator
- HTML
 - Tags and Formatting
- Design Software (Intermediate/Advanced)
 - Typography and Color
 - Pattern Making
 - Developing Effective Repeats and Motifs
- iWork Productivity Suite (Intermediate/Advanced)
 - Keynote (Presentation Software) Templates
- Advanced-Productivity Tools' Software
 - Asana: Projects, Reporting, and Timelines
 - Zapier: CRM, eCommerce, and Automated Workflows
 - Boomerang: Web Training
 - Assistant.to: Features and Integrations

CONTINUOUS IMPROVEMENT

- Product Knowledge
- Team Building
- Conflict Resolution
 - Addressing Conflict / Reaching Resolutions within Teams
- Best Practices (Producing, Decorating, and Storing Chocolate)
- Lean Six Sigma
- Production Operations/Workflow
 - Flavor Assessment
 - Ingredient Study
 - Bean Origin Study
 - Café & Kitchen Cross Training
 - Food & Drink Recipe Development and Preparation
 - Maximizing Production, Efficiency, and Profitability
 - Post-Harvest Processing (Quality and Traceability)
 - Chocolate Educators
 - Best Practices
 - Product Knowledge
 - Customer Engagement
- Process Improvement
 - Cacao-Quality Evaluation
 - Sampling and Calibration
 - Grading Techniques

MANAGEMENT SKILLS (management trainees only)

- Leadership
 - Team Building
 - Coaching and Giving Feedback
- Business Strategy
 - Setting Goals and Tracking Progress
- Process Management
 - Systems-Development Process

MANUFACTURING SKILLS

- Chocolate-Manufacturing Process
 - Modern Production and Machinery
 - Optical-Bean Sorter
 - Roasting Profiles Conversion (Small Roaster to Large)
 - Vintage-Chocolate Production and Machinery
 - Wrapping and Sealing Machines
 - Sourcing Ingredients, Equipment, and Packaging
 - Techniques, Cultivation, and Processing
 - Chocolate Tempering, Dipping, Decorating, and Molding

LITERACY SKILLS

- Vocational English

Literacy Training cannot exceed 45% of total-training hours per trainee

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



RETRAINEE - JOB CREATION

Training Proposal for:

Danielian Associates, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0239

Approval Date: December 4, 2019

Panel Meeting of: January 24, 2020

ETP Regional Office: San Diego

Analyst: S. Bailey

PROJECT PROFILE

Contract Attributes:	SB <100 Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Services (G) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange County	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: 29	U.S.: 33	Worldwide: 33
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	13%		

In-Kind Contribution: (100% of Total ETP Funding Required)

\$87,063

Total ETP Funding

\$45,195

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Occupations to be Trained:	Administrative Staff, Designers, Directors, Information Services Staff, Job Site Captains, Architects, Managers, Planners, Technical Staff, Owners

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	SB<100 Retrainee Priority	Business Skills Comm Skills Computer Skills PL-Comm. Skills PL-Computer Skills	29	8-200	0	\$1,035	\$18.14
				Weighted Avg: 45			
2	SB<100 Job Creation Priority	Business Skills Comm Skills Computer Skills PL-Comm. Skills PL-Computer Skills	11	8-200	0	\$1,380	*\$15.12
				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 1 (Retrainee): Orange County: \$18.14/ hour; Job 2 (Job Creation): Orange County: \$15.12/ hour.

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

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

OVERVIEW

Year Company Founded:	1968	Company Headquarters: <input type="checkbox"/> Single location Irvine, CA
Facility Locations Outside CA	<ul style="list-style-type: none"> Franklin, TN 37067 Shanghai, China 200050 	
Facility location(s) where training will occur	<ul style="list-style-type: none"> Irvine, CA 	

Nature of Business:	<ul style="list-style-type: none"> • Danielian Associates, Inc. (Danielian) is a high-energy architecture and planning firm with offices in California, Tennessee, and China. • The Company specializes in the planning, design and development of master planned communities for residential, commercial and mixed-use properties.
Customer Base:	<ul style="list-style-type: none"> • Danielian's main customer base includes residential builders and developers. Clients include Beazer Homes, Lennar, and Cal Atlantic Homes.

