



# Employment Training Panel

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# M e m o r a n d u m

To: Panel Members

Date June 26, 2020

From: Peter Cooper  
Assistant Director

Subject: **Future Meeting Sites**

<b>June 26, 2020</b>	<b>Virtual Meeting</b>
<b>July 24, 2020</b>	<b>California Environmental Protection Agency (Cal/EPA) Time: 09:30 AM Sierra Hearing Room, 2nd Floor 1001 I Street, Sacramento, CA 95814</b>
<b>August 28, 2020</b>	<b>California Environmental Protection Agency (Cal/EPA) Time: 09:30 AM Sierra Hearing Room, 2nd Floor 1001 I Street, Sacramento, CA 95814</b>
<b>September 25, 2020</b>	<b>California Environmental Protection Agency (Cal/EPA) Time: 09:30 AM Sierra Hearing Room, 2nd Floor 1001 I Street, Sacramento, CA 95814</b>



**STATE OF CALIFORNIA  
EMPLOYMENT TRAINING PANEL**

Zoom Virtual Meeting  
May 15, 2020

**Panel Members**

Janice Roberts  
Acting Chairperson

Gloria Bell  
Member

Chris Dombrowski  
*Ex-Officio* Member

Ernesto Morales  
Member

Gretchen Newsom  
Member

Rick Smiles  
Member

Douglas Tracy  
Member

Ali Tweini  
Member

**Executive Staff**

Peter Cooper  
Assistant Director

Michael Cable  
Legal Counsel

**STATE OF CALIFORNIA  
EMPLOYMENT TRAINING PANEL**

Zoom Virtual Meeting  
May 15, 2020

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

Acting Chairperson Janice Roberts called the meeting to order at 9:32 a.m.

**II. ROLL CALL**

Present

Janice Roberts  
Gloria Bell  
Chris Dombrowski  
Gretchen Newsom  
Rick Smiles  
Douglas Tracy  
Ernesto Morales  
Ali Tweini

Executive Staff

Peter Cooper, Assistant Director  
Michael Cable, Legal Counsel

**III. AGENDA**

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

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

Motion carried, 8 to 0

**IV. MINUTES**

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

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

Motion carried, 8 to 0.

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

Mr. Cooper welcomed the Panel Members, Applicants, and Stakeholders and reported that Today's panel meeting is approximately \$13M plus \$830,346 in delegation orders for a total \$13.9M. As we transition to this new format, ETP is doing our best to make it work for the Panel and for the public. We received a few public comments via email during the last two days and I have shared them with the Panel members. We live in unprecedented times and ETP is taking some bold actions to support workers and employers. During these difficult times, ETP is going to have to make difficult budget decisions. We are expecting to see our funding decrease by at least 20% this upcoming Fiscal Year and plan to put out approximately \$80 million for contracts as compared with \$103 this current fiscal year. In order to be equitable, we anticipate all allocation categories will also take a 20% cut and funding caps will be cut by 20%. Mid-year review by the Panel, likely at the December or January Panel meeting, will be more important than ever as we get new data and information on the status of the Employment Training Fund. In an immediate response to the coronavirus disease (COVID-19) pandemic, ETP has implemented a plan of action to ensure it supports California's employers and workforce.

In March 2020, we released "ETP's COVID-19 Response Plan" that provides some relief for existing contracts. It provides relief through extending contract terms, expediting the release of funds, expediting processing times, allowing alternate retention and recordkeeping requirements, and more. ETP has already revised approximately over 125 contracts to amend terms and allow flexibility during this crisis. Understanding that this is an evolving and changing crisis, we have developed a process of collecting stakeholder input and preparing for recommending further actions. We would like to expand and extend this program today to better serve our current contractors. You will hear the staff proposal to the Panel later today from Lis Testa, our Policy Manager.

Mr. Cooper reported Staff is also proposing a new COVID Rapid Reemployment and Retraining Pilot (COVID Pilot) program. The purpose of this pilot is to rapidly support employers and workers that are in sectors important for the health and safety of Californians and for opening up the economy, and to support new hiring and re-hiring workers. In an attempt to support these industries and to stimulate hiring, the COVID Pilot will support hiring and training in the healthcare, medical manufacturing, agriculture and food supply chain industry sectors, which are critical to the health and welfare of Californians and to re-opening the economy. The Pilot will reimburse employers at \$2,000 per worker to companies with a Retrainee Job Creation and New Hire trainee component. The focus will be on rapidly providing funding to employers in these key industries to hire workers, not on documenting training activities. As you will hear, this program is simple and clear as possible, while leveraging ETP's existing administrative system and our pay-for-performance model.

Mr. Cooper reported Regarding ETP Operations during a Pandemic:

During the past two months, most of ETP's staff have worked almost entirely remotely. On March 19, 2020, the State Public Health Officer and Director of the California Department of Public Health issued an order requiring most Californians to stay at home to disrupt the spread of Covid-19 among the population. ETP acted rapidly to comply with this order and

ensure the safety of our staff and modified procedures to continue operations safely. Neither our office headquarters in Sacramento nor any of our four regional offices typically have direct public interaction in the office and since all staff were already equipped with laptops and docking stations, we were able to quickly make a fairly seamless transition into teleworking. We were able to fulfill our mission in this remote environment and continue to do so. We have been able to perform essential tasks, including administering training funds, developing and monitoring contracts, paying invoices, responding to legal matters, developing new guidelines and policy, continuing our contracting system development, engaging with stakeholders, partners and Panel members. We cancelled our April Panel meeting and immediately began planning to hold today's meeting virtually. We will most likely continue to use the virtual meeting format for both Panel and Policy Committee for the foreseeable future.

During the first ten days of teleworking, ETP was also able to develop, disseminate, post on our web site, and activate a set of new flexibilities and options for existing contract holders – employers, trade associations, apprenticeship programs, and educational groups – to help them be successful through the crisis. ETP's COVID Response Document is posted on our web site and was well-received by stakeholders. In addition, ETP also assisted employers, community colleges, and apprenticeship programs transition to delivering classes remotely with Zoom instead of holding in-person classes. ETP has developed both a new Emergency Telework Policy as well as a Plan to Safely Re-open Office during Covid-19 in preparation for the time when we can re-open offices. Ensuring staff safety is paramount for us.

Mr. Cooper reported Regarding Legislation: The Legislature just returned and yesterday the Governor released the May Budget Revise. Because of COVID-19, California and economies across the country are confronting a steep and unprecedented economic crisis - facing massive job losses and revenue shortfalls. The Governor's budget reflects that emergency. The administration is proposing a budget to fund our most essential priorities – public health, public safety and public education – and to support workers and small businesses as we restart our economy. There are two budget trailer bills that impact us: one that creates the new consolidated Department of Better Jobs and Higher Wages; and one that creates a \$1 million "Paid Family Leave Small Business Grant" program to assist with the training needs of small businesses with employees utilizing the Paid Family Leave Program. The Legislature must pass the State Budget by June 15th.

Regarding the New Computer System and Process Improvements In order to telework efficiently, ETP procured additional virtual meeting licenses (Zoom and GoToMeeting) and a Webinar for ETP Panel Meetings (Zoom) and is in the process of looking at additional licenses for staff for more efficiency and continue telework

ETP has also purchased a Signature software, DocuSign, to allow efficient flow of work and allow our customer to use electronic signature to stay safe at home. Good progress continues on Cal-E-Force, ETP's Contact Management system, for the analysis of 10 years of legacy data that will be migrated to Cal-E-Force. The team has been able to successfully load the contact information along with most of the contract data to-date. Work continues on the financial aspects and trainee data. We are expecting by the end of May to have some of the existing contracts in a sand box for our stakeholders to see the results. We are planning

stages for our initial demonstrations for supporting participating employers and the application process. This has been slowed down due to the legacy data analysis and also the need to get the team set up for remote working.

The system is being deployed in stages. At a to-be-determined point this year new applications will start in Cal-E-Force. It is also planned that active legacy contract will be in Cal- E-Force, including multiple employers contractors (MECs). We will be migrating volunteer employers in the first wave. Information on these activities will be provided well in advance. We will continue to include our stakeholders in system demonstrations and prototype development throughout the summer. One of the great aspects of the Salesforce cloud system upon which Cal-E-Force is base is that it is flexible and will allow us to make adjustments easily once the system is in place. Updates on our system can be seen on our Website, and there is a quick link on the home page

Regarding Alternative Funding:

In the CEC's Clean Transportation Program we have \$266K left, but there are new projects in the queue already that will use up these funds so we don't need any new applications right now. " The May panel has one AB 118 projects, California Labor Federation, AFL-CIO for \$594,090 serving 966 trainees."

Regarding Core Funds for this Fiscal Year:

To date we have had approximately 565 projects submitted. If all proposals are funded today, the Panel will have approved just over \$90.6M in 295 projects to date, ETP will have approximately \$12.4M for the remainder of the year with a demand of \$91.7M. Proposals under Delegation Order will all be capped at \$75K to be approved under the Delegation Order on a continuous flow basis, which as of today we have approved a total of 71 delegations.

Regarding Alternative Funding:

It was reported that in regards to the CEC's Clean Transportation Program, ETP has \$860K left, but there are new projects in the queue already that will use up these funds so ETP does not need any new applications right now.

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

Acting Chairperson Roberts asked is there anyone on the panel that is going to recuse himself from the Consent Calendar.

Ms. Bell stated she would like to recuse herself from the Consent Calendar.

Ms. Newsom added she had a concern about one of the items on the Consent Calendar, which would be Tab No. 4 for the California Tire Dealers Association. With all the other items on the Consent Calendar are for priority industry expenditures and this one is not, it's not a priority industry, and know that priority industry doesn't apply to MECs and that's how this one kind of came through, but \$289K for non-priority industry with pretty low wages and create only have \$12.4M after service with a demand of \$91.7M this isn't meeting the criteria for me to feel comfortable with that moving forward.

Acting Chairperson Roberts asked if there any other questions from the Panel regarding the Consent Calendar and asked for a motion.

**ACTION:** Ms. Newsom moved and Mr. Smiles seconded approval of the Consent Calendar, with the exception of Tab No 4, which should be pulled from the Consent Calendar. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 – 0.

## **VI. PRESENTATION COVID-19 RESPONSE PLAN EXTENSION & EXPANSION**

Ms. Testa presented a presentation on ETP's COVID-19 Response Plan **(1)** On March 25, 2020, ETP released our COVID-19 Response Plan, which can be found on our website here: [https://etp.ca.gov/2020/04/07/etp\\_covid-19\\_response/](https://etp.ca.gov/2020/04/07/etp_covid-19_response/) The COVID Plan includes eight (8) COVID related revisions that Contractors may request to help them adjust to the demands of this new paradigm, and also includes an expedited processing prioritization list for COVID related projects for eligibility and development. ETP was able to implement the plan smoothly, and has received much positive feedback on the Plan from both staff and stakeholders.

ETP's COVID-19 Response Plan - Extension **(2)** The COVID-19 Response Plan was originally enacted to be effective until 7/1/2020, when it would be re-assessed and possibly extended. ETP would like to extend the COVID-19 Response Plan until 12/31/2020, with the option to re-assess and extend again at that time if it is still needed. All COVID-19 related revision requests will need to be received at ETP by COB on 12/31/2020. Once approved, revisions are effective for the remainder of the contract term. Similarly, all COVID-19 related projects to be expedited must be received in AAU for eligibility, or in the Field Offices for development, by COB 12/31/2020.

ETP's COVID-19 Response Plan – Expansion **(3)** Staff would also like to expand the COVID-19 Response Plan by adding four (4) additional items that we feel will be of benefit to our stakeholders. These items can be added to existing contracts as revisions, or be included in new projects coming to the July Panel onwards, for as long as the COVID Plan is in effect. 1) The Incidental Placement cap for New Hires in a MEC contract will be increased from 20% to 50%. Incidental placements are for New Hire trainees (unemployed when training begins), who are then placed into Participating Employers who use an alternate method other than paying the Unemployment Insurance tax to meet the requirements of the UI code. By increasing this percentage, ETP hopes to be able to assist in more individuals being hired and moving off of unemployment.

ETP's COVID-19 Response Plan – Expansion **(4)** 2) The 10% cap on Safety Training is being raised to 50%. If a contractor would like more than 50% Safety Training on their



contract, this request can be elevated for Executive Determination. Staff would like to increase this cap to allow for contractors to provide occupation specific COVID related safety training, or other occupation specific safety training. Mandated safety training will still not be eligible for reimbursement.

ETP's COVID-19 Response Plan – Expansion (5) 3) If trainees were unable to meet retention due to being furloughed, and this is brought up during an appeal, as long as the furlough was during the time period that the COVID Response Plan was effective, and as long as the furloughed employee was still retained in employment to maintain their benefits package, then the furloughed time will count for retention and be removed from the overpayment during the appeal. These trainees are still required to meet the minimum training and wage requirements. This applies to 100% furloughs, or to those who were furloughed for a percentage of their full-time hours.

ETP's COVID-19 Response Plan – Expansion (6) 4) ETP would like to implement a new “COVID Rapid Reemployment and Retraining Pilot” (COVID Pilot). The specifics of this new Pilot are outlined in the next section of slides. In essence, this Pilot will provide a flat sum of \$2,000 per trainee for employers in the Healthcare, Medical Manufacturing, Agriculture, Food & Beverage Manufacturing, and Grocery Store industries. Monitoring requirements for these projects will be loosened, and payments can be issued more easily.

ETP's COVID-19 Response Plan (7) Action Item Request: Staff is requesting that Panel approve that the COVID-19 Response Plan be extended, as described, through COB 12/31/2020, with the option to re-assess and extend again at that time if it is still needed. Staff is also requesting approval of the COVID-19 Response Plan expansion, as described on previous slides, pending the approval of the COVID Pilot, which will be presented next. If approved, ETP will submit the revised Plan to Labor Agency, the Governor's Office, and the State Operations Center for approval, which must be received before the revisions to the Plan can be published or become effective.

Ms. Testa asked the Panel if there were any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the COVID-19 Response Plan. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 – 0.

### **COVID Rapid Reemployment and Retraining Pilot**

Staff would like to add this new COVID Pilot as one item in the COVID-19 Response Plan expansion, also being considered at today's meeting. Purpose: To rapidly support employers

and workers in the healthcare and food supply chain that have been at risk working through the stay-at-home orders and now need to train newly hired staff. To support industries that are critical to the health and welfare of Californians and the reopening of the economy during the Covid-19 pandemic. Scope: Taking a holistic view of healthcare to include health systems, protective equipment for workers and the public, and food and nutrition. Support for new hire training in the healthcare and food supply chain.

COVID Pilot (2) For Single Employers (SEs) or MECs, with SEs and Participating Employers (PEs) holding one of the following EDD assigned NAICS codes:

62 Healthcare

44611 Pharmacies

3254 Medical and Pharmaceutical manufacturing

3345 Measuring Device manufacturing

3391 Medical Equipment manufacturing

541380 Testing Laboratories

11 Agriculture

311 Food Manufacturing

3121 Beverage Manufacturing

3256 Soap & Toilet Paper Manufacturing

445 Food & Beverage (ie Grocery) Stores

COVID Pilot (3) For new contracts approved starting with the July, 2020 Panel meeting through all Panel meetings held while the COVID Plan is active. COVID Pilot projects must be stand-alone projects; COVID Pilot job #s cannot be mixed with non-COVID Pilot job #s in a single contract. COVID Pilot project cap is \$200,000. Contractors may hold a non-COVID Pilot contract and a COVID Pilot contract simultaneously. Concurrent enrollment block will be removed for these instances. Both projects may be for their full respective caps.

COVID Pilot (4) For SEs, trainees must qualify as Retrainee Job Creation (RJC) trainees: Hired any time from 90 days before contract term begins, through contract term. For MECs, trainees must either be RJC trainees or New Hires. RJC and New Hire trainees must be separated by job number. MECs will use SET Certification Statements for their PEs. Normal New Hire certification procedures apply.

COVID Pilot (5) Wage requirement: minimum \$17.50/hour, with the possibility of using \$2.50 in health benefits to meet the minimum wage. Collective Bargaining Agreement wages will also be accepted. Retention period: 3 months (90 days) at a minimum of 20 hours per week. Curriculum: will be 'standardized' for all COVID Pilot job #s. Delivery Method listed in curriculum will be Class/Lab However, contractors may use any Delivery Method when actually delivering training.

COVID Pilot (6) Training Type will be "COVID Training Bundle" Employers are encouraged to include COVID related safety training in this bundle, but any and all course content will be

accepted. Trainer:trainee ratios do not apply. Trainees must be enrolled into ETP's online system. All training must be tracked into ETP's online system.

COVID Pilot (7) Rosters are required, however, contractor can utilize an alternate record keeping method, such as are being approved under the COVID-19 Response Plan. Reimbursement = \$2,000 per trainee. There will be no support costs for MECs for COVID Pilot projects, given that they can hold a 'normal' ETP contract with support costs simultaneously with a COVID Pilot project.

COVID Pilot (8) Monitoring for COVID Pilot projects (job #s) will include only: A start-up visit per normal procedures A final visit per normal procedures Technical assistance for contractors Verifying enrollment and hours tracked match information contained in the rosters/alternate record keeping documents. Verifying that PEs have a Pilot eligible NAICS code once certification statements have been entered into ETP's online system.

COVID Pilot (9) Contractors will use normal ETP applications, but will indicate to analyst that they would like this pilot for their contract. Developing analyst will discuss this pilot with eligible contractors. ETP's EDU unit will focus education and outreach to employers in these sectors.

COVID Pilot (10) Staff is requesting approval of the COVID Rapid Reemployment and Retraining Pilot (COVID Pilot) as described above, and for the COVID Pilot to be added as one item of the COVID-19 Response Plan expansion, as presented earlier.

Ms. Testa asked the Panel if there were any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the COVID Rapid Reemployment and Retraining Pilot. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 – 0.

### **Expansion of the RESPOND Program**

Expansion of the RESPOND Program (1) In April, 2014, Panel approved the Rapid Employment Strategies On Natural Disasters (RESPOND) Guidelines, originally designed to address the Governor declared State of Emergency due to extreme drought conditions. The original RESPOND program was funded primarily through \$2M in General Fund dollars, what ETP considers to be Alternative Funding, which was then split into two sections. There was also a Core Funding component to the original RESPOND program. The original RESPOND program elements were different, depending on the funding source being utilized. This

created a level of complexity in implementation that was confusing for both staff and stakeholders.

Expansion of the RESPOND Program (2) ETP would like to address these limitations by simplifying the guidelines, and by expanding the RESPOND program to all natural disasters, as it's name implies, rather than just to drought related projects. The revised, streamlined, and expanded RESPOND guidelines were discussed at the February, 2020 Policy Committee meeting. The Policy Committee had a few clarifying additions to the revised guidelines, and approved bringing the guidelines to Panel for approval. Follows is a summary of the attached revised RESPOND guidelines:

Expansion of RESPOND Program (3) Adding definition of natural disaster. Grants all RESPOND projects Critical Proposal status. Both Single Employers and MECs are eligible. Funding: ETP Core Funds (for both OSC and SET) can be used. Alternate funding may be used if it is obtained in the future. Alternate funding may require additional program elements to be added or restricted. Reimbursement rate will be the highest rate at whatever is set for a given FY. CBT training will still be reimbursed at the CBT rate.

Expansion of RESPOND Program (4) Retention Period: Standard 90 days; or, 500 hours w/in 272 days. Turnover Rate requirements waived (but must still be reported). MEC support costs limited to 12%. Standard ETP wage requirements will apply, and all projects must conform to all federal, state, local, and prevailing wage requirements. Curriculum: standard curriculum guidelines apply, except: OSHA 10/30 allowed Literacy Training allowed up to 50% Occupation-specific safety training allowed. Productive Lab ratio raised to 1:10.