Business / Industry Needs / Changes	<ul style="list-style-type: none"> • As the Company specializes in planning, design and development of master planned communities, the Company must be able to respond to unique customer demands in a timely manner. Therefore, Danielian recently implemented a new Enterprise Resource System (ERP), DelTek that combines all company functions in a single software. This new software will allow the Company to decrease lead times in its response to unique customer requests as well as increase problem solving solutions. • The market the Company occupies is heavily affected by changes to building codes and standards. Building codes and standards are updated regularly to include, better methods of construction to safeguard the general public. Further, these changes are often jurisdictionally specific. With the Company maintaining customers in both the United States and the International Market, it is important that the Company stay current with jurisdictionally specific building codes and standards. • Danielian has also incorporated new technology, such as augmented reality and virtual reality technology which allows the customer to walk through the proposed new space virtually, shaping the planning, design, and construction of each project in a more efficient manner. The introduction of new technology has fostered a new training environment for all staff within the Company. • Architects within the Company have technical skill but lack the business skills necessary to manage project finances, project management and business administration. Therefore, Danielian is embarking on a companywide investment to development in professional skills to ensure that staff can better respond to customer requests. • The Company is now in the process of expanding into additional markets that include assisted living and senior living planned developments. As Danielian continues to grow, the Company is committed to hiring 11 new staff over a two year period (Job Number 2).
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Training Plan:

<i>Need for Training:</i>	<ul style="list-style-type: none"> • All staff will receive training on the new ERP System, DelTek in project accounting, resource management, project management, time/expense management, and business development. This project based solution will ensure appropriate response to unique customer demands and increased problem solving solutions. • As noted above, the Company serves customers in both the United States and abroad. As such, staff must remain current on all relevant building codes and standards for each specific jurisdiction worked in. Therefore, staff will receive the necessary training to stay current on today's building codes. Staff will receive training in the new energy efficient CalGreen codes. • As technology evolves, so must the skill of staff so as to best utilize the technology available when responding to unique customer requests. As such, staff will receive training in the following: AV/VR technology, AutoCAD, Revit, Deltek, Luminon, Bluebeam, and Sketchup. • To further develop professional skills, staff will receive training in business skills, which includes project management and leadership skills so that all staff can work cohesively and efficiently within the departments as well as other departments involved in each project.
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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
☐ MS Preceptor
 ☐ MS Didactic

Business Skills	Computer Skills	Commercial Skills
PL - Computer Skills	PL - Commercial Skills	

Productive Laboratory	Justification: <input type="checkbox"/> New Equipment <input type="checkbox"/> New Production Procedures <input checked="" type="checkbox"/> Certification Standards
	30 PL Hours per-trainee

	Occupations Receiving PL Training: Administrative Staff, Designers, Directors, Information Services Staff, Job Site Captains, Architects, Managers, Planners, Technical Staff
The PL instructor must be dedicated to training, at a ratio of 1:1.	

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	60 Hours Weighted Avg. over 45 proposed for newly hired staff in Job Number 2.
<p>Newly hired staff will receive a minimum of 4 hours of training a day for the first month after hire to better acclimate to the work environment at Danielian. After completing the first month of training, newly hired staff will then break off into the respective departments to receive specialized training. Newly Hired Technical Staff will receive training in product innovation and building, CalGreen Codes, and Product Architectural and Design. Newly hired Technical staff will also receive training in the highly technical software, Deltek, which combines project accounting, resource management, project management, time/expense management and business development. Newly hired Administrative Staff will receive training in computer and business skills; specifically in the accounting software used at Danielian. Therefore, as newly hired staff are expected to complete upwards of 100 hours of training in the first 90 days of hire, Danielian respectfully requests a weighted average of 60 hours for newly hired staff.</p>	

The following Modification(s) fall within Panel guidelines:

Temp-to-Perm

Average days to convert temporary workers to full time permanent employment.	90 days
Employer-paid healthcare premiums while on temporary status.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No It is expected that these workers will receive employer-paid health benefits immediately upon hire.

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: <p>This project will be overseen by the Chief Financial Officer. He has been tasked with being the main point of contact for the project and will attend all monitoring visits over the two year period with ETP. The Contracts Administrator will assist in administering the training project. The Contracts Administrator will schedule training, collect training rosters, and upload training rosters in a shared cloud space (DropBox) that can be accessed by the administrative third party (Welsh Advisors, Inc.). Welsh Advisors will also assist with invoicing and reporting training data to ETP.</p> <p>Training will be structured to Architects to focus on professional development while support staff gain and grow the skills necessary to help the Company functioning efficiently. Newly hired staff</p>
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will receive training to assist with assimilation into the Danielian work environment, enabling newly hired staff to take on projects independently.
<ul style="list-style-type: none"> • Trainers: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, PL – Commercial Skills, PL – Computer Skills. <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: Business Skills, Commercial Skills, Computer Skills
<ul style="list-style-type: none"> • Administration: <p>Welsh Advisors, Inc. will assist with project administration for this project.</p> <ul style="list-style-type: none"> <input type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Welsh Advisors, Inc.	Anaheim, CA	\$3,163.65
Administrative	Welsh Advisors, Inc.	Anaheim, CA	Up to 13% of payment earned
Training Vendors	TBD	TBD	TBD

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

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Project Management
- Leadership Skills
- Negotiation Skills
- Professional Writing Skills
- Communication Skills
- Sales and Marketing Skills
- Accounting Skills
- Presentation Skills
- Administrative Support Skills