Ms. Testa asked the Panel if there were any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

**ACTION:** Ms. Newsom moved and Mr. Smiles seconded approval of the Expansion of the RESPOND Program. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 – 0.

### **Funding Strategies for FY 20/21:**

Caps, Allocations, Reimbursement Rates, Priorities/Moratorium. Funding Strategies for FY 20/21: Project Caps Staff would like to lower the caps for next FY to better accommodate the high levels of demand for the ETP program. Lower caps will enable us to serve more customers.

Funding Strategies for FY 20/21: Allocations (1) Staff is requesting some changes to our allocations. From a total budget of \$96M, we would like to use \$16M to apply to prior year liabilities, to help us move more smoothly through the first year of the upcoming recession. This will cause a reduced total contracting capacity for this year of \$80M, which can also help

ease the financial stress of a recession. We would also like to slightly increase the allocation for Small Businesses, who have been disproportionately affected by the COVID-19 outbreak

Funding Strategies for FY 20/21: Allocations (2) Staff is requesting the following allocations, based on a total contracting capacity of \$80M: COVID Pilot will be limited to utilizing half of the allocations set for SEs, SBs, CPs, and MECs.

Funding Strategies for FY 20/21: Reimbursement Rates Staff is recommending a slight change to the Reimbursement Rates, namely: Category: Please note that these rates are presented assuming that Panel will also approve a continued moratorium on non-priority industries and other 'lowest funding priority' projects. Advanced Technology had a \$26 reimbursement rate last FY.

Funding Strategies for FY 20/21: Moratoriums (1) Staff is recommending a continuation of the moratorium on our traditional "lowest funding priority" projects, including: Adult Entertainment, Commission on Retail Trades, Gambling, Mortgage Banking, Multi-Level Marketing, Training for Employees of Training Agencies, Truck Driving Schools, Partners & Principles in Professional Firms.

Funding Strategies for FY 20/21: Moratoriums (2) Staff is also requesting a moratorium be placed on non-Priority Industry projects. Last FY, due to extremely high levels of demand, and the processing order that Panel had approved for Preliminary Applications, we were not able to serve non-Priority industry projects. These projects were deactivated. This year, given the same high level of demand, combined with a lower total contracting capacity, staff is requesting an official moratorium be placed on non-Priority Industry projects for this Fiscal Year.

Funding Strategies for FY 20/21: Moratoriums (3) This moratorium can be revisited for next FY (21/22). By non-Priority Industry, we mean: Single Employers (including Small Businesses) whose EDD assigned (North American Industry Classification System) NAICS code does not appear on ETP's listing of Priority Industry NAICS codes. An exception to this moratorium will be granted to non-Priority NAICS code Industry companies who do appear on the COVID-19 Response Plan as a Governor Declared essential industry for expedited processing during eligibility and development. These companies will not be subject to the moratorium.

Funding Strategies for FY 20/21: Preliminary Application Processing Order (1) Given the still extremely high levels of demand ETP is experiencing currently, we would like to utilize the following strategy for the processing order for Preliminary Applications: First: Follow the processing order that is laid out in the COVID-19 Response Plan (including the COVID Pilot) until that Plan expires. MECs, Small Businesses, Critical Proposals, and Governor declared essential industries.

Funding Strategies for FY 20/21: Preliminary Application Processing Order (2) Second: Once the COVID Plan expires, follow the processing order Panel had approved last year, with one change: No longer group Preliminary Applications by quarter, but simply use the Pre-Apps Reference Number, working through the processing list categories chronologically by Reference Number, regardless of quarter. As a reminder, the previously approved

processing order was as follows: First-time automatic OSC NAICS; Repeat automatic OSC NAICS, First-time Priority Industry NAICS (not automatically OSC) Repeat Priority Industry NAICS (not automatically OSC).

Funding Strategies for FY 20/21: Action Item Requests Staff is requesting approval to the following items, as described during this presentation: Project Caps, Allocations, Reimbursement Rates, Moratoriums, Preliminary Application Processing Order.

Ms. Testa asked the Panel if there were any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the Funding Strategies for FY 20/21. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 – 0.

## **REVIEW AND ACTION ON PROPOSALS SINGLE EMPLOYER CONTRACTS**

### **Tab No. 18: Darburn Enterprises, Incorporated dba All Saints Healthcare**

Mr. Swier presented a proposal on behalf of Darburn Enterprises, Incorporated dba All Saints Healthcare, which is a Priority Industry and a First Time Contractor with total ETP funding being requested of \$297,850 to train 370 retrainees located in North Hollywood, California.

Mr. Swier stated that Staff recommends approval of this project and introduced Pamela Rupp, Vice President of Operations.

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

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of Darburn Enterprises, Incorporated dba All Saints Healthcare in the amount of \$297,850. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 to 0.

### **Tab No. 19: Applied Medical Corporation**

Ms. Torres stated this is for proposed contractor Applied Medical Corporation, which is a first time applicant for ETP funding being requested for the total amount of \$373,635. They are proposing to train a total of 642 combination of incumbent and job creation trainees. Their locations are for Irvine, Santa Margarita, and Lake Forrest, all in Orange County. This has

been designated a Critical Proposal by the Governor's Office of Business and Economic Development (GO-Biz).

Ms. Torres stated that Staff recommends approval of this project and introduced Matt Pettime, Vice President of Global Education; and Matt Brunett, Director of Applied Learning.

Mr. Dombrowski shared they are working with this company in their office, and appreciative of what they are doing around switching their manufacturing and helping produce more valuable PPE, given this crisis.

Ms. Newsom inquired about the job creation component into lower wages and if they might be willing to have the same wages as Job Number 1 for the retrainees. For example, moving the lowest wage for the manufacturing team, the machinists, the technicians, the operation machinists, and the managers from \$15.33 an hour up to \$18.39 an hour, so then they're getting paid the same.

Acting Chairperson Roberts asked Mr. Brunett if he could address that?

Mr. Brunett responded that he would have to review this with the team internally to see if that is something that they could do. They are certainly planning to continue to hire as they move forward and have been despite the virus that we've seen. And they are looking to continue to expand not only here in, but also looking to expand outside the state as well. So that is something that they'll have to look at regarding, taking those particular wages up from the \$15.33 to the \$18.39 but it's something he'd have to take back and it's not something that he could commit to them today, but it'd be something they could discuss.

Acting Chairperson Roberts then asked Mr. Brunett to explain that a little further, and asked if that is like a probationary wage for new hires and if that's only like a three-month program or a one-month program, and then they boost them up to the regular wages? And asked if he could explain how that works?

Mr. Brunett explained they are a very highly vertically integrated company and they literally build everything themselves right here in California. So that's from all the tooling that makes their plastic components, to the machining, along with a wide variety of positions that they hire for. They also have clean rooms, where they are assembling products, and have automation areas that help them assemble products. The range of wages that they put there is a bit varied and that includes everybody from, an assembler who typically does not have a tremendous amount of skill, to somebody who is a machinist, which would have quite a bit of skill. Those positions are going to be paid a little bit differently, often people come aboard at a particular wage like being describe, and usually within 6 to 12 months, they're given an increase as long as the they're performing to the standards. They have a wide variety of positions that they hire for throughout the organization, and the training happens at all levels of the organization and it is something that whether they are inexperienced assembler or engineer or to a very experienced machinist, or engineer that is experienced or maybe a metallurgist. Everybody goes through a tremendous amount of training. Mr. Brunett expressed what he thinks what they see with the wages there is that they have people with very little experience, to people that they're hiring that have a lot of experience and then everybody in between and asked if that answer their question?

Acting Chairperson Roberts then stated the lower wages for them to stay in that position for one year, more than their counterparts does not seem right.

Mr. Brunett expressed he completely understands and appreciates the comment. He added that there are different levels within each of the different skills also different titles and wages go along with those levels as people increase.

Ms. Newsom added she would feel comfortable moving this forward as long as they do have that discussion internally about moving the minimum bottom wage up to what is proposed for the rest of the staff and is comfortable with what he was saying.

Acting Chairperson Roberts stated their training budget is \$3.6 million per facility, and that is a lot of money for three facilities. \$10 million in annually for their training budget, does not know how they even make a dime if they spent \$10 million in training, that's \$3,600 per employee a year and training, and asked Mr. Brunett to explain that.

Mr. Brunett explained there was an error on it, and was not necessarily \$3.6 million per facility, it was \$3.6 million was for all three facilities and it definitely is an investment.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the Applied Medical Corporation in the amount of \$373,635. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 to 0.

#### **Tab No. 20: Capistrano Beach Care Center LLC dba Capistrano Beach Care Center**

Ms. Torres stated Capistrano Beach Care Center LLC dba Capistrano Beach Care Center is a Priority Industry with total ETP funding being requested of \$489,785 will train a combination of incumbent and job creation training for total of 567 individual. Under the Cambridge Health Care Services Capistrano Care Center be the lead employer and contract holder for 12 affiliates located in northern and southern California counties. There are some considerations, they are a special employment training, and therefore they are seeking the set wage to wide modification for job one trainees and job to new hires. In addition, it seeks a wage modification for job to retrain. Located in the high unemployment areas of Linwood, Madeira and Modesto for non-customary employment. It seeks an alternative retention of 500 hours and 272 days and a modification of full time employment from 35 to 30 hours a week.

Ms. Torres stated that Staff recommends approval of this project and introduced Yvette Viscigilo, Talent Acquisition Manager; Ermalou Richards, Assistant Director of Clinical Resources; and William Parker, National Training Systems.

Ms. Bell stated that looking on their information their Job Number Three, which is certified nurse, is \$15 to \$22, and then looking at Job Number Two, which is certified nurse's assistant, its \$15 to \$20. Is that a typo? On the other hand, is that is that their wages? The



wage for certified nurse at starting at \$15 is extremely low.

Ms. Viscigilo responded that looks like it is a duplication and a typo. It should just be one time CNA from \$15 to \$22.

Ms. Bell then stated that is on Job Number Three, is that correct. In addition, the other question is that the starting rate and in addition or period, how long is that?

Ms. Viscigilo responded it is the starting rate and in some of the some of the locations, it has a little bit higher, and then based on experience and the one-year anniversary of their performance than their rate goes higher.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Bell moved and Mr. Tweini seconded approval of the Capistrano Beach Care Center LLC dba Capistrano Beach Care Center in the amount of \$489,785. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 to 0.

**Tab No. 21: KCA Electronics Inc. dba Summit Interconnect Anaheim**

Ms. Torres presented a proposal on behalf of KCA Electronics Inc. dba Summit Interconnect Anaheim in the amount of \$434,700 to train 620 incumbents and job creation trainees. Under Summit Interconnect Holdings, LLC (Summit). Summit Anaheim will be the primary ETP contract holder with Summit Orange and Summit Santa Clara as participating affiliates. Training for a total of 15 temporary to permanent workers, will be in jobs one and two with the intention of hiring them into full time employment at the end of training. These workers will receive employer paid share health care while on temporary status and upon higher.

Ms. Torres stated Staff recommends approval of this proposal and introduced Jack Evan, Vice President -General Manager; Lori Amar, Director - Group Human Resources; Barry Menzel, Consultant.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Mr. Tracy seconded approval of the KCA Electronics Inc. dba Summit Interconnect Anaheim in the amount of \$434,700. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 to 0.

**Tab No. 22: Seal Electric, Inc.**

Ms. Torres presented a proposal on behalf of Seal Electric, Inc. The requested amount of \$366,390 will train 270 retrainees. They are located in San Diego, as a priority industry and seeks a modification to the state set statewide average for job one retraining and job to do job creation. The Company will train 30 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 2). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for “converting” temporary workers into full-time permanent employment is 6 months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums upon hire into full-time permanent employment.

Ms. Torres stated Staff recommends approval of this proposal and introduced Joe Bongiovanni, Vice President; and Bill Sacks, Consultant.

Ms. Newsom inquired if they are affiliated with any apprenticeship programs in the San Diego area, and it is noted here that they have under the jobs listed both electricians and laborers, and those are typically trained through apprenticeship programs.

Mr. Bongiovanni stated they are not affiliated with any apprenticeship.

Ms. Newsom then asked if they are state certified program.

Mr. Bongiovanni responded no, they are a private contractor and do private work, and do not require the state certified apprenticeship programs.

Ms. Newsom then stated that they are not doing any public work that would require their electricians to be state certified electricians, and not doing any public work that would require them to meet apprenticeship graduate levels.

Mr. Bongiovanni responded that is correct.

Ms. Newsom then stated she would like them to elaborate as to why they are requesting the panel to modify the wage up to 25%, below the statewide average hourly wage from \$33.3 an hour down to \$25.01 an hour.

Mr. Bongiovanni responded that it matches their market rate. So because they are not on the state certified projects or any kind of prevailing wage projects that matches their levels of wages,

Ms. Newsom then asked is it residential that they are primarily building.

Mr. Bongiovanni responded that is correct.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Bell moved and Mr. Smiles seconded approval of Seal Electric, Inc. in the amount of \$366,390. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 to 0.

**Tab No. 23: Bellows Plumbing, Heating & Air, Inc.**

Mr. Hoover presented a critical proposal for Bellows Plumbing, Heating & Air, Inc., which is a Priority Industry with total ETP funding being requested of \$241,500. Estimated number of trainees to be included for Job Number One are 75 re-trainees, Job number 2, 20 job creation trainees and Job Number Three, five veterans. ETP training will be provided at the Company's Soquel, San Raphael and Campbell facilities. This is Bellows' first ETP Contract.

Mr. Hoover stated that Staff recommends approval of this proposal, and introduced Chelsea Schlunt, General Manager and Jill Meeuwssen- CEO, Synergy Consultants (Subcontractor)

Acting Chairperson Roberts wanted to let the contractors know and the subcontractors know that if there's one or two people that are in those jobs that are making those lower wages, it's probably best not even to put them in the training agenda because all it is going to give them a red flag to those lower wages. However, is going to give the employer a chance to answer those questions regarding the lower wages for job number two.

Ms. Schlunt stated that the low wage was just set as a flexibility and they start most people at \$18 dollars an hour much over minimum wage. So yes, again, it is more of a flexibility for a range most people are over 18 with the bulk of their workforce in the \$30 to \$40 an hour range.

Ms. Newsom then asked then under job creation, the new technicians and installers is \$18.50 up to \$35. So a similar line of questioning as our Chairwoman Jan asked last time around, how soon do these new workers progress to the higher wage of what everybody else is making \$20.51 an hour up to \$35.

Ms. Schlunt stated normally starting at \$18, very rapidly, most people are able to move up and be in line with their peers within a matter of months.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Bell moved and Mr. Smiles seconded approval of Bellows Plumbing, Heating & Air, Inc. in the amount of \$241,500. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 to 0.

**Tab No. 24: GRID Alternatives**

Mr. Hoover stated that GRID Alternatives is a Priority Industry with total ETP funding being requested of \$310,040. Estimated number of trainees for job number one is 175 re-trainees and then for job number two, have five veterans. ETP-funded training will be delivered across eight facilities in Oakland, Chico, Sacramento, Willits, Fresno, Los Angeles, Riverside and San Diego.

Mr. Hoover stated that Staff recommends approval of this proposal and introduced Zainab Badi, Workforce Policy Project Manager.

Ms. Badi stated they are a first time ETP contractor and been working really closely with Robert Jackson, who's is their analyst and he's just really well and thinks that across the organization, have the infrastructure set up to coordinate and track. They use Salesforce for all of internal tracking and HQ is in constant communication with regional offices. The statewide administrator for two large low-income solar projects. Therefore, they have the infrastructure in house to be able to, to coordinate the contract, and without using third party consultants.

Ms. Newsom added they do a lot of electrical work and asked if they are construction staff members? Are they registered as electrical trainees? Is this like a pre apprenticeship program? So then, they get into the pipeline to become state certified.

Mr. Delapena responded that what they are doing is organization is in is transitioning to storage, training and such and so going to really just train the staff to rather prepare for that. Therefore, some of the qualifications that they need to do some of this work will require at cars but not necessarily doing teaching training.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

**ACTION:** Ms. Newsom moved and Mr. Tweini seconded approval of the GRID Alternatives in the amount of \$310,040. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 to 0.

**Tab No. 25: Keysight Technologies, Inc.**

Mr. Hoover stated that this is a Critical Proposal for Keysight Technologies, Inc. with total ETP funding being requested of \$460,000 will train an estimated number of 500. For Job Number One, which is already trainees the proposal is deemed as a respond based on Keysight technology inks loss from the Tubbs, fire in 2017 in Santa Rosa. ETP funded training will be delivered at Keysight headquarters in Santa Rosa and at its assembly facilities in Santa

Clara and Roseville.

Mr. Hoover stated that Staff recommends approval of this proposal and introduced Nadine Frank, Director of Global Learning and Phillip Herrera, Subcontractor (Herrera & Company)

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

**ACTION:** Mr. Smiles moved and Ms. Newsom seconded approval of Keysight Technologies, Inc. in the amount of \$460,000. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 to 0.

**Tab No. 26: Withdrawn**

**Tab No. 27: True Organic Products, Inc.**

Mr. Hoover stated that this is a proposal from True Organic Products, Inc. The requested amount of \$284,280 will train an estimated number of trainees is 110 for job number one which are the re-trainees, job number two as 30 job creation, retraining and job number three has five veterans. ETP training will be delivered to trainees at the Helm (Fresno County) and Monterey facilities. Customers includes produce growers, nurseries, and feed stores. This will be True's first ETP-funded Contract.

Mr. Hoover stated that Staff recommends approval of this proposal and introduced Joseph Mallobox. VP of Human Resources and Angela Jones, Subcontractor.

Ms. Bell inquired about the administrative group, and as well as they stated that are paying people are starting people at \$14 an hour is that correct?

Ms. Jones responded the administrative staff that is located in Helm is the starting rate is \$14 per hour and the production as well is \$14 an hour and that is a starting rate, and there is a large range of motion. So the \$14 the people that started at \$14 they have a very robust training for people with no skills and with months, they should be in a position to not only increase wages but to be considered for an increased job title as well as production.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

**ACTION:** Mr. Tweini moved and Mr. Smiles seconded approval of True Organic Products, in the amount of \$284,280. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 to 0.

**Tab No. 28: Aspen Healthcare Corp dba Salus Homecare**

Ms. Lazarewicz stated that this is a proposal from Aspen Healthcare Corp dba Salus Homecare. The requested amount of \$379,178 will train a total of 363 workers, which includes 78 new employees. Training will take place at the facility in Irvine.

Ms. Lazarewicz stated that Staff recommends approval of this proposal and introduced Mark Mortensen - Administrator; Cindy Behnke - Compliance; Bill Parker – Subcontractor.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Bell moved and Mr. Tweini seconded approval of Aspen Healthcare Corp dba Salus Homecare. in the amount of \$379,178. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 to 0.

**Tab No. 29: Clarke & Rush Mechanical, Inc.**

Ms. Lazarewicz stated that this is a proposal from Clarke & Rush Mechanical, Inc. The requested amount of \$250,240 will train a total of 121 workers, which includes veterans and new employees training will take place at their facility in Sacramento.

Ms. Lazarewicz stated that Staff recommends approval of this proposal and introduced Rod Carlson - Owner; Jackie Adams - Accounting Manager; Jill Meeuwsen – Subcontractor.

Ms. Newsom inquired about job number one for technician installer, you proposed wage range of \$20 to \$60 an hour up to \$35 an hour, but then under job creation, creating new ones, it's \$14 to \$16 an hour. Then for the veterans, it's only \$17 and \$35 an hour and this doesn't sit very well with her, especially when they are noting in the proposal that they've contracted with major Northern California utility company to provide residential electrification services, which is forecasted to add 25% growth in business and asked why aren't the wages going up?

Ms. Meeuwsen stated back to the veterans that is a misprint, and that should be \$18 it's not lower. And what she going to need to do is restructure the lower band on clients, and give them the flexibility of that lower wage for completely unskilled workers that do go through they get and believe it's 90 days that they get reviewed, and that they're at, they're within the \$20 an hour range within the first nine months to a year.

Acting Chairperson Roberts mentioned that the they are meeting the minimum requirement wage and knows that's important, but also the optics are important and when you only have one person in that job number, would say don't even put them in there because that's all they see, and so it just seems like you need to kind of clean up their job wage rates even though they meet the minimum requirement for ETP.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Smiles moved and Mr. Morales seconded approval of Clarke & Rush Mechanical, Inc. in the amount of \$250,240. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 to 0.

**Tab No. 30: Free Energy Savings Company, LLC dba Quality Conservation Services**

Ms. Lazarewicz stated that this is a proposal from Free Energy Savings Company, LLC dba Quality Conservation Services. The requested amount of \$529,000 will train a total of 272 workers, which includes veterans and new employees. Training will take place at the four facilities in San Bernardino, Contra Costa, and Sonoma.

Ms. Lazarewicz stated that Staff recommends approval of this proposal and introduced Alan Rago - President; Jill Meeuwsen - Subcontractor (Synergy Management Consultants).

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of Free Energy Savings Company, LLC dba Quality Conservation Services in the amount of \$529,000. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 to 0.

**Tab No. 31: Pacific Coast Building Products, Inc.**

Ms. Lazarewicz stated that this is a proposal from Pacific Coast Building Products, Inc. The requested amount of \$649,980 will train a total of 740 workers, which includes 110 new employees. Training will take place throughout 50 locations across California. Also a union letter of support has been submitted for the field installation staff for six of their locations.

Ms. Lazarewicz stated that Staff recommends approval of this proposal and introduced Robyn Musillani - Director of HR Services; Joshua Kimerer - CFO; Jabbar Khan - Director of Internal Audit.

Ms. Newsom asked if they could tell us how long it takes for those hired under job number two to move up in their wages because you start them off \$3 lower for the production staff than job number one.

Ms. Musillani responded they typically have a 90-day probationary period for many of those

types of positions and have many variables about those different types of jobs. There aren't a lot of people that come in at that very low end of the range, but they do evaluate them as they're performing on the job training in that first 90 day period and offer them benefits after a 30 day waiting period, and then typically move them in from that entry level position to something with a little bit more responsibility.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of Pacific Coast Building Products, Inc. in the amount of \$649,980. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 to 0.

**Tab No. 32: Taylor Farms Pacific, Inc.**

Ms. Lazarewicz stated that this is a proposal from Taylor Farms Pacific, Inc. The requested amount of \$625,002 will train a total of 693 workers, which includes veterans and new employees. Training will take place at their facility and Tracy.

Ms. Lazarewicz stated that Staff recommends approval of this proposal and introduced Ruby Lopez - Safety Training Manager; Jordan Dorman - Subcontractor (Training Grants Intelligence); Angela Jones - Subcontractor (Training Grants Intelligence)

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of Taylor Farms Pacific, Inc. in the amount of \$625,002. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 to 0.

**Tab No. 33: Tulare Nursing & Rehabilitation Hospital, Inc. dba Tulare Nursing & Rehabilitation**

Ms. Lazarewicz stated that this is a proposal from Tulare Nursing & Rehabilitation Hospital, Inc. dba Tulare Nursing & Rehabilitation. The requested amount of \$620,080 will train a total of 295 workers, veteran and 47 new employees. Training will take place at Taylor Farms' location in Tracy. This is the Company's first ETP-funded contract. Please note there has also been a change to the proposal under Administrative Services, Tulare Nursing will be doing their own project administration.

Ms. Lazarewicz stated that Staff recommends approval of this proposal and introduced Mark Fisher - President; Maureen Fisher - Risk Manager; Jill Meeuwsen – Subcontractor.



Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

**ACTION:** Mr. Tweini moved and Mr. Smiles seconded approval of Tulare Nursing & Rehabilitation Hospital, Inc. dba Tulare Nursing & Rehabilitation in the amount of \$620,080. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 to 0.

**Tab No. 34: Space Exploration Technologies Corp.**

Ms. Miguel stated that this is a proposal from Space Exploration Technologies Corp. (Critical Proposal) The requested amount of \$655,500 will serve approximately 900 retrainees and 300 job creation trainees. The company has locations in Los Angeles, Orange and Santa Barbara counties.

Ms. Miguel stated that Staff recommends approval of this proposal and introduced Andy Lambert – Vice President, Quality and Build Reliability, Lindsay Chapman – Senior Director of Human Resources, Lee Herbert – Senior Manager, Operations Training, Meggie Chapman, Subcontractor, Economic Incentives Advisory Group.

Mr. Dombrowski wanted to provide a little context around the critical designation. This is a project related to their Starlink and Starship project specifically. In addition, Go-BIZ does recognize that this is training for their employees.

Ms. Newsom has concerns with this proposal, and she believes at a past panel meeting concerning another Elon Musk company, they came before us and unable to respond to concerns about disruptive and outrageous layoff practices, as well as OSHA and jobsite safety violations, and lower worker morale. Space X is a different company, but they have the same CEO, and Ms. Newsom wonders if you're erratic CEO, Elon Musk, and a less than stellar record of Tesla, present a pattern of concern for ETP here. First off pertaining to retention rates, layoffs and wages. Space X has application reports a 13% turnover rate, just like Tesla's application. Space X has hired thousands of California workers and their overall payroll keeps growing. However, at the same time, Space X has also announced large layoffs just like Tesla. Last year in 2019, Space X announced it was laying off 10% of its workforce from its California headquarters, which meant over 500 California Employees laid off as reported in the LA Times and Business Insider. Industry Week reported quote, hours after launching its first rocket of the New Year, the Elon Musk led company told employees that roughly 10% of Space X his workforce would be laid off. Stunned workers were sent home early to wait notification to the private email addresses about their fate and quotes. Under your current proposal, you report that you will hire 300 new employees, but you're also requesting to pay these workers less we're in the current technicians would be paid 20 to \$48 an hour, but new technicians would start at only \$18 an hour and current engineers would be paid up to \$82 an hour, but new engineers would max out at \$52 an hour. So why does Space X have a pattern similar to

Tesla of hiring, followed by layoffs followed by hiring and layoffs?

Mr. Lambert responded at the layoff in March, this was a one time event. Space X has only done this in a singular event. And at that time it was realignment of a company personnel and management. We had specific objectives relating to the Starlink program, which is our satellite program, and starship. If you look at the history of all companies that have approached putting a large constellation of satellites into low earth orbit, every one of those companies folded and they're not successful. Therefore, they recognize the need to restructure specifically to drive that today. They've been extremely successful in launching 420 satellites into that constellation, and that will continue this year. So that was an essential but fortunately, single event in the history of Space X. In addition, the success that has come from that tough decision has now continued to benefit a larger and growing workforce. One point that was made about our attrition, and quoted the 13%, and to clarify that the involuntary turnover is actually 2%. So it's not just about them making decisions in terms of what generates that attrition rate. It's also individual decisions that people make for their family, etc, and their career development. So, although they're 30% overall in voluntary usage.

Ms. Newsom then asked if it is the 10% of the massive layoff plus the 2% of the personal choice.

Mr. Lambert responded no involuntary is the 2%.

Ms. Newsom then asked what they are doing to reduce the high turnover for their workers, reduce that 2% even further.

Mr. Lambert responded they continue to enhance their skills and believes they have high connectivity to their mission, which generates very high morale in the organization, and very proud to be only days away from potentially being the first private company to ever launch American astronauts from American soil to the International Space Station that generates huge positive morale. They have a high percentage of veterans in their organization are very mission orientated and therefore they exit and environment and come into an environment.

Ms. Newsom then asked why they have proposed to pay the new employees less than their current employees \$18 versus the \$20 discrepancy.

Mr. Lambert responded \$18 Is their salary for somebody that is generate coming into our company unskilled, they would like to give that opportunity to a wide range of people to join Space X. Therefore, if somebody comes in completely unskilled, they'll come in at the \$18 range. Normally, it will take somewhere in the region of six months for somebody to go from a completely unskilled position to move up that pay band. In addition, what you are seeing is the result of successful training in the past where we've taken on a percentage of untrained people and they've moved to the higher paid plan already.

Ms. Newsom then asked what about the cap of the engineers \$52 for the new engineers and an \$82 for the current engineers to \$30 difference. Next line of questioning given the heightened concern about workplace safety and social distance during the pandemic, and as reported from a variety of sources, including CNN, The Guardian Fortune, etc. The workers at Tesla feel unsafe about their job security and that their job security is threatened. How is Space X keeping your workplace safe and respecting the health of their workers?

Ms. Chapman responded it's been something that has been extremely the top of our mind

throughout this entire pandemic from the very beginning, we have done numerous things I will try to give you a high level summary here. But the list can keep going on and on, among other things. have provided masks and gloves to our employees. We've distributed hand sanitizer and disinfected all of our facilities. We have significant cleaning, we've even added an additional cleaning crew. We have eliminated a lot of high volume surfaces such as doorknob, time clocks. We have been promoting social distancing, by doing things such as removing two thirds of the shape. They have also started in certain areas taking employees temperatures prior to starting their shift. And we also are doing that for any potential visitor on site also have significantly reduced the number of visitors only people who are essential to be restocking things like gloves and masks. Also reduced employees travel. In addition, provided employees who cannot work for a variety of different related reasons, up to four Weeks paid time off. In addition, we are providing a sick pay for any employee who is like symptoms, or who is asked to be forced out of an abundance of caution. Moreover, there is no cap right now on that additional sick time. Also have also implemented PCR testing, which is essentially the test that will tell you if you are positive or negative. In addition, have a building not one sided so it is for employees to feel like they may be sick to get a test. Usually they have a wide variety of other things.

Ms. Newsom then stated now going back to the Space X layoff announcement of last year, Tesla reported the single most unpleasant aspect of the whole ordeal is how Space X managed it and communicate it with employees. All employees were told around the same time on Friday, January 11 in all hands meeting that a massive number of employees will be laid off within 24 hours. The catch, nobody was told exactly who would be cut. Instead, Space X forced every single employee to leave work early on Friday and spend 12 to 24 hours of total uncertainty. until an unspecified time on Saturday, when they in theory were supposed to receive an email telling them whether or not they still had a job waiting for them on Monday. In many cases, workers were forced to call the number provided by Space X and ask the company themselves if they still had a job, not even receiving the absolute minimum courtesy of a phone call or a notification, subjecting these workers to 24 hours of avoidable existential crisis and certainly followed by an automated email or phone call that they themselves made. That kind of employee relations lacks respect. In addition, it is concerning. Moreover, how the employees don't have a voice in their job stability. Why would you treat your employees in such a manner?

Mr. Lambert responded that they did not actually treat their employees as is quoted in the Media, the three of us, in fact, were part of that same process. So we were notified in the same way as every other employee in the company. In addition, that was on a mass communication with our senior leaders of the organization standing in front of us, explaining the reasons behind that situation, providing the background to the future of the company, why it was important. Then the HR team expedited a process. That meant all of us were notified before midnight that evening., there may have been individuals that for whatever reason, we're not at the end of a telephone line or email, in terms of the attempts that were made for those individuals depending on where they were in the world. However, the bulk were told the reasons as to the importance and why this was happening before it was done. In fact, internally in the company is actually been more positive responses from employees about the way that was actually handled on such a mass communication and while it's particularly difficult to actually accelerate the level of communication to that quantity of employees in any other form.

Ms. Newsom then stated referring to an article by law 360 with a headline Space X workers for a million dollar wage deal ducks protests gets final okay from May 2017. Space X settled a case with 4100 of their workers for nearly \$4 million over claims that workers were underpaid, with one plaintiff alleging that the company doesn't provide enough labor hours to its workers for everything that needs to get done and then requires them to work off the clock to finish tasks. What are you doing to address these labor by and how can we trust that you'll get it right now.

Ms. Chapman responded that just to clarify, what you're referring to is a settlement, in which case, there was no liability admitted on either side. And would just like to point out that although the plaintiffs may have made allegations that does not mean that they were substantiated, and have taken care of their workers, and ensuring that they are complying with wage and hour laws is of paramount importance.

Ms. Newsom then stated under continuous improvement curriculum, they listed a 17 minute TED Talk titled your brain hallucinates your conscious reality. Do you care to elaborate on the necessity of your workers watching this video and Space X receiving public funds?

Mr. Lambert responded that they are looking at each other and are unfamiliar with that data point.

Acting Chairperson Roberts added the title of your computer based training module and but it's probably your computer, it's probably their module on your computer based training.

Ms. Newsom then stated given that CEO Elon Musk last week, threatened to leave the state of California with Tesla and move his headquarters out of state. Why should they give \$655,000 to train workers, which is nearly four times the amount of the last contract?

Mr. Lambert responded that Space X was founded in 2002 and at that point was just with three employees in a small facility in El Segundo, California grown rapidly and continue to grow the workforce, which is now more than 7000 companywide. In Hong Kong, California that is actually in locations. Here 70% of the total company, where manufacture as Falcon Heavy and Dragon, which is obviously now to embark on a historic mission and for all of those vehicles, have a very packed manifest with significant investment in facilities gear and in their demon personnel and that is intended to continue.

Ms. Newsom then asked how you separate yourself from those kinds of remarks from your CEO, where he is threatening to leave the state.

Mr. Lambert responded that they seek to understand the motives behind those conversations. However, given the proximity of when those comments are made, it is particularly difficult for them to form any rationale in terms of what our thoughts might be on the subject.

Acting Chairperson Roberts stated that they do have the discretion of a claw back provision in the policy that if for some reason, should leave the state, within three years at the end of the contract; the money would have to be returned to ETP and have that discretion to utilize that if that becomes an issue.

Mr. Lambert responded understood.

Mr. Tweini stated he rises to speak against this proposal, and it is very concerning. The lower

wages, the labor laws, violation, everything and this is not just the media listing something, this is information directly from the company, step by step, everything that they stated is not there is no 12% of the people, they voluntarily decide to get lower wages and live worst life. There is so much violations, and it's been documented, maybe the media have highlighted a few things, but there is a lot of things that it's within their company. And in the state, all people who follow the laws and the health care recommendation are the ones who, who just looking at things and they're surprised how could someone defy all the laws and all their commendations that ensure the safety of workers come up, ask for something and at the same time saying, well, if I don't like it, I might leave and do something different and can't entertain to look at anything like this.

Acting Chairperson Roberts wanted to have more specifics on that around some of their concerns because they said they're in total violation but yet they haven't been, nor had any kind of legal action against them and it's just from a media reports are where you getting this information from.

Mr. Tweini stated just in the media, also, there is some information that they spoke about the lower wages is a concern also and it is a great concern, and the way they treat their workers and it was just listed many times.

Mr. Smiles inquired as to what type of outreach effort has been made to the displaced workers that were let go.

Ms. Chapman responded that the folks that were part of the reduction last year did provide career placement all of them with career placement services. In addition, the career coaching has helped with resumes and for searching for jobs.

Ms. Newsom then asked how successful were you in that and what the rate of being hired by another similar company.

Ms. Chapman responded she does not have that information in front of her and do not know.

Mr. Smiles then asked how many of the displace workers are actually coming back to Space X.

Ms. Chapman responded they did not have a program by which they would be eligible for rehire later and had some employees who they have reached out to come back and have rehired some employees.

Mr. Smiles responded he cannot imagine they do not know how many people been brought in.

Acting Chairperson Roberts wanted to make a just a comment around their training from the last contract and they did approve back a few years ago, 475,000 have something in that range and did accomplish that and went way over and above that and even though with had these layoffs, still were able to manage to meet the contract amount.

Ms. Newsom then stated the contract before that last one, so the contract that was between 2014 and 2016, they were approved for \$1 million, and then the payment that they earned is only \$216,000. So 21% and in that it says, they've suffered all kinds of mishaps of training and they couldn't get it done. And now they're coming back and they're asking for more than

four times but they weren't so and just keep referring back to our enabling statute of ETP that mandates that quote, etc. He shall fund only those projects that meet criteria such as one, fostering creation of high wage, high skill jobs or fostering retention of high wage, high skill jobs in manufacturing, and three results in secure jobs for those who successfully complete training. The issues that were discussed today, think these are the facts that were discussed and that supported denial of this project. Ms. Newsom stated, in my opinion, given the recent threats of the CEO to leave the state of California and everything else that we discussed today, this proposal does not rise to the level for me to feel secure in supporting it, and I move to deny it.

Acting Chairperson Roberts stated with that we have two of our panel members that are not going to approve this, however, and based on anything that we could do, whether we could, you know, cut the funds or help with the wages, whatever it is, you're just in flat denied. Based on what they have heard so far, so with that, would entertain a motion to approve and if we have the majority, will go ahead and prove it. If not, take a roll call and find out who is objecting or abstaining from this proposal.

Ms. Newsom then stated she made the first motion under Robert's Rules of Order, and her motion has to be taken up first.

Ms. Bell stated she concurs with her fellow panel members who are against this project as well and always go back at the employment engagement and relationship of organizations and the culture as well and the workers and have a really bad taste on this and her gut feeling is as well as to side as well as denial.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a second and vote on Ms. Newsom's motion to deny.

ACTION: Mr. Tweini moved and Mr. Smiles seconded the denial of Space Exploration Technologies Corp. in the amount of \$655,500. Acting Chairperson Roberts called for a vote, and five Panel Members present voted in the affirmative, two voted against the motion, and one abstained.

Motion carried, 5 – 2 - 1.

**Tab No. 35: Brand Consulting Group, LLC dba Brand College**

Mr. Swier stated that this is a proposal from Brand Consulting Group, LLC dba Brand College. The requested amount of \$749,056 to train 448 retrainees. Training locations include San Diego, Kern, Ventura, San Bernardino, and Riverside counties.

Mr. Swier stated that Staff recommends approval of this proposal and introduced Debbie Ruiz, Director.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Newsom moved and Mr. Tweini seconded approval of Brand Consulting Group, LLC dba Brand College in the amount of \$749,056. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 to 0.

**Tab No. 36: Employers Group**

Mr. Swier stated that this is a proposal from Employers Group. The requested amount of \$688,800 to train 700 retrainees. Training is to take place statewide.

Mr. Swier stated that Staff recommends approval of this proposal and introduced Jeffrey Hull, Sr. Director, Talent Development.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Bell moved and Mr. Smiles seconded approval of the Employers Group. in the amount of \$688,800. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 to 0.

**Tab No. 37: Glendale Community College Professional Development Center**

Mr. Swier stated that this is a proposal from Glendale Community College Professional Development Center. The requested amount of \$749,916 to train 545 retrainees. Training locations include LA, Riverside, San Bernardino and Ventura counties.

Mr. Swier stated that Staff recommends approval of this proposal and introduced Kim Edelman, Director.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of Glendale Community College Professional Development Center in the amount of \$749,916. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 to 0.

**Tab No. 38: NTMA Training Centers of Southern California**

Mr. Swier stated that this is a proposal from NTMA Training Centers of Southern California. The requested amount of \$748,279 will train 212 retrainees. Training locations include Los Angeles, Riverside, San Bernardino and Orange County.

Mr. Swier stated that Staff recommends approval of this proposal and introduced Norma Meza, Executive Director.

Acting Chairperson Roberts mentioned that one of the employers whether it is going to be their employer or not, happens to be SpaceX and asked if it is going to be a problem or just to go ahead and approve this contract with SpaceX as one of their contracted employers.

Ms. Newsom stated they have 11 employees that are estimated to receive some training through this MEC.

Acting Chairperson Roberts then stated usually sometimes they put them in there but they do not use them and just wanted to make note of that.

General Counsel stated that this is a separate proposal and what are the place in that proposal really does not play over and that list of participating employers is an estimate.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of the NTMA Training Centers of Southern California. in the amount of \$748,279. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 to 0.

**Tab No. 39: Saisoft Enterprises, Inc. dba Professional Career Development Center**

Mr. Swier stated that this is a proposal from Saisoft Enterprises, Inc. dba Professional Career Development Center. The requested amount of \$453,720 to train 120 new hire retrainees with multiple barriers and including some with located in HUA locations. Training is to take place statewide.