COMMERCIAL SKILLS

- Product, Architectural and Design Practices and Processes
- Product Knowledge
- Building and Construction Standards
- Building and Construction Codes Update
- Design Standards
- Innovation Processes
- Interior Design
- Building Design
- Construction Document Writing
- Project Research
- CalGreen Codes

COMPUTER SKILLS

- Revit
- Sketchup
- Microsoft Office Intermediate/ Advanced
- AutoCAD
- Bluebeam
- Lumion
- Accounting Software
- CRM Software
- Newforma
- PIM
- Deltek Software (Cloud-based project solution)

Productive Lab Hours

0-30 Trainees may receive any of the following:

COMMERCIAL SKILLS (1:1 Ratio)

- Product, Engineering and Design Practices and Processes
- Product Knowledge
- Building and Construction Standards

- Building and Construction Codes Update
- Design Standards
- Innovation Processes
- Interior Design
- Building Design
- Construction Document Writing
- Project Research
- CalGreen Codes

COMPUTER SKILLS (1:1 Ratio)

- Revit
- Sketchup
- Microsoft Office Intermediate/ Advanced
- AutoCAD
- Bluebeam
- Lumion
- Accounting Software
- CRM Software
- Newforma
- PIM
- Deltek Software

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



Training Proposal for:
Draco Electronics, LLC

Delegation \leq \$75,000 Single Employer

Contract Number: ET20-0245

Approval Date: December 30, 2019

Panel Meeting of: January 24, 2020

ETP Regional Office: San Francisco Bay Area

Analyst: K. Lappen

PROJECT PROFILE

Contract Attributes:	SB<100 Priority Rate Retrainee	Industry Sector(s):	Manufacturing (E) Aerospace Related Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 8	U.S.: 8	Worldwide: 8
<u>Turnover Rate:</u>	11%		
<u>Managers/Supervisors:</u> (% of total trainees)	12%		

In-Kind Contribution: (100% of Total ETP Funding Required)

\$13,500

Total ETP Funding

\$8,280

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	<ul style="list-style-type: none"> • Owner • Engineer • Buyer • Technician

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	Continuous Impr. Mfg. Skills Computer Skills	6	8-60	0	\$1,380	\$19.31
				Weighted Avg: 60			

Minimum Wage by County: \$19.31 per hour for Alameda County.

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

Up to \$0.75 per hour may be used to meet the Post-Retention Wage of \$19.31 in Alameda County.

OVERVIEW

Year Company Founded:	2012	Company Headquarters: <input checked="" type="checkbox"/> Single location Fremont, CA
Facility location(s) where training will occur	<ul style="list-style-type: none"> • Fremont (Alameda County) 	

Nature of Business:	<ul style="list-style-type: none"> • Draco Electronics, LLC (Draco Electronics) is a cable assembly specialist. Products include radio-frequency cables, HDMI, and networking cables. The Company provides turn-key solutions to consumers within the electronics, commercial-electrical device, medical, automotive, military, and aerospace industries throughout North America, Europe, and Asia.
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Customer Base:	<ul style="list-style-type: none"> Draco Electronics' customer base includes the following companies: Penguin Computing (electronic industry), RHUSA (medical-device industry), and COBHAM (manufacturing industry).
Business / Industry Needs / Changes	<ul style="list-style-type: none"> Draco Electronics acquired new equipment, an automatic double-end crimping machine. With this new equipment, the Company will deliver an Institute of Printed Circuits (IPC) / Wiring Harness Manufacturing Association (WHMA) training to improve its current manufacturing process. The Company acquired new software, MISys (Manufacturing Information System) software, which is a manufacturing-management system that helps the Company improve inventory management and distribution as the demand of its product increases. Draco Electronics will also deliver ISO 9001:2015 training that will lead to certification to keep up with its industry standards and to remain competitive within its market.

Training Plan:

Need for Training:	<ul style="list-style-type: none"> Continuous Improvement training will be provided to all staff with an emphasis on Quality Assurance / Control, Lean Manufacturing, Production Operations / Workflow, ISO 9001:2015, and on a Quality Management System to increase production and remain competent on the new equipment. Manufacturing Skills will be provided to Engineers and Technicians. Training will focus on Safety Awareness, Safety Maintenance, Operation Procedure, Inspection Point, and Emergency Handling. Computer Skills training will be provided to all staff and will focus on MISys software.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☒ E-Learning
 ☐ CBT
 ☐ Productive Lab
☐ MS Preceptor
 ☐ MS Didactic

Continuous Improvement	Computer Skills	Manufacturing Skills
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Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	60 Hours
All employees will need at least 60 hours of training in the areas specified to improve their skills. In order for Draco Electronics to achieve next level of certifications, employees and owners will need to update their skills and complete the ISO 9001:2015 training.	

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> • Project Oversight: The project will be overseen by one of the two Owners. The Owner (dedicated administrator) will be in charge of the record keeping and the scheduling of the ETP training. ETP-funded training will be delivered by the Owner and an Engineer (subject-matter experts), and a training vendor has been retained to deliver training as well. Draco Electronics has a training plan in place and is ready to begin training upon approval.
<ul style="list-style-type: none"> • Trainers: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house – Types of Training: Continuous Improvement, Manufacturing Skills, and Computer Skills. <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: Continuous Improvement.
<ul style="list-style-type: none"> • Administration: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house <input type="checkbox"/> Subcontractor

RECOMMENDATION

Staff recommends approval of this proposal.

SUBCONTRACTORS


Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendors	Darius C. Power	San Ramon	\$4,500

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






8-60

Trainees may receive any of the following:






COMPUTER SKILLS

-  Manufacturing Information System MISys Software (Manufacturing Management System)
 - System Operation Cycle
 - Purchasing Module
 - Material Requirement Planning Module
 - Product Module
 - Shop-Floor Control

CONTINUOUS IMPROVEMENT

-  Quality Assurance / Control
 - Institute of Printed Circuits (IPC) / Wiring Harness Manufacturer's Association (WHMA-A-620)
 - Industry Standards
 - Product Classification
 - Cable in General
 - Crimp Termination
 - Insulation Displacement Connection
 - Welding
 - Solder Termination
 - Splices
 - Connectorization
 - Marking and Labeling
 - Coaxial assembly
 - Bonding and Securing
 - Shielding
 - Installation
 - Testing
-  ISO 9001:2015
-  Lean Manufacturing
 - 5S
-  Quality Management System
-  Production Operations / Workflow
 - Sales
 - Purchasing
 - Engineering
 - Manufacturing
 - Inventory
 - Quality Monitoring

MANUFACTURING SKILLS

-  Safety Awareness
-  Safety Maintenance
-  Operation Procedure
-  Inspection Point
-  Emergency Handling

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

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



**Training Proposal for:
E.A. Machining, Inc.**

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0242

Approval Date: January 7, 2020

Panel Meeting of: January 24, 2020

ETP Regional Office: San Francisco Bay Area

Analyst: K. Lappen

PROJECT PROFILE

Contract Attributes:	Retrainee SB<100 Priority Rate	Industry Sector(s):	Manufacturing (E) Aerospace Related 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: 9	U.S.: 9	Worldwide: 9	
<u>Turnover Rate:</u>	12%			
<u>Managers/Supervisors:</u> (% of total trainees)	10%			

In-Kind Contribution: (100% of Total ETP Funding Required)

\$15,660

Total ETP Funding

\$12,420

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input checked="" type="checkbox"/> One Year <input type="checkbox"/> Two Year
Occupations to be Trained:	Machine Operators, Administrative Staff, and Owners.

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB<100 Priority	Business Skills Computer Skills Continuous Impr. Mfg. Skills	9	8-60	0	\$1,380	\$19.31
				Weighted Avg: 60			

Minimum Wage by County: \$19.31 per hour for Santa Clara County.

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

Up to \$1.31 per hour may be used to meet the Post-Retention Wage for Santa Clara County.

OVERVIEW

Year Company Founded:	2001	Company Headquarters: <input checked="" type="checkbox"/> Single location Santa Clara, CA
Facility location(s) where training will occur	<ul style="list-style-type: none"> Santa Clara (Santa Clara County) 	

Nature of Business:	<ul style="list-style-type: none"> Machine shop that specializes in manufacturing precision-machined parts including electrical-interconnect systems, conduit assemblies, and high-current connectors.
Customer Base:	<ul style="list-style-type: none"> E.A. Machining, Inc. (E.A. Machining) markets to customers in the aerospace, semiconductor manufacturing, and electronics industries. Its customer base includes Icore International, Creative Pathways, and Millteck.
Business / Industry Needs / Changes	<ul style="list-style-type: none"> The Company has purchased and is implementing new equipment and software including a Samsung SL2000 computer numerical control (CNC) Turning Center machine, Alienware PCs with Autodesk

	<p>programming, and web-based production software (E2 Shoptech).</p> <ul style="list-style-type: none"> • The purchase of the Samsung SL2000 will provide the Company with a CNC turning-center machine that can combine two operations in one process. This will reduce production time by 25%, and EA Machining will be able to seek additional business to fill this 25% of its production without any personnel changes. • The Company feels that there is a need to do some strategic planning to seek new business, explore making its own product, and ensure that it can get these contracts renewed.
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Training Plan:

<i>Need for Training:</i>	<ul style="list-style-type: none"> • Computer Skills training will be offered to all occupations with an emphasis on E2 Shoptech (manufacturing-software updates), Autodesk Programming, and Alienware PC features. • Business Skills training will be provided to Owners on Strategic Business Planning. • Continuous Improvement courses will be offered to all occupations. Training will include AS 9100 Certification (ISO up-date requirements). • Manufacturing Skills will be provided to the Machine Operators on CNC machine (Samsung SL2000), Non-Certified Safety Training, Lean Manufacturing, and Material Handling courses.
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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
☐ MS Preceptor
 ☐ MS Didactic

Manufacturing Skills	Business Skills	Computer Skills
Continuous Improvement		

Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	60 Hours
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Employees and owners will need to complete specific training to maintain certification for:

- AS 9100 (ISO) - 30 hours
- E2 Shoptech (manufacturing software) - 20 hours
- Autodesk (programming software) - 16 hours
- Strategic Business Planning - 5 hours

The Company anticipates each employee will complete 60 hours of training to be eligible to effectively begin the next level of existing certifications.