Mr. Swier stated that Staff recommends approval of this proposal and introduced A.K. Thakore, President.

Acting Chairperson Roberts asked if all of their trainees all new hires.

Mr. Thakore responded yes.



Ms. Newsom noted the wages are pretty low, for job number two starting off at \$13 an hour as opposed to \$15 an hour.

Mr. Thakore responded he did make a definite note of the optics that Madam Chairperson was alluding to earlier. The number of people that they intend to train in the HUA is a fraction of the total number of people they intend to train overall. It wages I realized my mistake that can be higher, and our new hire for the IP professionals will be much closer to the \$21 an hour. And that's a note he made going forward, will make sure that it is more realistic of the bands that actually, be placing them into coming to the wages for HUAs, those already going up the last few graduates replays were at \$16.50 an hour with full benefits from day one and some of them receive signing bonuses, and on a one year anniversary, those wages get revised. In addition, with the increased demand due to COVID-19, already seeing wages go up for HUAs.

Ms. Newsom inquired if they would increase the wages for job number two from a minimum of \$13 a hour to \$15 an hour just like job number one.

Mr. Thakore responded he could go ahead and accept what you're saying. However, we will be unable to place these limited number of people at this particular facility. So and this facility is looking forward to training and placing them in that Pico Rivera facility.

Ms. Newsom then asked if t they might be able to be placed elsewhere that pays better wages. In addition, would be okay with increasing it to \$15 just like job number one.

Mr. Thakore responded correct and this proposal has two facets to is all of which is new hire. First and foremost, this is all a new hire contract and wanted the flexibility of being able to train employees in healthcare as well as an IT and feel totally comfortable raising that band for the it workers from \$18 to \$22 an hour from what it is right now because that's more realistic,

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of Saisoft Enterprises, Inc. dba Professional Career Development Center in the amount of \$453,720. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 to 0.

#### **Tab No. 40: California Labor Federation, AFL-CIO**

Ms. Miguel stated that this is a proposal from California Labor Federation, AFL-CIO. The requested amount of \$594,090 to serve 966 retrainees. Funding under this project will occur in Alameda, Los Angeles, Contra Costa and Santa Clara counties. This project comes under ETPs clean transportation program. There is a correction to the proposal and there's a note in the proposal that all of the Union letters have not been received but have subsequently

received all of those letters and received support letters from AFSCME Locals 101 and 3916 and the Amalgamated Transit Union locals 1277, 265 and 192.

Ms. Miguel stated that Staff recommends approval of this proposal and introduced Nica C. Tanaka, Project Coordinator, Workforce & Economic Development & Kelly Greer (Subcontractor), Strategy Workplace Communications.

Acting Chairperson Roberts mentioned around their performance and it was a goal to meet \$1.3 million. But now, got less than half percent of that and have right sized it, for that amount, and just want to make sure that they have all your systems in place, even meet that amount, because you're not meeting 40% of the dollar amount requested.

Ms. Greer responded with yes, they reviewed this with the transitive meeting, since the whole COVID-19 started and actually reduced the original amount and are confident that we will be able to reach this amount.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of the California Labor Federation, AFL-CIO in the amount of \$594,090. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 to 0.

## **AMENDMENTS**

### **Tab No. 41: Riverside Community College District, Office of Economic Development-**

Ms. Torres stated that this is a proposal from Riverside Community College District, Office of Economic Development. The requested amount of \$688,534. This basically includes an additional 249 retrainees and they will be trained throughout Couple counties in Southern California. Their performance to date for potential earnings is at 71% of the proposal.

Ms. Torres stated that Staff recommends approval of this proposal and introduced Mark Mitchell, Executive Director, Office of Economic Development (OED); Anette Varga & Susan Crowley, OED; Jeannie Kim-Han, Associate Vice Chancellor, Grants & Economic Development, Riverside Community College District.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of Riverside Community College District, Office of Economic Development's amended funding in the amount of \$218,529. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 to 0.

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

Ms. Newsom would like to discuss revisiting priority industries and MECs as funds continue to be even more limited whether or not we want to include non-priority industries and these MECs and think it is a broader conversation that we can have about affiliation and association issues.

## **X. PUBLIC COMMENT ON MATTERS NOT ON THE AGENDA**

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

Judith Kriegsman wanted to thank all the companies that are on this call during this time for participating in the ETP program and for staying safe and following guidelines. My question surrounds approvals through AAU. First question is that projects that were deactivated for not being a priority, and now qualifying for priority under COVID and can those projects be activated at this time, Alsi had three projects that were deactivated incorrectly because the NAICS code even though it was verified by EDD as being an approved NAICS code, it was read in the system ETP system incorrectly because it had multiple locations, so that the company that applied for the ETP contract was verified by EDD as an approved NAICS code.

Phillip Herrera added the Keysight representative wanted to make sure for the record that they thank the governor's office, the local and state governments for the good work. Robert Meyer ETP, Samantha Wang, and all those apart regarding the recovery of the fire in Northern California in October 2017. She just want to show the gratitude. I went straight to the CEO and they are excited about the future.

Steve.Duscha stated he wanted to associate myself with the comments that Rob Sanger has not yet made About Cal E Force and the need to have some discussion with all of us about how that is working. Second, there were many contracts today that included job creation component, the same that is required for the COVID pilot. These have to be all job creation and knows that job creation in your existing rules requires that every one of these hires be a net new hire. I have a hard time believing that there going to be any net new high net new hires given 15% unemployment going to 20 or 25%. In addition, if you really mean that new hire, okay, but if you don't mean it, you should take it out. In addition, should revert to a previous policy where any hire even a replacement hire qualifies for that system confused about how preamps will be processed. We know that in the in the first bunch MECs and small businesses will be eligible for processing quickly, but they are also 24 Industries for small business pre apps that can also be processed and needs to know. And I think you have a to have a very transparent system for deciding the order of who gets to the panel, because it has been said before, you're going to run out of money before too long.

Michael Jester stated with regard to some of the other contractors and others have this situation to not just with regard to pre apps but applications that are currently in development.

Anything that happened today going to affect those that we've already gone through, getting these things developed, signed, sent and assigned. He would hope that they would move forward. Regardless, know that analysts have expressed that they're sort of sitting there waiting to hear what they're supposed to be doing. I think that needs to be clarified really quickly. One of the other things is, and that is small businesses, they've been devastated by COVID and know that all small businesses should be able to participate. But the rules should at least be the same for MCs, and single employer, small businesses, if they all have to be priority industries, then so be it. If they don't, then so be it. But there should not be one standard for MEC one standard for a small business because a lot of small businesses out in some of the rural areas of the states just simply don't have the ability to join them back because they can't. And thought policy was that a MEC had to have signed contracts with participating employers, perspective and potential and seeking some clarification on that policy as well. high unemployment areas. Now, knowing that high unemployment is everywhere right now. But think that behind employment areas that used to be high unemployment areas will be even higher. it's all still going to be relative, pretty much. But don't see anything in the priorities or the strategies or anything anywhere. Obviously, that gives any credence behind employment areas of the state of California and when it was received, the NAICS code is that's attached to it, and who it's assigned to, as an analyst for processing for potential, sending on further to the regional offices and just thinks that's a transparency that really is lacking in the process and it really needs to be addressed because we just saw it on here and wait.

Acting Chairperson Roberts stated they will go ahead and take all that into consideration, and then try to address it but want to have a little bit of your understanding about kind of these unprecedented times. Everything that we are doing is based on what is happening and through this crises that we're going through for the last three or four months, so just kind of bear with us, and hopefully, that everything will come to light soon.

Michael Jester stated he is trying and the main problem with regard to the notice, isn't necessarily the COVID policy is, that's a unique situation. I think it has more to do with the funding strategy, but just priorities for next year. That they have them set without us having any ability to have any input at all until after the fact and having not appropriate notice that was going to happen.

Rob Sanger stated want to add a couple public comments CMTA organization applauds the ETP for the corresponds to shifting to the online training and moving the ETP offices remotely like a lot of us have done and the COVID 19 pilot funding that's going to be happening next year. On the new hire component, a net new hire is going to be very tough and then If you awarded a contract to a company, and then it turns out towards the end of the contract after you've already given them some money, they are in a negative net new hire, you got to take that money back. That's not something we really want to do. So we really want to find out what are the net new hire requirements. So at the end of the project, you don't have to ask for that employee to write a check, because that's not going to be very popular. See, and thanks to Peter Cooper for the updates. We have had good response when we have questions. Overall, for stakeholder input, we would love to be able to give more input especially on MEC, Multiple Employer Contract that has not been fully developed. There is many things you could build into that system that the current system is lacking. Also, the

speed of the Salesforce system is quite slow the latency when you're doing mass uploads. So that's a concern and know they are working on these issues and they're been responsive.

Nica Tanaka stated because first I wanted to make time to let the panel and everybody in the room know what we're doing, collectively as a union of working people in response to these changes, and the new economic climate that we're in and some of the things we've been doing our regular one on one check ins for the JATC and labor training programs. We're serving their immediate needs and long term needs and communicating what we find out with ETP staff. Also providing coaching and online learning assisting the JATC to transition to the new platforms. The shelter in place well, of course maintaining high standards of training. it's very important for us to keep the quality of union apprenticeship programs to be the highest of quality and each local union, strategizing and how they will do that moving forward post pandemic or under this new climate we're in. And lastly, we've been convening all our union affiliates said the Labor Federation we convene unions all the time for all sorts of things and reasons and giving them updates.

Judith Kriegsman just wanted to chime in on the idea of creating a transparent list for projects that are in development. It's very hard and difficult and frustrating for contractors to not know what's going on and not have the communication from the AAU unit.

Julianna. Kirby stated at the top of the meeting when the budget allocations were outlined in the amount was provided for the commission programs. They have been tracking that approval of apprenticeship progress. Programs towards the allocation and there's been times where that has gone over the allocation. So do we expect that ETP will be adhering to those allocations? Or is there not? Is there a chance that the apprenticeships will it will again go for their allocation? And wanted to say thank you

## **VI. MEETING ADJOURNMENT**

Acting Chairperson Roberts adjourned the meeting at 12:54 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.





# STRATEGIC PLAN

# 2020 2021



Janice Roberts, Acting Chairperson  
Gloria Bell, Member  
Chris Dombrowski, Member  
Gretchen Newsom, Member  
Ernesto Morales, Member  
Ali Tweini, Member  
Rick Smiles, Member  
Douglas Tracy, Member

Peter Cooper, Assistant Director  
Tara Armstrong, Deputy Director  
Kulbir Mayall, Deputy Director  
Michael Cable, Legal Counsel



## Letter from Assistant Executive Director Cooper

The Employment Training Panel (ETP) is pleased to present the Strategic Plan for 2020 – 2021, which offers an overview of key initiatives and efforts for the coming year.

ETP's vision is to transform the future of all workers and businesses through job training that is equitable, inclusive and driven by employer-labor partnerships.

ETP is based on the power of partnerships and joint action, from our labor-management board to our thousands of annual contracts with employers and labor unions for job training to the many relationships we have across the state of California. This collaborative approach allows our funds to seed bigger changes to strengthen our economy and support Californians.

It is in partnership and with urgency that we are pivoting ETP's resources to address the major crisis facing California and the world—the COVID Pandemic.

The pandemic has caused the worst economic recession since the Great Depression and has heightened economic and racial inequality across the state.

By focusing resources on supporting workers and employers impacted by the Covid Pandemic, ETP can support disproportionately affected communities across the state and economic recovery efforts that are inclusive and equitable, and promote high-road job training.

Working together and with a sense of urgency we can make a big difference for California's workers and employers.

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CLEAN TRANSPORTATION PROGRAM (CTP)





# VISION & MISSION STATEMENTS

## VISION:

To transform the future of all workers and businesses through job training that is equitable, inclusive and driven by employer-labor partnerships


## MISSION:

The Employment Training Panel provides financial assistance to California businesses to support customized worker training to:

- Attract and retain businesses contributing to a healthy California economy.
- Provide workers secure jobs paying good wages and having opportunities for advancement.
- Assist employers to successfully compete in the global economy.
- Promote benefits and ongoing investment of employee training among employers.
- Support high-road training partnerships and workforce training efforts for disproportionately affected communities.

A black silhouette of a construction worker wearing a hard hat and safety harness, working on a structure with cables and pulleys. The background is a light gray with abstract geometric shapes.

# INTRODUCTION/ OVERVIEW

Large, light gray, stylized letters spelling out 'REPORT' diagonally across the left side of the page.

Established in 1982, the Employment Training Panel (ETP) is the state's premier program supporting job creation and retention through training. ETP is funded by a special tax on California employers and differs from other workforce development programs by reimbursing the cost of employer-driven training for incumbent workers and training needed by unemployed workers to re-enter the workforce. ETP-funded training helps ensure California businesses have the skilled workers they need to be competitive. ETP's Annual Reports outline the progress towards its strategic goals. ETP's Annual Reports are available on the ETP website.<sup>1</sup>

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<sup>1</sup> [etp.ca.gov/about-us-2/annual-reports/](http://etp.ca.gov/about-us-2/annual-reports/)

# Organization

ETP is organized under the Labor and Workforce Development Agency (LWDA) led by a Cabinet-level Secretary which encompasses ETP, the Department of Industrial Relations (DIR), the Employment Development Department (EDD), the Agricultural Labor Relations Board (ALRB), the California Workforce Development Board (CWDB), the Unemployment Appeals Board (UAB), and the Public Employment Relations Board (PERB). ETP retains its autonomy under LWDA, acting independently to disburse funds and set program policy. LWDA promotes opportunities to collaborate and expand workforce training.

ETP is governed by an eight-member labor/management panel, of which, seven are appointed by the Governor and Legislative leaders. The eighth member is the Director of The Governor's Office of Business and Economic Development (GO-Biz) (or a designee) who serves ex-officio as a voting member.<sup>2</sup> The Panel approves training proposals, adopts program policies and regulations.

## Upskilling Californians Since 1982

**1.3M**  
workers trained  
& retained

**87K**  
businesses  
funded

**\$1.7B**  
training  
funded

<sup>2</sup> [etp.ca.gov/about-us-2/panel-members/](http://etp.ca.gov/about-us-2/panel-members/)



# GOALS & OBJECTIVES

1

## **Enhance Economic Development Coordination**

- a. Partner with public and private, State and local economic and workforce development organizations, including GO-Biz, that target projects demonstrating a direct economic impact to the State.
- b. Partner with public and private stakeholders to increase outreach and raise awareness about the ETP program.
- c. Inform legislative members on the availability of training funds for their constituencies.
- d. Work with the Labor and Workforce Development Agency on labor workforce objectives in alignment with the Governor's office.

2

## **Target Industries that are vital to California's recovery and growth**

- a. Target program funds to Essential Industries during COVID Shelter in Place.
- b. Target program funds to COVID-related training and Pilot Program
- c. Provide training to California's leading technology sectors.

3

### **Support for small businesses**

- a. Improve outreach to small businesses through partnerships.
- b. Build strategies to guide small businesses towards MECs to improve efficiencies.
- c. Administer paid family leave pilot for Small Businesses.

4

### **Support Governor's initiatives**

- a. Expand training for all Californians.
- b. Target training projects in rural California, including the Central and Imperial Valleys, and within urban High Unemployment Areas (HUAs).
- c. Support pre-apprenticeship and apprenticeship programs, including expansion to non-traditional sectors.
- d. Support workers returning to/remaining in the labor market.
- e. Expand the Veterans Program.
- f. Support training and job creation to address Climate Change impacts, including supporting green technology and training related to forest fires and drought.
- g. Support integrating formerly incarcerated individuals into the labor market.
- h. Expand services to injured, disabled workers, and workers with barriers to employment.
- i. Providing flexibility and support for Employers impacted by COVID.

5

### **Increase efficiency and effectiveness**

- a. Increase use of Telework and E-Signature Software.
- b. Continue to maximize data security and risk management.
- c. Conduct internal evaluation and assessment of program/contracting process.
- d. Partner with the Labor and Workforce Development Agency coordinating workforce services.
- e. Maximize funding through funding priority caps and allocations.



# IMPROVEMENTS & FUNDING

## Process Improvement & Simplification

ETP is reviewing its policies to improve processes, simplify the program to make it more efficient for customers and stakeholders, and to better align the program with Labor Agency and related programs. Additionally, ETP has contracted with Social Policy Research Associates to evaluate the ETP training programs and survey ETP contractors about their experience with ETP's system and their current and future workforce needs.

ETP is currently developing a new data management information system, Cal-E-Force, to improve program efficiencies and ensure comprehensive and seamless data collection and reporting. More information on Cal-E-Force is available further in this document. The consolidation of business systems will also increase the accuracy of reporting data that will allow for the retirement of outdated systems no longer supported by industry, and provide a more efficient and user-friendly experience for both staff and customers.

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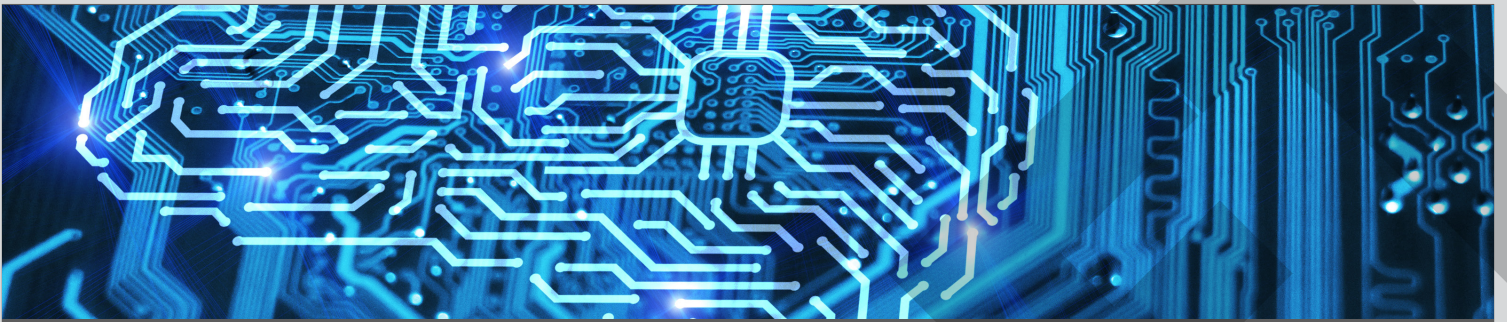
### Completed:

- ✓ Updated Funding Priorities
- ✓ Established Guidelines for Health Benefits
- ✓ Fixed-Fee Reimbursement Rates
- ✓ Established Repeat Contractor Rule
- ✓ OSHA 10/30 Review
- ✓ Out-of-State Training/Vendor Simplification

### In-Progress:

- Assessment of Wage Criteria
- Comprehensive Review of ETP Legislation & Regulations
- Review of Pilots & Guidelines
- Formation of ETP Committee to Assist in Policy Making

# Technology



ETP relies heavily on technology for streamlining efficiencies and state mandates. It is even more evident during this critical time of the COVID pandemic, where technology makes the most impact and headway - from changing the way we work in communication and automation in order to maximize efficiency.

The demand to transition to telework has radically transformed ETP's use of technology while simultaneously tightening security measures. The deployment of Virtual Private Network (VPN), launch of the Cal-E-Force Contract Management System on a cloud-based platform, Virtual and Webinar software, as well as the use of Digital Signature are just a few of the technological tools ETP uses to keep connected with our stakeholders.



salesforce

## ETP's Contract Management System: Cal-E-Force

ETP is trailblazing the use of technology by way of leveraging Salesforce, a customer relationship management (CRM) solution, to improve staff processes, productivity and assist customers. These innovative enhancements have significantly transformed ETP's business processes.