Training Infrastructure & Administrative Plan

• Project Oversight:

One of the owners- CEO (dedicated administrator) will have oversight of the project and will coordinate and schedule all of the ETP training, which will be delivered by outside vendors. In previous contracts the Company averaged a total of 50 hours. In this contract, E.A. Machining added three new classes to the curriculum totaling over 60 hours of new training. The company has the infrastructure to deliver each trainee 10 additional hours.

• Trainers:

- ☐ In-house – Types of Training:
- ☒ Vendor – Types of Training by vendor: Computer Skills, Manufacturing Skills, Business Skills, and Continuous Improvement.

• Administration:

The project will be overseen by the owner. There is a training plan in place and the company is ready to begin training upon approval.

- ☒ In-house
- ☐ Subcontractor

Repeat Contract

<ul style="list-style-type: none"> • Number Of Contracts in last 5 years: 	<p>This will be E.A. Machining's fifth ETP Contract, and its fourth within the last five years.</p>
<ul style="list-style-type: none"> • Training provided / focus in last Contract: 	<ul style="list-style-type: none"> • Training included Class/Lab and E-Learning training in Computer Skills, Continuous Improvement, and Manufacturing Skills to improve manufacturing productivity (upgrading revised AS 9100 Rev. D. requirements), improve processes (general-safety training), and to support (machine operation) cross-training efforts to meet capacity and sales-growth objectives.
<ul style="list-style-type: none"> • Difference in Training Plan: 	<ul style="list-style-type: none"> • While some curriculum titles are the same as in the previous Contracts, this training is updated with new content which has not been previously delivered. No ETP-funded training will be duplicated.

	<ul style="list-style-type: none"> • New Equipment: Samsung SL 2000 training will enable employees to learn a new skill of utilizing a CNC machine with advanced features that they are currently not trained for. In doing so, training will help them become more efficient in the machining process. • AlienWare PC with AutoDesk Programming: this programming software is an advanced software that trainees do not know. As trainees become well versed on this programming, employees will master the ability to program newer machines. • Strategic Business Planning: E.A. Machining has two contracts with customers that will be expiring in December 2020. The Company feels there is a need to do some strategic planning to seek new business, explore making its own product, and ensure that it can get these contracts renewed. • E2 Shoptech (Web-Based Production Software): employees have been trained and using some features of this software already; however, the entire platform went from an individualized company software to a web-based format. Therefore, employees now need to re-learn the software in order to continue to complete projects and learn new areas of the software that were not previously available. These software updates will enable employees to learn new-software skills, while becoming more streamlined in the production process.
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PRIOR PROJECTS

The following table summarizes performance under an ETP Contract completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET18-0156	Santa Clara	1/17/18 - 1/16/19	\$11,700	\$11,700 (100%)
ET17-0130	Santa Clara	7/1/16 - 6/30/17	\$8,112	\$6,721 (83%)
ET15-0125	Santa Clara	7/1/14 - 6/30/15	\$10,920	\$8,320 (42%)

RECOMMENDATION

Staff recommends approval of this proposal.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendors	Adaptive Quality Systems	Santa Rosa	\$6,000
	Premier Business Opportunities	Campbell	\$1,000
	AutoDesk	San Rafael	\$2,000
	Kaditech	San Francisco	\$800
	E2 Stoptech	Cincinnati, OH	\$2,600

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

8–60

Trainees may receive any of the following:

BUSINESS SKILLS

- Strategic Business Planning

COMPUTER SKILLS

- E2 Shoptech
- AutoDesk Programming

CONTINUOUS IMPROVEMENT

- AS 9100 Certification Requirements
 - Quality Management
 - Quality Policy
 - Risk Management
 - Managing Resources
 - Quality Objectives
 - Environment and Operations
 - Document Control
 - Systems and Processes
 - Operational Planning and Control
 - Control of External Processes
 - Identification and Traceability
 - Monitoring / Measurement
 - Management Review
 - Non-Conformity and Corrective Actions
 - Internal Audit Preparation
 - External Audit Preparation

MANUFACTURING SKILLS

- Machine Cross Training – Samsung SL 2000
- Machine Maintenance
- Non-Certified Safety Training
- Lean Manufacturing
- Material Handling

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

Note: Reimbursement for retraining is capped at 60 total-training hours per trainee, regardless of the method of delivery.
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RETRAINEE - JOB CREATION

Training Proposal for:

JS Audit Group dba Primus Auditing Operations

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0207

Approval Date: December 4, 2019

Panel Meeting of: January 24, 2020

ETP Regional Office: North Hollywood

Analyst: E. Wadzinski

PROJECT PROFILE

Contract Attributes:	Retrainee SB <100 Priority Rate Job Creation Initiative	Industry Sector(s):	Services (G) Professional, Scientific Technology (54) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Barbara	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: 26	U.S.: 26	Worldwide: 63
Turnover Rate:	8%		
Managers/Supervisors: (% of total trainees)	N/A		

In-Kind Contribution: (100% of Total ETP Funding Required)

\$77,971

Total ETP Funding

\$43,470

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Auditors/Coordinators, Managers, QA Specialist, Administration/Support, Owner

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Continuous Impr. Computer Skills	26	8-200	0	\$1,035	\$17.70
				Weighted Avg: 45			
2	Retrainee Job Creation Priority SB<100	Business Skills Continuous Impr. Computer Skills	6	8-200	0	\$2,760	\$15.00
				Weighted Avg: 120			

Minimum Wage by County: Job 1: \$17.70 for Santa Barbara County and Job 2: \$15.00 for (Job Creation) Santa Barbara County.

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

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

OVERVIEW

Year Company Founded:	2015	Company Headquarters: <input type="checkbox"/> Single location Santa Maria
Facility Locations Outside CA	<ul style="list-style-type: none"> Costa Rica Mexico Chile 	
Facility location(s) where training will occur	<ul style="list-style-type: none"> Santa Maria (Santa Barbara County) 	

Nature of Business:	<ul style="list-style-type: none"> JS Audit Group dba Primus Auditing Operations (Primus) provides agricultural commodity and market regulation audit services.
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	<ul style="list-style-type: none"> • Services are provided to clients obtaining fresh produce from farm lands utilized to produce foods for sales. • The Company provides services to confirm that fresh produce from suppliers and retailers are complying with Food Safety Regulation.
Customer Base:	<ul style="list-style-type: none"> • Grocery chains • Walmart • Sam's Club • Costco
Business / Industry Needs / Changes	<ul style="list-style-type: none"> • Primus is the largest fresh produce Certification Body in the US. To maintain this status, the Company must stay up-to-date on changing variables impacting quality standards in food and safety. • The Company is expanding by introducing new auditing services and sustainability standards by adding five Auditors/Coordinators and one QA Specialist. • The FDA's Food Safety Modernization Act (FSMA) is transforming the nation's food safety system by shifting the focus from responding to foodborne illnesses to preventing them. • Technological advancements are the industry trend and Primus is implementing updated technology to help detect pesticides, fertilizers and biological events significant to agricultural commodities.

Training Plan:

Need for Training:	<ul style="list-style-type: none"> • Primus needs to provide training on changes related to the FSMA's seven major rules. • Training in New Smart Systems to allow real-time monitoring and regulation of delivery of constituents (nutraceuticals, nutrients, drug, insecticides, pesticides, fertilizers, vaccines, etc.) to people, animals, plants, insects, microorganisms, soils, and the environment • Business skills will be provided to all occupations and focus on customer service standards, category management and time management. • Continuous Improvement training will be provided to all occupations to focus on quality standards, process improvement and customer satisfaction. • Computer skills will be provided to all occupations and focus on technical development on new software and technology.
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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
☐ MS Preceptor
 ☐ MS Didactic

Continuous Improvement	Business Skills	Computer Skills
Job Creation Justification		<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.

Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	Job Number 2: 120 hours
<ul style="list-style-type: none"> Job Number 2 trainees will support growing customer demand. Auditor/Coordinators and QA Specialists will receive a minimum of 145 hours in a variety of training for Regulatory Food Safety Audits which includes: global market program assessments, preventive controls, foreign supplier verification programs, voluntary qualified importer program, sustainability standards, preventive controls and SMETA. Additionally, these trainees will require training on the new ERP system, customer service standards, best practices, and category and time management which is an additional 40 hours minimum of training. Training hours for Job Creation is supported by Primus' training plan (exceeds 185 hours). ETP will fund 120 average hours. The Contractor can complete the training outlined above within the 21-month timeframe allowed per the ETP project. 	