Cal-E-Force, ETP's new contract management system, has been in production for Phase 1 since July 2019 and will be deploying Phase 2 this coming fiscal year.

This new system is on the Salesforce platform, a widely known cloud-based platform integrated by many federal, state and government agencies to streamline and tackle complex processes. This system allows for rapid deployment of technology solutions to meet difficult government problems. It is technology that ETP can depend on being current over the next decade. Cal-E-Force will allow our clients to continue to work within their own training and human resource systems, providing the needed application and contract information as individual entries and/or file uploads. It provides application and contract transparency for our customers that is not available in the current paper and legacy systems used by ETP.

This summer, many ETP customers in the legacy systems will be introduced to Cal-E-Force, with the goal to migrate active contracts in a period of months, while concurrently launching new contracts.

ETP will be strategically positioned to quickly support new types of training programs for California employers, a true benefit in these times of upheaval for the California employers and workforce.

**What we offer and plan to offer:**

**TRAINING:** ETP's quick and easy Reference Cards on 'How To' such as Enrollments, Hours Tracking, Invoicing, Contract Revisions, and Reports - allow users to bookmark quick information instead of long user guide documents. Video guides are also available for easy viewing. ETP's continued effort in all areas of the system includes integration of help bubbles to quickly locate information.

**HELP:** Questions on the new Cal-E-Force System can be found on our website under FAQ's. Additionally, the ETP Help Desk Command Center is available from Monday-Friday from 9am-4pm, with support available via email or phone. In addition, ETP has implemented a tracking module to capture customer questions, comments, or inputs, ensuring full support of our customers and to document areas of concern, for further future enhancements.

**STAKEHOLDER INPUT:** Customer input for ETP's new Contract Management system is our top priority. ETP has received over 500 inputs from our stakeholders varying from a user-friendly platform to better reporting options, and ETP will continue to engage stakeholders to enhance the functionality of the system.

## ETP's Security on the Forefront

During the last fiscal year ETP has made great strides in improving its Information Technology Security posture. In an independent security assessment conducted by the California Military Department, ETP had some of the highest security scores among all California state agencies.

**TELEWORK:** At the beginning of 2020, ETP deployed a Virtual Personal Network (VPN) which allows all staff to work remotely while retaining all of the security measures implemented on its internal network. The implementation of the VPN which uses **Multi Factor Authentication** as an added layer of security allowed ETP to seamlessly transition its entire workforce to Telework at the start of the COVID pandemic.

While almost 100% of ETP workforce continues to telework ETP has leveraged new virtual meeting technologies to maintain a high degree of productivity. ETP continues to use these products to facilitate internal meetings as well as meetings with ETP applicants and stakeholders.

***In May 2020, ETP held its first Panel Meeting using Zoom Webinar with great success.***

ETP has configured these Virtual Meeting software products to maximize security, ensuring that communications are encrypted and passwords are used by all participants.

**ENDPoint Protection:** Currently, ETP is on the process of deploying CrowdStrike's Falcon Endpoint protection software which is a cloud based next generation antivirus module. This cloud based platform uses Artificial Intelligence to stop breaches and track activity. The deployment of this module will continue to improve ETP's security posture in an ever evolving online environment.

GoToMeeting  
Zoom Meetings  
Zoom Webinars  
Microsoft Teams and  
Microsoft Skype



## Digital Signature

# DocuSign®

ETP has procured the process to using Digital Signatures through DocuSign. With this new functionality ETP can provide an efficient processes for our customers in this pandemic to sign their ETP Contracts. By using DocuSign ETP will be able to streamline any signature process, while also reducing the use of paper, reduce US mail processing time; and enhancing productivity & safety while ETP staff work remotely.

DocuSign will also be integrated into our Contract Management System, Cal-E-Force, to allow for a streamlined process to sign Contracts and Revisions and maintain this information in the system.

ETP also plans to set up additional functions of ETP workflows that require signature to DocuSign in FY 20-21 such as rosters, purchase orders, timesheets etc.

### ***What is DocuSign?***

DocuSign is an electronic signature service that allows ETP to collect and manage digital signatures for our documents.

# Funding Caps

ETP funds the categories below up until the maximum cap is exhausted. To learn more about funding caps, please click [here](#).



**CLEAN TRANSPORTATION PROGRAM (CTP):** Assembly Bill (AB) 118/CTP (formerly known as ARFVTP) Caps for this program will be determined on a case-by-case basis.

**\*DELEGATION ORDER:** An expedited contract approval process by the Executive Director. Proposals approved via Delegation Order are capped at \$75K.

**MECs:** All MECs are limited to one contract per Fiscal Year, with the exception of one additional COVID Pilot Contract.

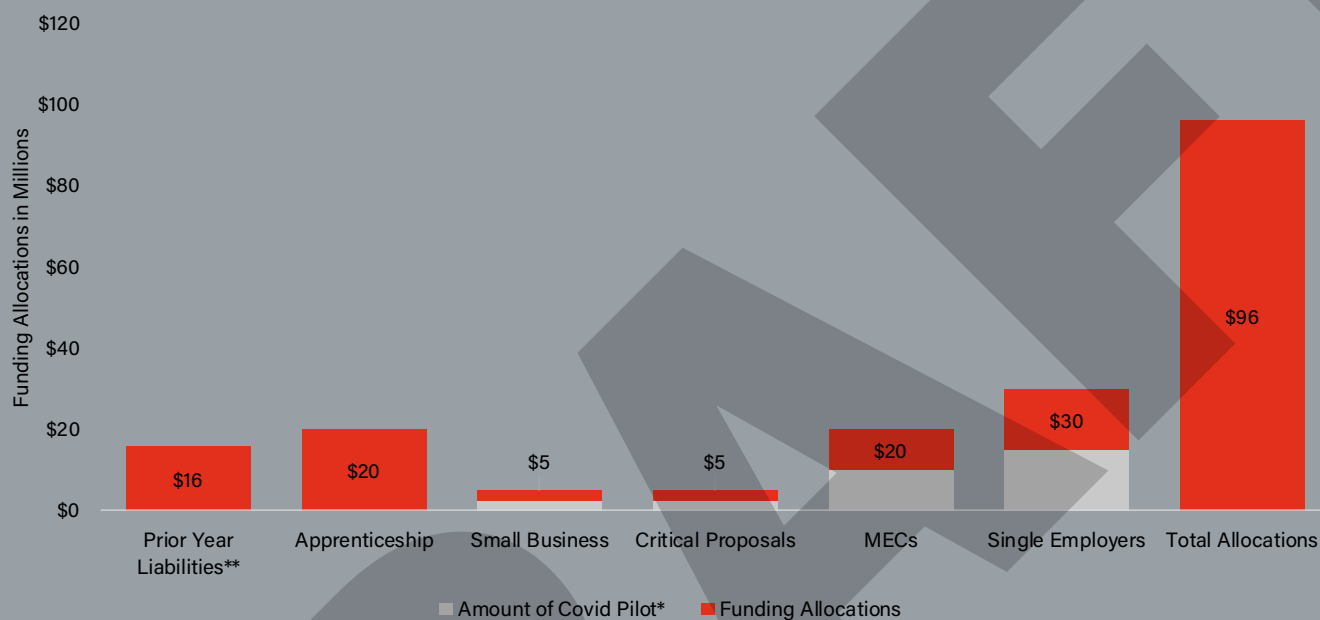
**AMENDMENTS:** Amendments must be for Phase II funding only and may only be requested once a contractor has earned 70% on their contract.

**ADJUSTMENTS:** The Panel has the authority to adjust caps.

**NOTE:** Caps may be adjusted during the fiscal year based on revenue projections.

# Funding Allocations

## PROJECT TYPE & ALLOCATIONS



## MORATORIUMS

Lowest Funding Priorities and Non-Priority Industries are placed on moratorium unless Governor declares they are COVID essential

- Adult Entertainment
- Commission on Retail Trades
- Gambling
- Mortgage Banking
- Multi-Level Marketing
- Training for Employees of Training Agencies
- Truck Driving Schools
- Partners & Principals in Professional Firms
- Non-Priority Industry - Single Employer - TBD

\*COVID Pilot will be limited to utilizing half of the allocations set for SEs, SBs, CPs, and MECs

\*\* \$16M will be applied to prior year liabilities to assist with transition of upcoming recession



# Other Limitations

## Employer Demand in a MEC

- Multiple Employer Contractors requesting funds for retraining must demonstrate employer demand based on the MEC's prior performance.
- If prior performance is 80% or more, the employer must demonstrate 60% demand for funding; if prior performance is less than 80%, the employer must demonstrate 80% demand.

All MECs are limited to 1 contract per Fiscal Year

## Support Costs

- Multiple Employer Contract (MEC) support costs will be 8% of training costs for retraining and 12% for new hire training.
- Applicants must justify the need for and amount of [support costs](#).





## Vendors/Subcontractors

- Vendor/Subcontractor are prohibited from providing both training – and project development or administration.
- This limitation applies to all ETP contractors and training vendors or a vendor that has received an exemption from Executive Staff.

## Single Employers

- A maximum of two amendments to add funds to any contract is allowable.
- Total project amount, inclusive of amendments, may not exceed relevant project cap.
- Amendments may not be requested until contractor has earned 70% of contract amount.
- Amendments may be for Phase II funding (new funds and new trainees) only; and ,
- Panel may reduce the requested Amendment amount.

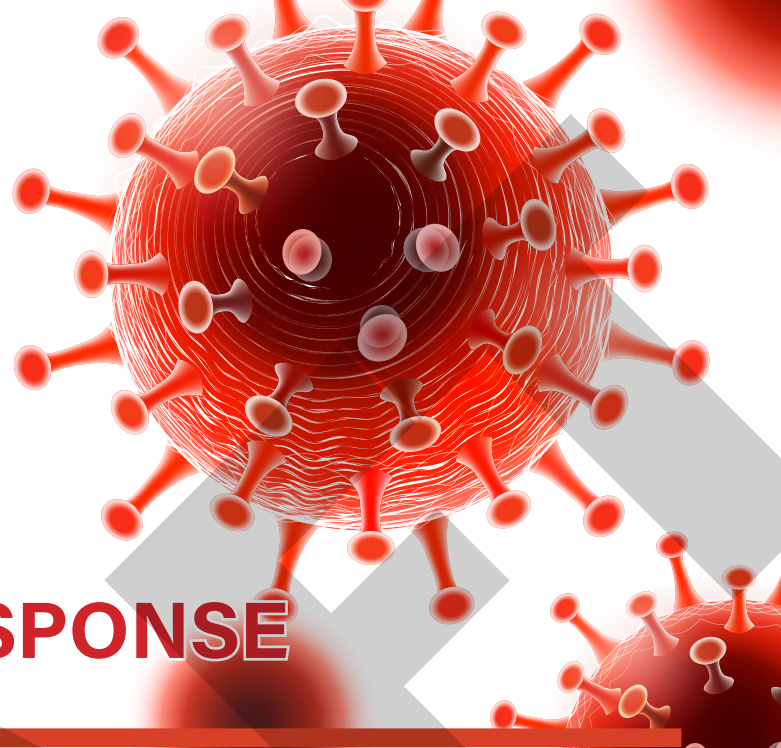
Earned = final payment has been approved by fiscal



# COVID-19

## CORONAVIRUS

NOVEL CORONAVIRUS



## ETP'S COVID-19 RESPONSE

*The Employment Training Panel stands ready to support workers and employers during these challenging times.*

We will continue to take action to help existing contractors and fund new employers critical to our California's health and economy.

- At the March Panel meeting, the Panel approved Phase I of ETP's Response plan to assist existing employers.
- At the May Panel meeting, the Panel approved Phase II to extend and expand the existing COVID-19 Response Plan, and also approved a new COVID Rapid Reemployment and Retraining Pilot.
- *Responding to the new challenges for employers and workers due to the pandemic will be the key focus of ETP in Fiscal year 2020-21.*
- **In Fiscal Year 2020 21, we will:**
  - Continue to partner with stakeholders and listen to contractor needs to help them be successful during these challenging times.
  - Expedite the processing of Phase I and Phase II COVID contract modifications.
  - Assess the need for additional changes in the COVID Response Plan and make changes as needed.
  - Implement the new COVID Rapid Reemployment and Retraining Pilot which will serve as a job creation incentive and earmark funds specifically for industries that are critical to the health and welfare of Californians and the reopening of the economy during the Covid-19 pandemic, including healthcare, pharmacies, testing laboratories, medical and food manufacturing, supermarkets, and agriculture.





## RESPOND PILOT

The Rapid Employment Strategies on Natural Disasters (RESPOND) pilot was implemented by the Panel in 2014 to address the Governor declared State of Emergency, due to extreme drought conditions. As California's population, geology and climate have dictated, droughts are not the only natural disasters we may face. Fires, earthquakes, and other major disruptions to the state's economy and living conditions can arise, as the recent COVID-19 outbreak has demonstrated.

ETP continues to work with organizations aligned with mitigation of risk, sustainable economic and workforce development and to develop relevant projects that enhances the resiliency of California businesses and its workforce. We are expanding our engagement with GO-Biz for Wood Product Innovation for manufacturers innovating the sourcing of wood products sustainably. ETP has partnered with the California Association for Local Economic Development (CALED) Rural Consortium and RCRC to more directly engage and rural communities impacted by fire and drought. ETP is partnering with the Sierra Nevada Conservancy to engage local and regional workforce and economic development organizations integrating sustainability into forestry stewardship practices.

# The California Advanced Supply Chain Analysis and Diversification Effort (CASCADE)

The California Advanced Supply Chain Analysis and Diversification Effort (CASCADE) is a grant program funded by the U.S. Department of Defense, Office of Economic Adjustment through the California Governor's Office of Planning and Research (OPR). Launched in the fall of 2017, the program aims to bolster California's defense supply chain cybersecurity resilience, innovation capacity and diversification strategies and to support the growth and sustainment of California's cybersecurity workforce through cybersecurity-related education curricula, training, and apprenticeship programs. It includes several funded projects featuring a variety of cybersecurity resilience work, in partnership with a coalition of government agencies and community, industry, and educational institutions. Activities include: cybersecurity workshops, cybersecurity compliance assistance, cybersecurity labor market and skills gap analysis, cybersecurity provider mapping and guidance, cybersecurity for space systems, and cybersecurity-related education curricula, training, and apprenticeship programs.

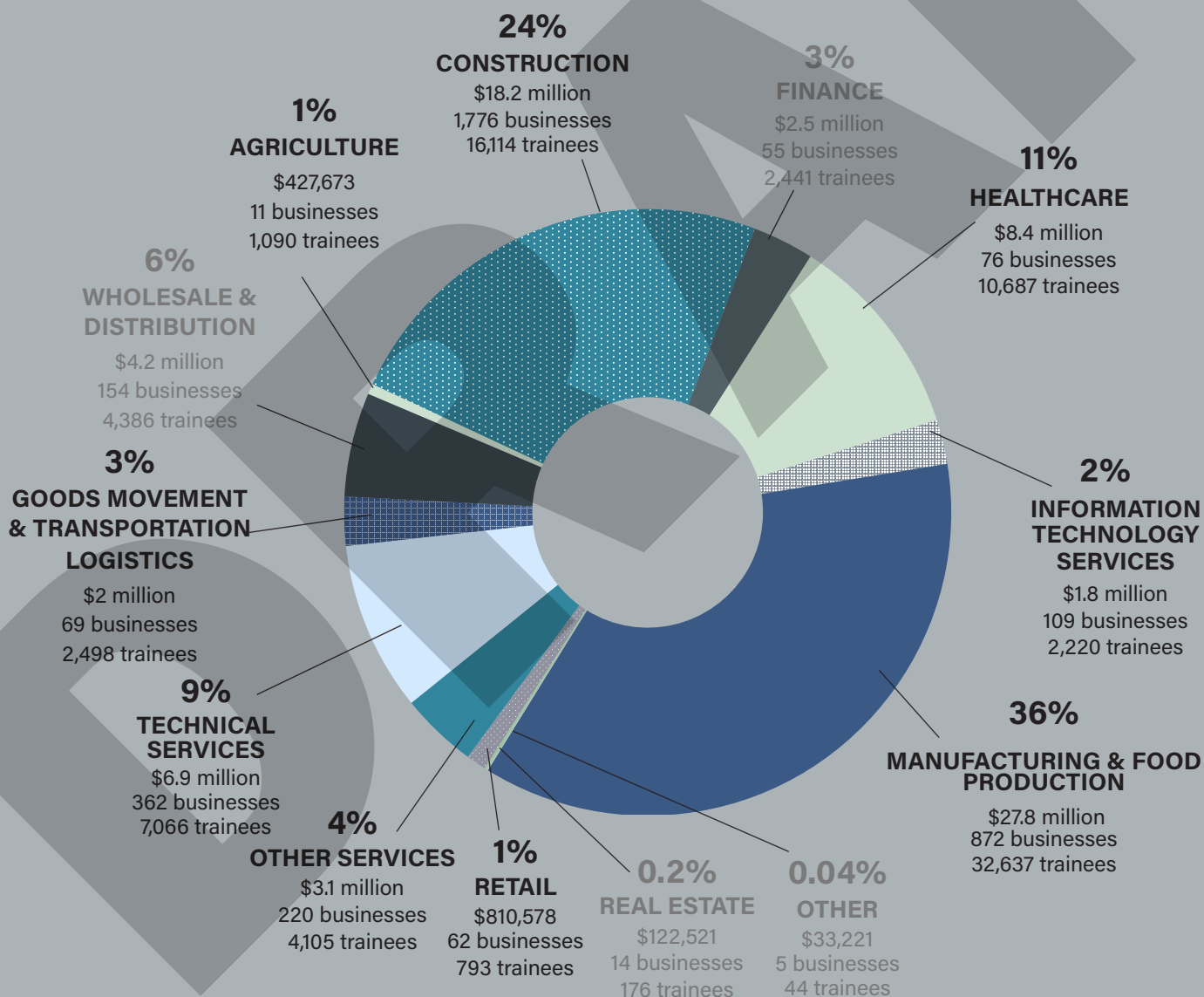
ETP was recognized for its successful engagement and partnership efforts under CASCADE at the Fourth Annual All California Defense Summit in Sacramento.

Through CASCADE, the Panel has increased the number of ETP training contracts featuring cybersecurity training addressing cybersecurity workforce needs for manufacturing and aerospace contractors within the defense supply chain. ETP serves on the CASCADE Technical Advisory Committee to promote strategic alignment and facilitate additional partnership and contracting opportunities for ETP stakeholders.

# PRIORITY INDUSTRIES

- Agriculture
- Biotechnology and Life Sciences
- Construction
- Goods Movement and Transportation Logistics
- Green/Clean Technology
- Healthcare
- Information Technology Services
- Manufacturing/Food Production
- Multimedia/Entertainment
- Retail
- Technical Services

## Percentage of Funding Earned by Industry



Based on FY 2018-19 funding dollars, the last complete year of data before publication



# LABOR FORCE PRIORITY CATEGORIES



ETP prioritizes key labor force populations, reimbursing employers at a higher rate for delivered training.

## Labor Force Priority Categories include:

- Small Businesses
- Critical Proposals
- New Hires
- Retrainees
- Veterans
- Pre-Apprenticeships
- Zero Emission
- Medical Skills
- Ex-Offender/At Risk Youth

## Small Businesses (SB)

- California small businesses employ 48.8% of the private workforce, with firms with fewer than 100 employees having the largest share of small business employment.<sup>3</sup>
- ETP incentivizes training for SB, works in partnership with the Small Business Association (SBA), GO-Biz, and CCCCCO for Small Business Development Center (SBDC) programs to incentivize training for small businesses statewide.
- Paid Family Leave Pilot



## Critical Proposals

- ETP partners with GO-Biz on critical proposals with emphasis on creating new jobs in California.
- Critical proposals target industries with a growth mode and occupations associated with a company's business expansion or new location.