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: Primus' owner will oversee the project. The Human Resource Coordinator will assist with scheduling and coordinating training, recordkeeping, and internal project administration. The Company has a detailed training plan in place and is ready to start training upon approval.
<ul style="list-style-type: none"> Trainers: <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement <input type="checkbox"/> Vendor
<ul style="list-style-type: none"> Administration: A subcontractor has been retained to assist with administration and ensure that all training records meet ETP compliance. <input checked="" type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor

Repeat Contract

<ul style="list-style-type: none"> Number Of Contracts in last 5 years: 	1
<ul style="list-style-type: none"> Training provided/focus in last Contract: 	<ul style="list-style-type: none"> A large part of training in the prior Contract focused on the introduction/learning of how to utilize new handheld hardware to be used in the field. Additionally, the first contract with ETP allowed Primus the opportunity to create a formal training program.
<ul style="list-style-type: none"> Difference in Training Plan: 	<p>The training in this Contract will focus on a new ERP system to incorporate all Primus functions, including integrations to equipment used for audit processes. Training will also be provided on expanding the scope of food safety audits and sustainable agriculture strategies.</p> <p>As a technology based company with ongoing FDA changes in farming and agriculture, Primus is including training across all departments on rapidly implementing changes.</p> <p>Although some trainees may have participated in Primus' prior ETP Contract, no trainees will receive duplicative training in this proposed Contract.</p>

PRIOR PROJECTS

The following table summarizes performance under an ETP Contract completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
18CS-0029 (17-0619)	Santa Maria	07/27/2017– 07/26/2019	\$49,500	\$49,500 (100%)

RECOMMENDATION

Staff recommends approval of this proposal.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	TGII	Suwanee, Georgia	\$1,800
Administrative	TGII	Suwanee, Georgia	13%
Training Vendors	To Be Determined	To Be Determined	To Be Determined

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Analysis
- Business Communication Skills
- Business Performance Skills Enhancement
- Business Productivity
- Early Management
- Office Skills
- Project Management

CONTINUOUS IMPROVEMENT

- Quality Concepts
- FSMA Standards
- Sustainability Standards
- SMETA
- Regulatory Food Safety Audits
- TESCO/GRASP
- Small Supplier Food Safety/Quality Audits
- Global Market Program Assessments
- Process Improvement
- Conflict Resolution
- Leadership Skills
- Teambuilding
- Focus Improvement
- Organizational Capability Continuous Improvement
- Productivity
- Marketing/Sales
- Customer Service
- Systems, Applications and Products
- Best Practices (change management, system control, user access, login and access requests, privileged system accounts, remote access, business continuity plan, continuity controls)

COMPUTER SKILLS

- Automatize Audit Scheme
- Audit Scheme Software Update
- Mobile Digital
- Opens Source
- Secure Data
- Adobe ME
- Data Management and Analytics
- System Administration
- Systems Analysis

- Web Design and Application Development Database Configuration and Application
- Systems, Applications and Products
- Office Word, Excel, Access, PowerPoint (Intermediate and Advanced)

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

Reimbursement for retraining is capped at 200 total hours per-trainee, regardless of method of delivery.
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RETRAINEE - JOB CREATION

Training Proposal for:

M Plant Productions, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0238

Approval Date: December 19, 2019

Panel Meeting of: January 24, 2020

ETP Regional Office: Sacramento

Analyst: A. Townsend

PROJECT PROFILE

Contract Attributes:	SB <100 Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Sonoma	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: 20	U.S.: 20	Worldwide: 20
<u>Turnover Rate:</u>	0%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution: (100% of Total ETP Funding Required)

\$26,500

Total ETP Funding

\$20,700

Small Business Only:	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Production Staff, Quality Assurance Staff, Maintenance Staff, Supply Chain Staff, Managers, Warehouse Staff, Supervisors

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	SB<100 Priority Retrainee	Business Skills Computer Skills Continuous Impr. HazMat Mfg. Skills PL-Mfg. Skills	4	8-200	0	\$1,150	\$17.70
				Weighted Avg: 50			
2	SB<100 Priority Job Creation	Business Skills Computer Skills Continuous Impr. HazMat Mfg. Skills PL-Mfg. Skills	14	8-200	0	\$1,150	\$15.00
				Weighted Avg: 50			

Minimum Wage by County: Job Number 1: \$17.70 per hour for Sonoma County; Job Number 2: \$15.00 per hour for Sonoma County.

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

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

OVERVIEW

Year Company Founded:	2018	Company Headquarters: <input type="checkbox"/> Menlo Park
Total Number of Facility locations in California	2	
Facility location(s) where training will occur	<ul style="list-style-type: none"> Santa Rosa (Sonoma County) 	

Nature of Business:	<ul style="list-style-type: none"> Production of cannabis oil Blending of cannabis oil into end items for sale
Customer Base:	<ul style="list-style-type: none"> Cannabis dispensaries Local Wellness grocery/retail stores