<sup>3</sup> United States, Small Business Administration, Office of Advocacy. "2019 Small Business Profile." California, 2019, <https://cdn.advocacy.sba.gov/wp-content/uploads/2019/04/23142641/2019-Small-Business-Profiles-CA.pdf>



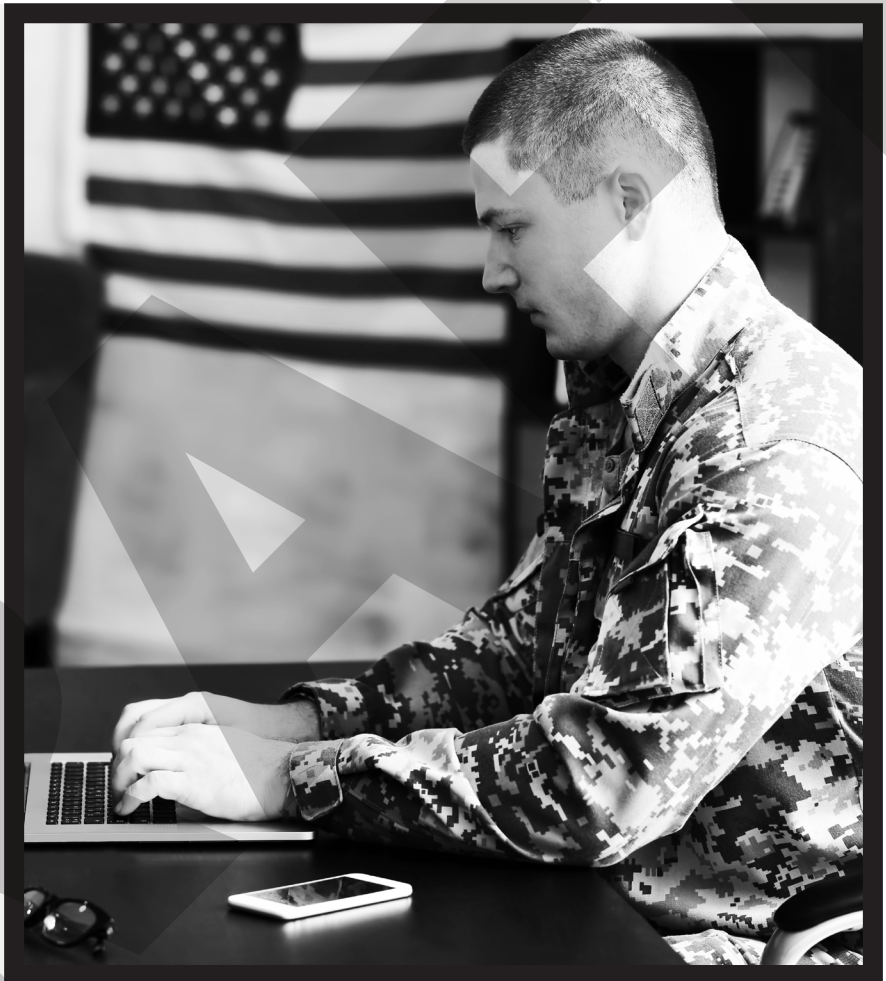
## **New Hire and Retrainee - Job Creation Program**

- ETP will continue to take action to prioritize Job Creation and New Hires during the COVID Pandemic.
- The Panel incentivizes training and retention for unemployed workers (i.e., New Hires).
- The Retrainee-Job Creation Pilot Program targets Employers:
  - training newly hired employees;
  - expanding or opening new facilities;
  - purchasing new equipment; or
  - making other measureable investments in hiring workers and expanding their California workforce.



## Veterans Program

- ETP incentivizes training to help veterans pursue high-skill, high-wage jobs.
- The number of projects serving veterans increased dramatically since the middle of this decade, with the annual total remaining strong in recent years.
- To date, (FY 2014-15 to FY 2019-20), the program has approved over \$10 million for over 290 contracts to train over 6,000 trainees.







*Photo Credit: CEC/San Joaquin RTD, 2013*

## Zero Emission Vehicles (ZEV) and Renewable Fuel Technology

- Through its partnership with the California Energy Commission (CEC), the Clean Transportation Program (CTP) supports the development or deployment of alternative fuels and vehicle technologies by providing workforce training funds for public and private California employers adapting and incorporating new transportation technologies.
- ETP has exhausted \$11.5 million in funding through an Interagency Agreement. By serving on the CTP Investment Plan Advisory Committee, ETP will continue its partnership with CEC beyond the term of the initial Agreement to support new and existing ETP contracts and to further address California ZEV workforce needs.
- ETP also participates on the Governor's Interagency Working Group on Zero-Emission Vehicles leveraging CTP and ETP core funding to support workforce training to support job creation and career pathways in zero emission vehicle manufacturing and infrastructure. Additional information is available in the Appendices/CEC.
- Additional information is available in the [Appendices/CEC](#).



## Medical Skills and Certified Nursing Assistant (CNA) to Licensed Vocational Nurse (LVN)

- ETP is committed to training professionals in the healthcare field.
- Launched to address California's critical nursing shortage, the CNA to LVN program increases advancement opportunities and job security through training of CNAs and caregivers.
- Offering assistance and support to individuals through high quality training leading to wage progression.

## Ex-Offender/At-Risk Youth Program

- ETP provides critical job skills training to ex-offenders and youth at risk of becoming involved in gangs and/or criminal activities. Training emphasizes long-term job preparation and also includes ancillary soft skills to assist reentry and at-risk youth in learning work skills, enabling them to find and succeed in the early stages of a career path.
- ETP has prioritized Pre-Apprenticeship training models and targeting occupations identified under the Governor's Career Technology Education Initiative, including electrician, welder, certified nurse assistant, drafter, machine operator and computer operator as part of its Ex-Offender/At-Risk Youth engagement. ETP has also strengthened partnerships with businesses and employers within the California Career Technology Education Advisory Group.
- By supporting workforce development for ex-offender reentry and at-risk youth training, ETP is directly serving these hard-to-serve populations and traditionally economical disadvantaged communities.



*Credit and Permission RichmondBUILD, 2017-2020*

# STRATEGIC PARTNERSHIPS

## Department of Better Jobs and Higher Wages – Aligning Fragmented Workforce Programs

Governor Newsom's Administration has proposed new department within our Labor & Workforce Development Agency (LWDA), the Department of Better Jobs and Higher Wages (BJHW). This consolidated Department will better align these fragmented workforce programs and be comprised of:

- Employment Training Panel
- California Workforce Development Board
- Workforce Services Branch and Labor Market Information Division, which are currently in the Employment Development
- Division of Apprenticeship Standards at the Department of Industrial Relations

The goal of unifying these programs is to create more effectiveness and efficiency in serving Californians and their career goals, along with employers and their business needs.

Historically the state has created workforce programs in various entities in response to specific needs and available funding. This has resulted in a fragmented workforce system. Such programs include the Workforce Innovation and Opportunity Act Program in the California Workforce Development Board, employer services funded by the Wagner-Peyser Act in the Employment Development

Department, and the Apprenticeship USA grant within the Department of Industrial Relations. As rapid advancements in technology, automation, and artificial intelligence reshape the economy and the nature of work, more needs to be done to promote high-quality jobs and economic security for workers, families, and communities.

***ETP will continue to support greater collaboration with these partner agencies and this reorganization process during the 2020-21 fiscal year and beyond.***



Partnerships allow ETP to multiply the impact of our funds and resources. Alternative sources of funding from partner agencies can allow ETP to respond to workforce training in new and emerging economic sectors.

*In 2020-21, ETP will seek out new partnerships to support the work of Governor Newsom's Future of Work Commission, particularly those focused on supporting underserved populations and communities.*

<https://www.labor.ca.gov/labor-and-workforce-development-agency/fowc/>

### **State Government Partners:**

- California Future of Work Commission
- Governor's Office of Business and Economic Development (GO-Biz)
- California Community Colleges (CCCCO)
- California Department of Rehabilitation Rehabilitation (DOR)
- California Energy Commission (CEC)
- California Innovation Hub
- California Office of Planning and Research (OPR)
- California Forest Management Task Force
- Sierra Nevada Conservancy
- California Sustainable Freight Action Plan Advisory Committee
- California Advanced Supply Chain Analysis and Diversification Effort (CASCADE)

### **Workforce intermediaries and associations from the labor, business, and non-profit sectors:**

- California Labor Federation (CLF)
- California State Building and Construction Trades Council (SBCTC)
- Service Employees International Union (SEIU)
- United Food and Commercial Workers (UFCW)
- International Brotherhood of Teamsters (IBT)
- Hotel Workers Union (UNITEHERE)
- California Manufacturers and Technology Association (CMTA)
- California Manufacturing Technology Consulting (CMTc)
- California Workforce Association (CW)
- California Association for Local Economic Development (CALED)
- Asian Neighborhood Design
- Rising Sun Center for Opportunity
- Local Workforce Development Boards
- Local Chambers of Commerce





*Photo Credit: Hospitality Training Academy, 2018*

## Division of Apprenticeship Standards (DAS) Grant

**ETP California Apprenticeship Training Fund:**  
In partnership with DAS and CWDB, ETP will participate in a new Department of Labor Grant to Expand the Apprenticeship model in Non-traditional Sectors.

The Federal Department of Labor recently awarded the California Division of Apprenticeship Standards (DAS) with a \$6M grant designed to support and expand registered apprenticeship programs across the state of California.

DAS's grant was awarded in four parts: to increase the number of registered non-traditional apprenticeship programs in California; to expand and improve upon existing database technologies to increase efficiency and provide better services to stakeholders; to improve existing systems alignment by utilizing the enhanced data bases to increase data sharing, communications and efficiencies across the multiple agencies and organizations involved in apprenticeship work within California; and to create the California Apprenticeship Training Fund, through an inter-agency agreement with the Employment Training Panel (ETP), to help

small businesses and employer groups organize into consortia and to form and register new non-traditional apprenticeship programs.

The new California Apprenticeship Training Fund will be a \$2 M fund, which will be awarded by ETP through a competitive Solicitation for Proposals process. Eligible entities will include intermediary organizations dedicated solely to the development of sustained, industry-led, sector-based, and multiple employer apprenticeship programs. Projects will emphasize the development of hiring hall or worker dispatch models, as used in the successful building and construction trades model, and creating mobility across multiple employers. Specific grant guidelines will be developed that meet the Governor's high-road training partnership and apprenticeship goals. Anticipated timelines include the release of the grant applications in Spring, 2021, and grant awards being announced towards the start of summer, 2021.

# Apprenticeship Training Program

Implemented in 2012, ETP's Apprenticeship Training Program provides funds for pre-apprenticeship, apprenticeship, and journeyworker classroom training. To date, (FY 2012-13 to FY 2019-20), the program has approved over \$125 million for 206 contracts to train over 56,000 trainees.

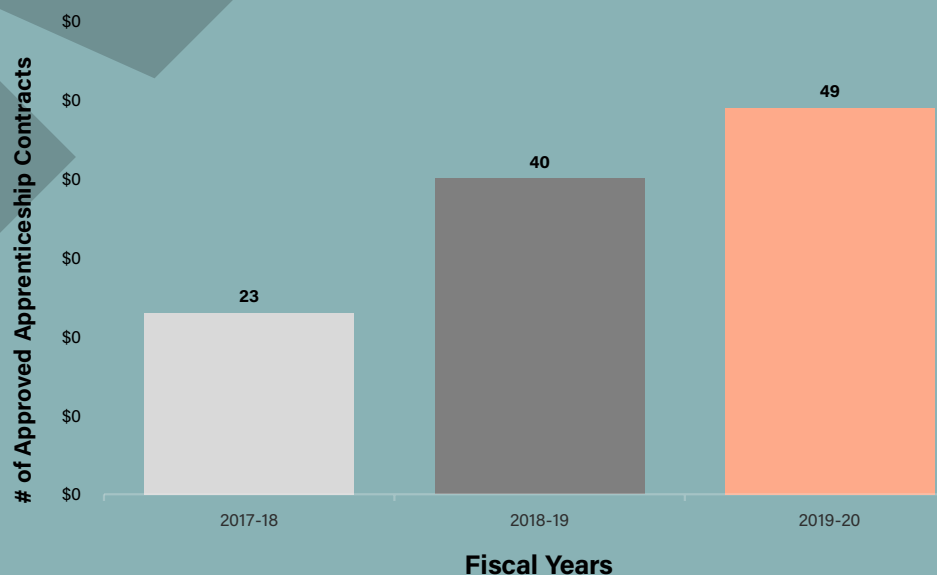
ETP funding allows Joint Apprenticeship Training Committees (JATCs) or other program sponsors to supplement the Related Supplemental Instruction (RSI) portion of training. The program funds up to 200 hours of RSI training, plus 10 hours of OSHA10 training for apprentices in their second year and beyond. ETP also funds Pre-Apprenticeship and Journeyman training0



## Pre-Apprentices, Apprentices, and Journeymen

- ETP supports training of Pre apprentices, Apprentices, and Journeymen demonstrating its commitment to the retention and expansion of high-wage, high-skill jobs in California.
- The Apprenticeship Training Program supports traditional construction programs.
- ETP also supports non-traditional apprenticeship programs, including the California Community College Chancellor's Office (CCCCO) California Apprenticeship Initiatives grantees.

### Approved Apprenticeship Contracts





ETP works with state partners to expand the Apprenticeship model to new, non-traditional industry sectors, such as manufacturing and healthcare. Additionally, ETP is coordinating with the California Labor Federation and the State Building and Construction Trades Council, as well as other interested union and non-union partners, to continue the Apprenticeship Training Program. Through this partnership, the Labor Federation and the State Building Council assist ETP in marketing the program among JATCs. ETP continues to work closely with the Division of Apprenticeship Standards and participate in the California Apprenticeship Council and the Interagency Advisory Committee on Apprenticeship.

ETP also coordinates with two other government programs specific to apprenticeship funding:

- As part of a nationwide effort, the federal Department of Labor released grant funds for apprenticeships in September 2016. The State Department of Industrial Relations was awarded \$1.8 million to fund “California’s Future”

aimed at expanding apprenticeship programs overall with an emphasis on non-traditional and “diversity” enrollment over a 10-year grant cycle. Key partners include the California Workforce Development Board, the State Building and Construction Trades Council, the California Labor Federation, and ETP.

- ETP continues to work with the CCCCO California Apprenticeship Initiative to support new and innovative apprenticeship and pre-apprenticeship programs in Advanced Manufacturing, Healthcare, IT, and other priority industries. ETP will support the strongest or well performing of these programs in contract with the community college system after the CAI funding is exhausted if the programs meet basic funding criteria.



# RURAL & HIGH UNEMPLOYMENT AREAS

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## Rural Areas

Some of the of highest unemployment areas (HUA) are rural regions, including the Central Valley, San Joaquin, and Imperial Valley. These areas trail the rest of the state in family income, educational achievement, healthcare access, and employment.

### HUAs

- ETP funded training for companies in HUAs helps stimulate local economies, serving workers who have full-time jobs and stable employment but earn low wages and lack job skills necessary to improve their employment.
- The Panel also serves populations with multiple barriers to employment in HUAs.
- ETP incentivizes training in HUAs (areas with unemployment rates at least 15% higher than the state average), waiving some standard program criteria to provide flexible retention and a lowered wage requirement.
- In 2019-20, ETP funded 6,774 trainees - a decline from recent years. The improvement of the California economy caused a reduction of trainees. However, ETP forecasts a high rate of unemployment in the coming years from COVID-19 impacts, and continues its mission to serve the HUA populations.



# RESEARCH & ANALYTICS DIVISION

## DATA ANALYTICS



NANCY TRAN  
MANAGER



LESLIE NOWACK  
RDSI



TIFFANY MASLAC  
RDAII



KELSEY OEHRKE  
RDAII



JENNY PHANG  
RDSI

## PLANNING & RESEARCH



MARIO MASLAC  
CHIEF OF RESEARCH  
& ANALYTICS DIVISION



WENDA TEJAMO  
RDAII



GERI GIRON  
ANALYST



BETTY CHINA  
ANALYST



ALAYNA MOLLICK  
OFFICE TECHNICIAN

# APPENDICES

## **Want more details?**

See the following sections for additional information on:

- ◆ ETP's Priority Industries Descriptions
- ◆ Clean Transportation Program (CTP)

# ETP's Priority Industries Descriptions

## Agriculture

California continues to set the pace for the rest of the nation as the country's largest agricultural producer and exporter.<sup>1</sup> For the 2017 crop year, California agricultural exports totaled \$20.56 billion.<sup>2</sup> Over 27 percent of California farms generated commodity sales over \$100,000, greater than the national average of 20 percent. The State's 77,100 farms and ranches received over \$50 billion for their output; this revenue was led by the dairy industry followed by grapes and almonds. Of the top 57 commodities exported, 21 showed an increase in export value of 5 percent or more. California remained the leading state in cash farm receipts in 2017 with combined commodities accounting for over 13 percent of the U.S. total. California's leading crops remained fruits, nuts and vegetables.<sup>3</sup>

## Allied Healthcare

Allied healthcare occupations generally support nurses and certified skilled medical workers. Many employees work at the bedside or behind the scenes to prevent disease transmission, provide laboratory, imaging, and other critical services to diagnose and treat and rehabilitate patients of all ages.

Healthcare is one of the state's highest growth industries. By 2050, California's population is projected to reach 50 million people.<sup>4</sup> An aging baby boomer population, coupled with the passage of the Affordable Care Act (ACA), means more people in need of care and less people to deliver it.

The Affordable Care Act now provides millions of Californians with health coverage, including rural and disadvantaged communities, where access to quality healthcare services can often be limited.

Many of those covered are foreign born. Thus, it is critical to provide relevant, regional training, and education that prepares healthcare workers to deliver high-quality health services to diverse populations in all areas of the state.

## Biotechnology and Life Sciences

Home to the largest life sciences cluster in the world and a source of the greatest number of products in clinical development, California is a global leader in biotechnology and medical technology. California's life sciences community helps people around the world, as innovators from the San Francisco Bay Area to San Diego tackle many unmet challenges in healthcare, energy production, agriculture and other areas.

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<sup>1</sup> "California Agriculture Statistics Review 2017-2018," *California Department of Food and Agriculture*, p 8, <https://www.cdfa.ca.gov/statistics/PDFs/2017-18AgExports.pdf>. Accessed 7 April 2020.

<sup>2</sup> "California Agricultural Exports 2017-2018," *California Department of Food and Agriculture*, p 105 <https://www.cdfa.ca.gov/statistics/PDFs/2017-18AgExports.pdf>. Accessed 7 April 2020.

<sup>3</sup> "California Agricultural Statistics Review 2017-2018," *California Department of Food and Agriculture*, p 2, <https://www.cdfa.ca.gov/statistics/PDFs/2017-18AgReport.pdf>. Accessed 7 April 2020.

<sup>4</sup> "California's Population," *Public Policy Institute of California*, par 1, 2018, <https://www.ppic.org/publication/californias-population/>

Next to new treatments, the most important thing the life sciences sector produces is economic growth. In 2017, life sciences companies directly employed 311,226 Californians, a 4.2 percent increase over the previous year. Indirect and induced employment brings that total to 958,000. The industry is second only to computer technologies among high-tech industries in California employment.

As the overall economy has grown, California's life sciences community has more than kept pace. In 2018, there were 3,418 life sciences companies in the state—169 more than the previous year. California leads the nation with 3,249 life science companies employing close to 298,709 people, and earning \$169 billion in annual revenues. California also has the highest concentration of world-class research institutions with an impressive \$6.7 billion attracted in venture capital in 2017, which ranks number one in the nation.<sup>5</sup>

## Construction

Due to overall economic and population growth, demand for new buildings, roads, and other structures, is expected to increase creating new jobs in construction and extraction occupations. An additional 10 percent increase in construction and extraction occupational employment is projected from 2018 to 2028, faster than the average for all occupations and a gain of about 704,000 new jobs.<sup>6</sup> The Employment Development Department's Labor Market Information Division (LMID) reports Painters, Construction and Maintenance as one of the top 10 fastest growing occupations with a 38.4 percent change of employment projected between 2012 -2022.<sup>7</sup>

In recent years, federal stimulus funds and bonds have brought new transportation infrastructure investments, fueling high-priority transportation corridor improvements, trade infrastructure and port security projects, transit and passenger rail improvements, state and local partnership transportation projects, and improvements to streets, levees, and roads.<sup>8</sup> Over the next ten years, labor needs for highway and transportation infrastructure improvements and nonresidential and public works projects will remain a priority and are expected to increase to support the demands of a growing population.

With the "greening" of the construction industry, opportunities are emerging in green construction jobs. Along with new construction projects there are many buildings being weatherized and retrofitted to achieve the Leadership in Energy and Environmental Design (LEED) certification.<sup>9</sup> Green construction occupations encompass all aspects of the building trades and provide opportunities for workers at various skill levels, from apprentice to journey-level. As California continues to lead the nation in the development of new technologies, renewable energy, and the sustainable design and construction of more efficient buildings, the demand for skilled workers in green building trades will continue to rise.

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<sup>5</sup> California Life Sciences Industry Report, California Life Sciences Association, 2019, <http://info.califesciences.org/2019report>. Accessed 4 April 2020.

<sup>6</sup> Occupational Outlook Handbook, Construction and Extraction Occupations, Bureau of Labor Statistics, 2020, <https://www.bls.gov/ooh/construction-and-extraction/home.htm>. Accessed 24 April 2020.

<sup>7</sup> California Occupational Employment Projections Between 2012-2022, Fig 1, The top 10 Fastest Growing Occupations with the Highest Percent Change of Employment Between 2012-2022, p 2, 19 September 2014, Employment Development Department, [https://www.labormarketinfo.edd.ca.gov/file/occpj/cal\\$occnarr.pdf](https://www.labormarketinfo.edd.ca.gov/file/occpj/cal$occnarr.pdf) Accessed 24 April 2020

<sup>8</sup> Budget Summary 2020-21, Infrastructure, Department of Finance <http://www.ebudget.ca.gov/2020-21/pdf/BudgetSummary/Infrastructure.pdf>. Accessed 24 April 2020.

<sup>9</sup> "LEED is Transforming the Way our Buildings and Communities are Designed, Built and Operated," USGBC Central California, 2015, [www.usgbccc.org/LEED](http://www.usgbccc.org/LEED). Accessed 12 June 2018.

## Goods Movement and Transportation Logistics

California supports one of the largest trade networks in the nation and serves as a major gateway for products entering and leaving the United States. In 2019, California exported \$173 billion in products – a 2.7 percent decrease from 2018.<sup>10</sup> The state's prosperity is tied to exports and imports of both goods and services by California-based companies, to exports and imports through California's transportation gateways, and to movement of human and capital resources.<sup>11</sup> The 2020 Trade Corridor Enhancement Program provides three years of programming FY 2020-21 through FY 2022-23, for an estimated total of \$1.001 billion of funds for infrastructure improvement projects for this vital industry.<sup>12</sup> These projects will more efficiently enhance the movement of goods along corridors that have a high freight volume.<sup>13</sup> Freight movement generates about a third of California's \$2.2 trillion economy with more than 5 million California jobs in freight-dependent industry.<sup>14</sup> As California's goods movement industry expands and transportation logistics technologies advance, they will remain among the state's highest priorities and a source of high-wage jobs.

## Green/Clean Technology

California is committed to increasing energy efficiency and the sustainable use of resources. The California Energy Commission's Renewables Portfolio Standard (RPS) guides the State's conversion of retail and public utilities to renewable sources. Since 2006, California's Governors have set increasingly aggressive benchmarks demanding higher percentages of California's electricity to be produced by renewable sources. In 2015, Governor Brown signed legislation (DeLeon, Chapter 547) requiring retail sellers and publicly owned utilities to procure 50 percent of their electricity from renewable resources by 2030.<sup>15</sup> In July 2019, Governor Newsom approved the Wildfire Safety & Accountability Legislation (AB 1054) which moved our state toward a safer, more affordable and reliable energy future and continue California's progress toward meeting our clean energy goals.<sup>16</sup>

California's pioneering clean energy movement is advancing a strong economy by simultaneously increasing revenues and employment gains while sustaining a healthy environment. Green/clean technology encompasses innovation, creating a vibrant and clean market, growing efficiency savings for businesses, and leveling the playing field for renewal energy to compete fairly with polluting sources of energy. Industries with significant presence in the state include: Advanced Grid Technologies, Advanced Electricity Generation, Building Energy Efficiency, Advanced Transportation and Advanced Fuels.<sup>17</sup>

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<sup>10</sup> "State Exports from California." United States Census Bureau, 13 Apr. 2020, <https://www.census.gov/foreign-trade/statistics/state/data/ca.html>

<sup>11</sup> "Trade Statistics." CalChamber Advocacy, 2020, <https://advocacy.calchamber.com/international/trade/trade-statistics/>

<sup>12</sup> California Transportation Commission, "2020 Trade Corridor Enhancement Program Guidelines." March 25, 2020, p. 4.

<sup>13</sup> "Trade Corridor Enhancement Program (TCEP)." California Transportation Commission, 2020, <https://catc.ca.gov/programs/sb1/trade-corridor-enhancement-program>

<sup>14</sup> "Trade Corridor Improvements." Rebuilding California SB1, 2020, [rebuildingca.ca.gov/trade-corridor.html](http://rebuildingca.ca.gov/trade-corridor.html)

<sup>15</sup> Renewables Portfolio Standard (RPS), California Energy Commission, [www.energy.ca.gov/portfolio/](http://www.energy.ca.gov/portfolio/). Accessed 11 June 2018.

<sup>16</sup> AB-1054 Wildfire Safety & Accountability Legislation Governor Newsom Signs Bills to Enhance Wildfire Mitigation, Preparedness and Response Efforts <https://www.gov.ca.gov/2019/10/02/governor-newsom-signs-bills-to-enhance-wildfire-mitigation-preparedness-and-response-efforts/> Accessed 29 April 2020.

<sup>17</sup> "Advanced Energy Generated New Jobs At Six Times the Rate of the Overall California Economy," *Advanced Energy Jobs in California* 2016, <http://info.aee.net/hubfs/PDF/california-jobs-report-2016.pdf?t=1462473190835>



A report on Clean Jobs California, indicated the state has more than half a million workers across clean energy industries and remains far and away the nation's shining example of clean economic prosperity.<sup>18</sup> According to the same 2019 report by E2 on Clean Jobs California, one out of seven clean energy jobs in America are located in California and sixty percent of California's clean energy employment is in the construction and manufacturing industries.<sup>19</sup> Thirty percent are performing jobs in the Advanced Electricity Generation segment and the remainder performing jobs in Advanced Transportation, Advanced Grid and the Advanced Fuel sectors. Driven by strong supporting policies and a remarkable industry growth, the Green/clean sector continues to reinforce California's solid economy and lead the United States in the clean tech market.

## Information Technology Services

The Information Technology (IT) industry has powered the growth of the world economy as organizations are driving efficiency, delivering quality services through innovative solutions. In 2019, California continued its rank as the nation's leading cyber-state.<sup>21</sup>

California ranked #1 in:

- High-tech employment of 1,866,951 workers, with 61,195 net new jobs added from 2018-19
- Highest tech wages nationally, with annual average wage of \$165,900
- High-tech payroll of \$493 billion
- High-tech businesses: 66,084 and
- Highest Innovation Per Capita.

Information Technology Services is a fast-growing industry, with employment in computer systems design and related services projected to increase by 56.4 percent by 2024.<sup>22</sup> The Bureau of Labor Statistics (BLS) expects tremendous employment opportunities in the industry as the demand for computer-related occupations face significant growth due to rapid advances in artificial intelligence, cloud computing, big data, and information security.

## Manufacturing/Food Production

Manufacturing spurs job creation up and down the supply chain. Growth in the manufacturing industry has a job multiplier effect that favorably impacts other industries. With the top ten manufacturing and food production employers based in California, its workforce accounted for a total of over 1.6 million employees, producing more manufacturing jobs than any other state.<sup>23</sup> California is the highest ranking state for manufacturing jobs in the country. In 2018, the total output from manufacturing in California was \$316 billion, accounting for 10.7 percent of the state's total output and employing 7.7 percent of the state's total workforce.<sup>24</sup>

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<sup>18</sup> E2 Report on Clean Jobs California 2019, <https://e2.org/reports/clean-jobs-california-2019/>. Accessed 29 April 2020.

<sup>19</sup> E2 Report on Clean Jobs California 2019, <https://www.e2.org/wp-content/uploads/2019/08/E2-Clean-Jobs-California-2019.pdf>. Accessed 29 April 2020.

<sup>20</sup> Precision Agriculture, *High Tech Heads for the Farm*, Sept. 2013, <https://www.caseyresearch.com/articles/high-tech-heads-for-the-farm/>. Accessed 13 June 2018.

<sup>21</sup> "California: State of Technology Summary," *Cyberstates 2020*, CompTIA Research Report, p 22, March 2020, [https://www.cyberstates.org/pdf/CompTIA\\_Cyberstates\\_2020.pdf](https://www.cyberstates.org/pdf/CompTIA_Cyberstates_2020.pdf). Accessed 13 April 2020.

<sup>22</sup> Wolf, Michael and Dalton Terrell, "The High-Tech Industry, What is it and Why it Matters to Our Economic Future," *Beyond the Numbers: Employment & Unemployment*, vol. 5, no. 8 (U.S. Bureau of Labor Statistics, May 2016), [www.bls.gov/opub/btn/volume-5/the-high-tech-industry-what-is-it-and-why-it-matters-to-our-economic-future.htm](http://www.bls.gov/opub/btn/volume-5/the-high-tech-industry-what-is-it-and-why-it-matters-to-our-economic-future.htm).

<sup>23</sup> May 2019 State Occupational Employment and Wage Estimates. *Bureau of Labor Statistics*, 2020, [www.bls.gov/oes/current/oes\\_ca.htm](http://www.bls.gov/oes/current/oes_ca.htm).

<sup>24</sup> 2019 California Manufacturing Facts. *National Association of Manufacturers*, 2020, <https://www.nam.org/state-manufacturing-data/2019-california-manufacturing-facts/>.

## Multimedia/Entertainment

Multimedia/Entertainment and the motion picture industries remain a staple of the State's economy, providing significant employment multiplier effects on the economy, creating high-wage, high-skill jobs which extend beyond the motion picture industry as an essential source of economic activity, tax revenue and tourism in California. This industry contributes roughly \$50 billion dollars annually to our state's economy.<sup>25</sup>

California's multimedia and motion picture industry is becoming more competitive, projected to bring more filmmakers to the State in the upcoming years. Enacted in January 2015, the five-year program increased fiscal year funding from \$100 million to \$330 million annually through FY 2019-20, and in 2018, it was extended for an additional 5 years. The first three fiscal years of Program 2.0 produced substantial economic impact. Approved productions are on track to generate nearly \$8.4 billion of direct in-state spending. This includes \$3 billion in qualified wages, and hiring more than 27,000 cast and 36,000 crew members, and 558,000 background performers.<sup>26</sup>

## Technical Services

According to the US Bureau of Labor Statistics (BLS), the technical services sector comprises establishments that specialize in performing technical activities for others, which require a high degree of expertise and training.<sup>27</sup> California, in particular the Silicon Valley, is home to many of the world's largest high-tech companies providing technical services to various industries. Some major technical services industries include architectural services, engineering services, computer systems design, and research & development services. In March 2020, over 1.3 million Californians were employed in the Professional, Scientific, and Technical Services industry sector.<sup>28</sup> Prior to the COVID-19 outbreak over the 12 month period from February 2019 to February 2020, the Professional, Scientific, and Technical Services sector posted a 2.8% job gain percentage, adding 5,500 positions in February 2020 alone. "California entered the COVID-19 crisis from a strong position. Together with federal stimulus and a return to some degree of normalcy within a couple of months, the economic hardship could be somewhat temporary ... according to analysis released jointly by Beacon Economics and the UC Riverside School of Business Center for Economic Forecasting and Development. However, there could be longer-term hardship if this unprecedented draw down in consumption endures into the summer."<sup>29</sup>

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<sup>25</sup> Background, *Legislative Analyst's Office*, 29 September 2016, [www.lao.ca.gov/Publications/Report/3502](http://www.lao.ca.gov/Publications/Report/3502).

<sup>26</sup> Executive Summary, *California Film Commission*, p 5, November 2019, <http://film.ca.gov/wp-content/uploads/CA-Tax-Credit-Progress-Report-2019.pdf>

<sup>27</sup> "Industries at a Glance." U.S. Bureau of Labor Statistics, 17 April 2020, [www.bls.gov/iag/tgs/iag54.htm](http://www.bls.gov/iag/tgs/iag54.htm)

<sup>28</sup> "All Employees: Professional, Scientific, and Technical Services in California." FRED Economic Data, 17 April 2020, [fred.stlouisfed.org/series/SMS06000006054000001](http://fred.stlouisfed.org/series/SMS06000006054000001).

<sup>29</sup> 29 "California's Strong Job Growth Pre COVID-19 Better Positions State for Recovery." Inland Empire Business Journal, 27 March 2020, [iebizjournal.com/californias-strong-job-growth-pre-covid-19-better-positions-state-for-recovery/](http://iebizjournal.com/californias-strong-job-growth-pre-covid-19-better-positions-state-for-recovery/).

## **Clean Transportation Program (CTP)**

Created in 2007 and administered by the California Energy Commission (CEC), CTP, formerly known as Alternative and Renewable Fuel and Vehicle Technology Program (ARFVTP), strives to transform California's fuel and vehicle types to meet the state's climate change policies. ETP's partnership with CEC was established to implement a training program in alignment with the goals and objectives of AB 118.

ETP has exhausted \$11.5 million in funding through an Interagency Agreement and is continuing its partnership with CEC beyond the term of the initial Agreement to support contracts currently in process. In FY 2020-21, ETP will receive ongoing reimbursable authority of \$3 million until the sunset date of the ETP and CEC partnership on March 30, 2021.

ETP serves on the CTP Investment Plan Advisory Committee to provide input and develop new workforce development partnerships. ETP will be continuing its partnership with CEC beyond the term of the initial Agreement to support new and existing ETP contracts and to further address California ZEV workforce needs.

## **Governor's Interagency Working Group on Zero-Emission Vehicles**

On January 26, 2018, Governor Brown signed a Zero-Emission Vehicle (ZEV) Executive Order, which implements his call for a new target of 5 million ZEVs in California by 2030, which will help significantly expand the vehicle-charging infrastructure.

Coordinated by GO-Biz, ETP participates on the Governor's Interagency Working Group by supporting job training in this sector with CEC funds from the CTP program and advises the working group on workforce development policy. ETP provides engagement support to GO-Biz for ZEV manufacturers and job creation projects supporting ZEV technology and infrastructure.





# Employment Training Panel

The Strategic Plan was prepared by the Research and Analytics Division Staff:

Mario Maslac, Nancy Tran, Betty China, Geraldine Giron, Tiffany Maslac, Alayna Mollick, Leslie Nowack, Kelsey Oehrke, Jenny Phang, Wenda Tejamo, and Gabriel Torres.

The Strategic Plan is available on-line at the Employment Training Panel's website:

<http://www.etp.ca.gov/>

The Employment Training Panel (ETP), a recipient of state funds, is an equal opportunity employer/program and is also subject to Section 504 of the Rehabilitation Act and the Americans with Disabilities Act (ADA).

Individuals with disabilities who would like to receive the information in the publication in an alternate format may contact ETP at (916) 327-5640.



# **Employment Training Panel: 2020-2021 Strategic Plan**

**June 26, 2020**

**Mario Maslac  
Chief of Research and  
Analytics Division**



# 2020-2021 ETP Strategic Plan Contents:

- Vision & Mission Statements
- Introduction/Overview
- Goals & Objectives
- Improvements & Funding
- COVID Response
- Priority Industries
- Labor Force Priority Populations
- Strategies Partnerships
- Appendices:
  - Priority Industry Descriptions
  - Clean Transportation Program (CTP)

Upskilling Californians  
Since 1982

**1.3M**  
workers trained  
& retained

**87K**  
businesses  
funded

**\$1.7B**  
training  
funded



# New Vision & Mission Statements

- **Vision:**

To transform the future of all workers and businesses through job training that is equitable, inclusive and driven by employer-labor partnerships.

- **Mission Statement:**

The Employment Training Panel provides financial assistance to California businesses to support customized worker training to:

- Attract and retain businesses contributing to a healthy California economy.
- Provide workers secure jobs paying good wages and having opportunities for advancement.
- Assist employers to successfully compete in the global economy.
- Promote benefits and ongoing investment of employee training among employers.
- Support high-road training partnerships and workforce training efforts for disproportionately affected communities.



# Goals & Objectives

1. Enhance Economic Development Coordination
2. Target Industries that are vital to California's growth
3. Support for small businesses
4. Support Governor's initiatives
5. Increase efficiency and effectiveness



# Process Improvement & Simplification

- ETP is reviewing its policies.
- ETP has contracted with Social Policy Research Associates to evaluate the ETP training programs.
- ETP is currently developing a new data management information system, Cal-E-Force which will also increase the accuracy of reporting data that will allow for the retirement of outdated system.

## Completed:

- ✓ Updated Funding Priorities
- ✓ Established Guidelines for Health Benefits
- ✓ Fixed-Fee Reimbursement Rates
- ✓ Established Repeat Contractor Rule
- ✓ OSHA 10/30 Review
- ✓ Out-of-State Training/Vendor Simplification

## In-Progress:

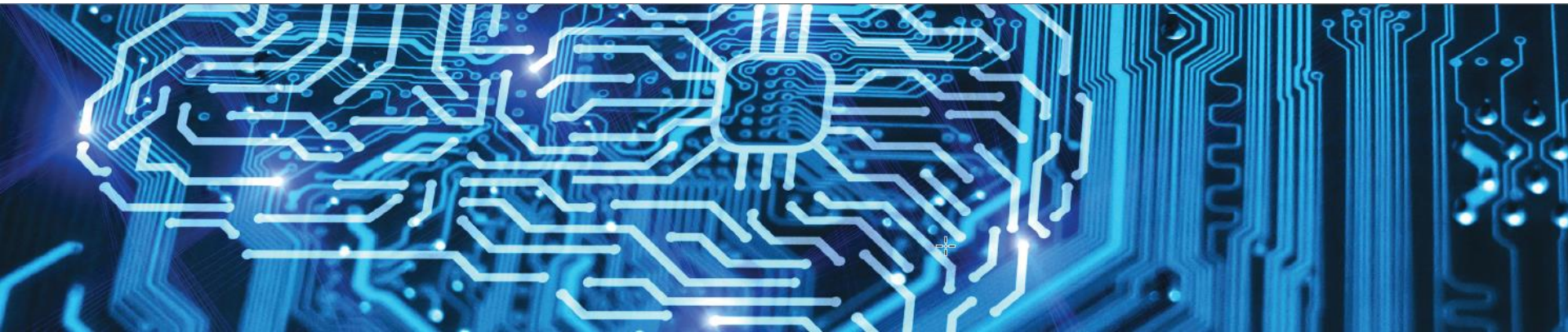
- Assessment of Wage Criteria
- Comprehensive Review of ETP Legislation & Regulations
- Review of Pilots & Guidelines
- Formation of ETP Committee to Assist in Policy Making



# Technology

ETP relies heavily on technology for streamlining efficiencies and state mandates. It is even more evident during this critical time of the COVID pandemic, where technology makes the most impact and headway - from changing the way we work in communication and automation in order to maximize efficiency.