Business / Industry Needs / Changes	<ul style="list-style-type: none"> New location in Santa Rosa
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	<ul style="list-style-type: none"> • Invested \$985,000 on new equipment such as Extraction Thar, 179 L Forced Air Oven, Heidolph Tube Set, and Thermo Fisher Revco Flammable Freezer to support production requirements • Multiple step process in refining cannabis oil extraction, mixing, blending, and retaining cannabis terpenes. • New Enterprise Resource Planning (ERP) operating system which will streamline processes in all departments. • New product line in tincture and topical oils called Settle and Repair, which is formulated to pair with ayurvedic essential oils to cater to customer needs. • New customers in retail and wellness stores, with expected sales over \$5M in 2020.
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Training Plan:

<i>Need for Training:</i>	<ul style="list-style-type: none"> • New and existing employees require extensive training on Extraction Thar, 179 L Forced Air Oven, Heidolph Tube Set, and Thermo Fisher Revco Flammable Freezer equipment, as well as assembly process control, repair, maintenance, and troubleshooting in the manufacturing processes. • Training on Intermediate and Advanced Microsoft Office will provide trainees needed skills to support daily operations. • Trainees will gain necessary knowledge and skills on natural processes and Lean Manufacturing practices, allowing the Company to meet its goal of manufacturing and processing. • New and existing employees will need to learn State of California compliance requirements for cannabis businesses which include submission of data points to the cannabis tracking system and Marijuana Enforcement Tracking Reporting Compliance (METRC). • New and existing employees require extensive training in the Company's new ERP system. • Training on new product line to meet demands of new customers. • Product Safety, Teambuilding, and Leadership topics will increase employee professionalism and production methods.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab

☒ E-Learning

☐ CBT

☒ Productive Lab

Business Skills	Computer Skills	Continuous Improvement
Manufacturing Skills	PL-Manufacturing Skills	

Certified Safety Training	<input type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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Productive Laboratory	Justification: <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards
	24 PL Hours per-trainee
	Occupations Receiving PL Training: Production Staff, Maintenance Staff, Managers, Warehouse Staff
The PL instructor must be dedicated to training, at a ratio of 1:3.	
Ratio Higher than 1:1	Production and/or production process requires a team of three workers.

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; or, <input checked="" type="checkbox"/> Expanding existing business capacity by adding a new production shift; <input checked="" type="checkbox"/> Opening specific new plants or facilities, expanding or upgrading existing facilities, and/or repurposing existing unused space/buildings or facilities;
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Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	50 Hours
Weighted average hours of 50 for Maintenance Staff, Production Support, Warehouse Staff, and Managers are necessary due to the nature and complexity of products and equipment. Also, METRC software requires intensive training due to extensive policy, regulation, and compliance requirements for cannabis licensees.	

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> • Project Oversight: M Plant has a detailed training schedule in place and is ready to begin training upon approval. The Plant Manager will oversee all aspects of training. The Department Managers will be responsible for reports and internal data collection for tracking purposes. A team of high-level subject-matter experts will deliver training, with vendors to be determined as they are retained.
<ul style="list-style-type: none"> • Trainers: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house – Types of Training: Business skills, Computer Skills, Continuous Improvement, Hazardous Materials, Manufacturing Skills, PL-Manufacturing Skills <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined
<ul style="list-style-type: none"> • Administration: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house <input type="checkbox"/> Subcontractor

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendors	To Be Determined		

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Intermediate/Advanced Finance
- Security Practices and Enforcement
- Teambuilding

COMPUTER SKILLS

- Enterprise Resource Planning (ERP)
- Advanced Microsoft Applications (WORD, EXCEL)
- Marijuana Enforcement Tracking Reporting Compliance (METRC)
- Regulatory Compliance System
- Human Resources and Payroll System

CONTINUOUS IMPROVEMENT

- Green Business Practices
- Lean
- Quality Management System (QMS)
- Six Sigma

HAZARDOUS MATERIALS

- Cannabis Terpenes Handling and Storage
- Hazardous Materials Safe Handling, Storage, and Clean-up
- CO2 use and Handling
- CO2 Monitoring and Alarm Systems
- Ethanol Use and Handling
- Ethanol Monitoring and Alarm Systems
- Chemical Hazard Awareness
- Hazardous Materials Spill Training
- Sharps Handling and Disposal

MANUFACTURING SKILLS

- Cannabis Configuration Management
- Cannabis Waste Handling
- Equipment Safety
- Intermediate Configuration Management
- Raw Materials Handling and Storage
- Equipment Usage
 - Extraction Thar
 - 179 L Forced Air Oven
 - Heidolph Tube Set
 - Thermo Fisher Revco Flammable Freezer
- Equipment Monitoring
- Specifications Practices
- Preventive Maintenance
- Unique Cannabis Requirements
- Waste Handling

Productive Lab Hours

0 - 24

Trainees may receive any of the following:

MANUFACTURING SKILLS (1:3 Ratio)

- Cannabis Configuration Management
- Materials Handling Equipment
- Equipment Usage
 - Extraction Thar
 - 179 L Forced Air Oven
 - Heidolph Tube Set
 - Thermo Fisher Revco Flammable Freezer
- Equipment Monitoring

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