The demand to transition to telework has radically transformed ETP's use of technology while simultaneously tightening security measures. The employment of Virtual Private Network(VPN), launch of the Cal-E-Force Contract Management System on a cloud-based platform, Virtual and Webinar software, as well as the use of Digital Signature are just a few of the technological tools ETP uses to keep connected with our stakeholders.



# Funding Caps FY 2020-2021

**\$600K**

- Critical Proposals
- Multiple Employer Contract (MEC) including apprenticeship

**\$500K**

- Single Employer (including Small Business)

**\$200K**

- Consent Calendar
- COVID Pilot

**\$75K**

- Delegation Order\*





# Funding Caps FY 2020-2021

CLEAN TRANSPORTATION PROGRAM (CTP): Assembly Bill (AB) 118/CTP (formerly known as ARFVTP) Caps for this program will be determined on a case-by-case basis.

\*DELEGATION ORDER: An expedited contract approval process by the Executive Director. Proposals approved via Delegation Order are capped at \$75K.

MECs: All MECs are limited to one contract per Fiscal Year, with the exception of one additional COVID Pilot Contract.

AMENDMENTS: Amendments must be for Phase II funding only and may only be requested once a contractor has earned 70% on their contract.

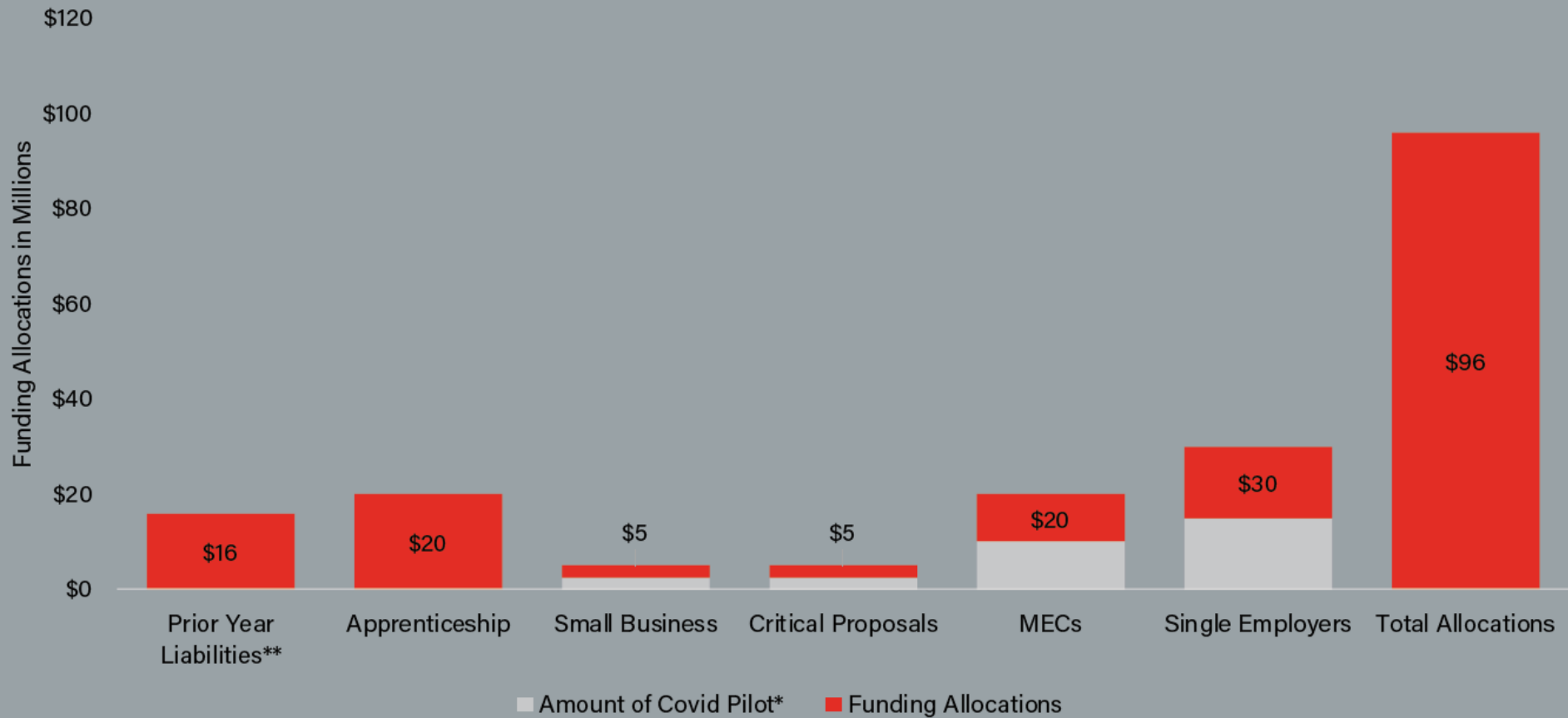
ADJUSTMENTS: The Panel has the authority to adjust caps.

NOTE: Caps may be adjusted during the fiscal year based on revenue projections.



# Funding Allocation

## PROJECT TYPE & ALLOCATIONS



# Lowest Funding Priorities and Moratoria

## MORATORIUMS

Lowest Funding Priorities and Non-Priority Industries are placed on moratorium unless Governor declares they are COVID essential

- Adult Entertainment
- Commission on Retail Trades
- Gambling
- Mortgage Banking
- Multi-Level Marketing
- Training for Employees of Training Agencies
- Truck Driving Schools
- Partners & Principles in Professional Firms
- Non-Priority Industry - Single Employer - *TBD*

\*COVID Pilot will be limited to utilizing half of the allocations set for SEs, SBs, CPs, and MECs

\*\* \$16M will be applied to prior year liabilities to assist with transition of upcoming recession



# Other Limitations

## **Employer Demand in a MEC**

- Multiple Employer Contractors requesting funds for retraining must demonstrate employer demand based on the MEC's prior performance.
- If prior performance is 80% or more, the employer must demonstrate 60% demand for funding; if prior performance is less than 80%, the employer must demonstrate 80% demand.

## **Support Costs**

- Multiple Employer Contract (MEC) support costs will be 8% of training costs for retraining and 12% for new hire training.
- Applicants must justify the need for and amount of support costs.

## **Vendors/Subcontractors**

- Vendor/Subcontractor are prohibited from providing both training – and project development or administration.
- This limitation applies to all ETP contractors and training vendors or a vendor that has received an exemption from Executive Staff.

## **Single Employers**

- A maximum of two amendments to add funds to any contract is allowable.
- Total project amount, inclusive of amendments, may not exceed relevant project cap.
- Amendments may not be requested until contractor has earned 70% of contract amount.
- Amendments may be for Phase II funding (new funds and new trainees) only; and
- Panel may reduce the requested Amendment amount.

Earned = final payment has been approved by fiscal



# ETP's COVID-19 Response

The Employment Training Panel stands ready to support workers and employers during these challenging times.



We will continue to take action to help existing contractors and fund new employers critical to our California's health and economy.



# RESPOND Pilot



The Rapid Employment Strategies on Natural Disasters (RESPOND) pilot was implemented by the Panel in 2014 to address the Governor declared State of Emergency, due to extreme drought conditions. As California's population, geology and climate have dictated, droughts are not the only natural disasters we may face. Fires, earthquakes, and other major disruptions to the state's economy and living conditions can arise, as the recent COVID-19 outbreak has demonstrated.

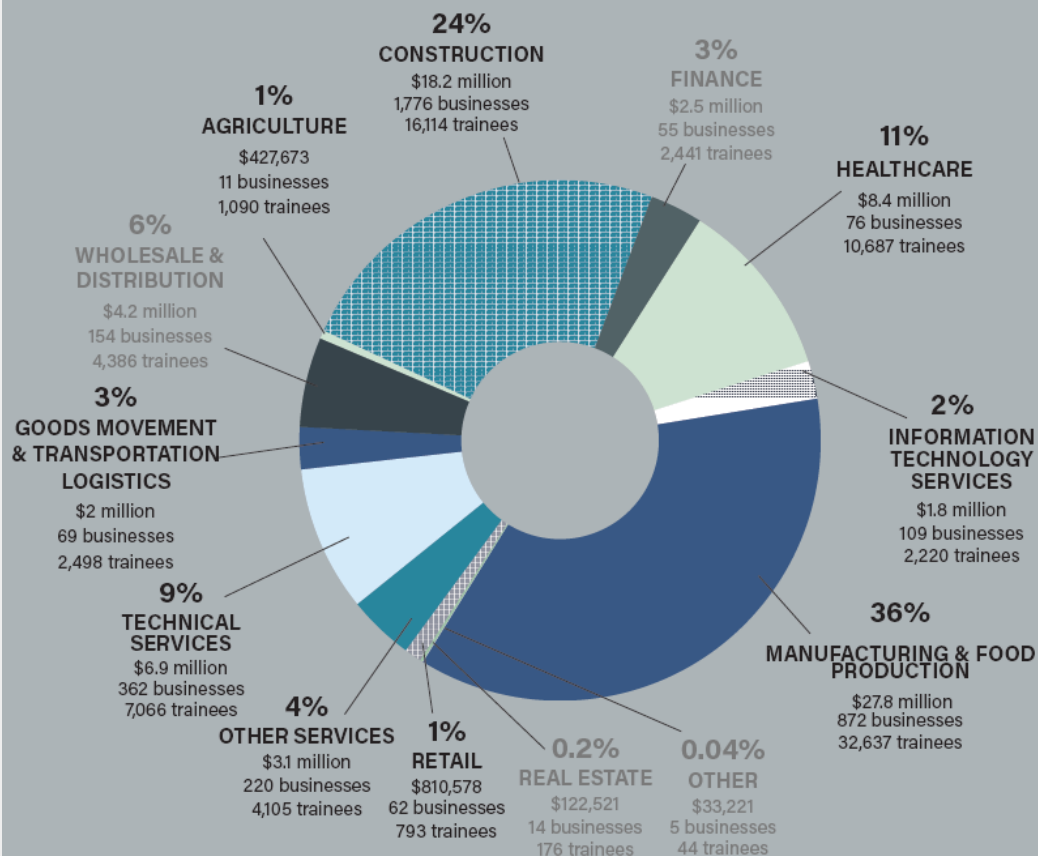


# Priority Industries

## PRIORITY INDUSTRIES

- Agriculture
- Biotechnology and Life Sciences
- Construction
- Goods Movement and Transportation Logistics
- Green/Clean Technology
- Healthcare
- Information Technology Services
- Manufacturing/Food Production
- Multimedia/Entertainment
- Retail
- Technical Services

## Percentage of Funding Earned by Industry



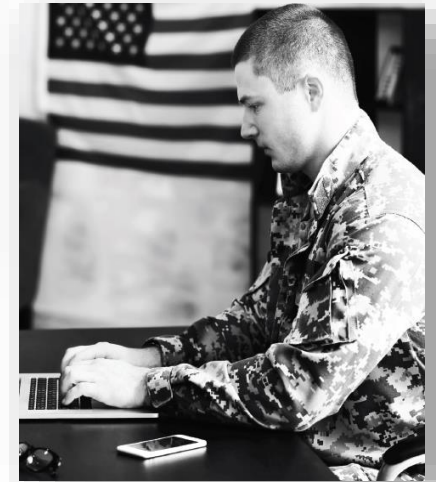
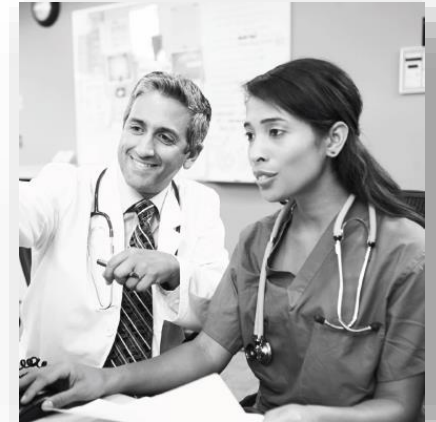
Based on FY 2018-19 funding dollars, the last complete year of data before publication



# Labor Force Priority Populations

## Labor Force Priority Categories include:

- Small Businesses
- Critical Proposals
- New Hires
- Retrainees
- Veterans
- Pre-Apprenticeships
- Zero Emission
- Medical Skills
- Ex-Offender/At Risk Youth



# Strategic Partnerships



Partnerships allow ETP to multiply the impact of our funds and resources. Alternative sources of funding from partner agencies can allow ETP to respond to workforce training in new and emerging economic sectors.

*In 2020-21, ETP will seek out new partnerships to support the work of Governor Newsom's Future of Work Commission, particularly those focused on supporting underserved populations and communities.*

## Department of Better Jobs and Higher Wages – Aligning Fragmented Workforce Programs

Governor Newsom's Administration has proposed new department within our Labor & Workforce Development Agency (LWDA), the Department of Better Jobs and Higher Wages (BJHW). This consolidated Department will better align these fragmented workforce programs and be comprised of:



# Strategic Partnerships

## State Government Partners:

- California Future of Work Commission
- Governor's Office of Business and Economic Development (GO-Biz)
- California Community Colleges (CCCCO)
- California Department of Rehabilitation Rehabilitation (DOR)
- California Energy Commission (CEC)
- California Innovation Hub
- California Office of Planning and Research (OPR)
- California Forest Management Task Force
- Sierra Nevada Conservancy
- California Sustainable Freight Action Plan Advisory Committee
- California Advanced Supply Chain Analysis and Diversification Effort (CASCADE)

## Workforce intermediaries and associations from the labor, business, and non-profit sectors:

- California Labor Federation (CLF)
- California State Building and Construction Trades Council (SBCTC)
- Service Employees International Union (SEIU)
- United Food and Commercial Workers (UFCW)
- International Brotherhood of Teamsters (IBT)
- Hotel Workers Union (UNITEHERE)
- California Manufacturers and Technology Association (CMTA)
- California Manufacturing Technology Consulting (CMTC)
- California Workforce Association (CW)
- California Association for Local Economic Development (CALED)
- Asian Neighborhood Design
- Rising Sun Center for Opportunity
- Local Workforce Development Boards
- Local Chambers of Commerce

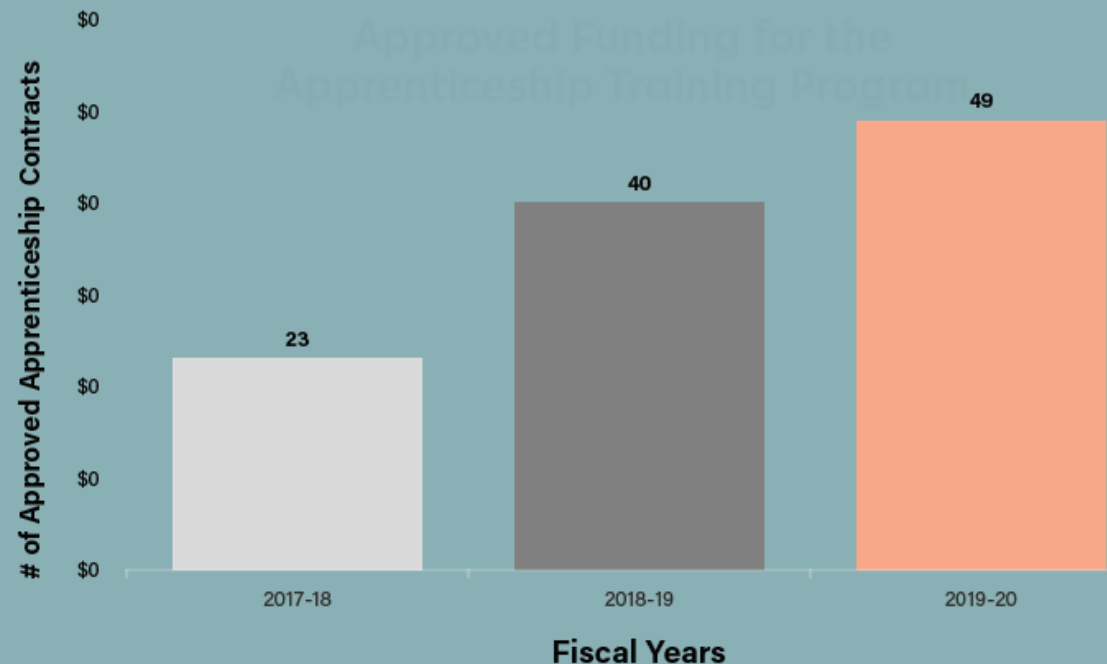


# Strategic Partnerships

## Pre-Apprentices, Apprentices, and Journeymen

- ETP supports training of Pre apprentices, Apprentices, and Journeymen demonstrating its commitment to the retention and expansion of high-wage, high-skill jobs in California.
- The Apprenticeship Training Program supports traditional construction programs.
- ETP also supports non-traditional apprenticeship programs, including the California Community College Chancellor's Office (CCCCO) California Apprenticeship Initiatives grantees.

## Approved Apprenticeship Contracts



# Appendices

- ETP Priority Industries Descriptions
- Clean Transportation Program (CTP)



# Proposed Action

Staff recommends Panel approval of the ETP 2020-21 Strategic Plan, with the direction to staff to incorporate any desired changes, and with the delegation of authority to the Executive Director for final approval, prior to submitting the final Strategic Plan to both the Administration and Legislature.

Thank you for your time.





**Training Proposal for:**  
**California Harvesters, Inc.**  
**Contract Number: ET20-0363**

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** PPU-Central Office

**Analyst:** A. Monteon

**PROJECT PROFILE**

Contract Attributes:	Retrainee SET HUA	Industry Sector(s):	Agriculture (B) Services (61,71,72,81,92)  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Counties Served:	Kern	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 903	U.S.: 903	Worldwide: 903	
<u>Turnover Rate:</u>	<20%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

**FUNDING DETAIL**

<b>In-Kind Contribution:</b>
\$199,200

<b>Total ETP Funding</b>
\$199,200



**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 SET HUA	Business Skills, Cont. Imp., HazMat, Comm'l Skills, Literacy Skills, PL-Comm'l Skills	249	8-200	0	\$800	*\$13.76
				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(SET HUA): \$13.76 for Kern County

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

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

Up to \$0.76 may be used to meet the Post Retention Wage for Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Crew Boss		12
Field Worker		210
Forklift Operator		14
Administrative Staff		10
Frontline Supervisor		3

**INTRODUCTION**

Founded in 2017, California Harvesters, Inc. (CHI) ([www.caharvesters.com](http://www.caharvesters.com)) is a first-of-its-kind business model specifically designed in order to create high-quality farm labor jobs in California's Central Valley. The Company operates from a single location located in Bakersfield. In addition to providing benefits and opportunities for professional growth, CHI is also unique in that it is governed by the California Harvesters Farm Labor Trust Agreement that was created to improve wages, working conditions, and job opportunities in farm work; and workers become members of the trust, which leads to worker participation in major business decisions. CHI plans to implement a cultural shift among growers and filed workers to improve worker communication and enhance team synergy to increase productivity.

ETP Staff suggest support of this unique proposal since it holds great promise for creating a new employment model that will give workers a strong voice at the workplace. The project funding, however, has been reduced by 50% from the original request so that CHI can show proof of concept, performance success to the Panel, and report on progress before applying for additional funding. This new, innovative model is of particular interest to the Governor's California Future

of Work Commission and ETP's performance-based system is a reasonable way to test the concept.

## **Veterans Program**

CHI hires Veterans, but no Veteran component is included in this project.

## **PROJECT DETAILS**

CHI employs farm workers to harvest table grapes for growers. In order to increase year-round employment opportunities, the Company has expanded its portfolio to include citrus growers within the Central Valley. The addition of citrus harvest runs, which runs contra-seasonal to the table grape harvest, have provided employees with continued income and thus provide a pathway to more secure and stable employment.

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

## **COVID-19**

Agricultural work is critical and necessary in the food supply chain. According to the Company, the health and safety of the employees and their families is always the first priority for CHI. In order to keep workers employed and maintain health and safety standards, CHI has implemented a comprehensive COVID-19 response plan. This plan is based on recommendations provided by the CDC, Cal-OSHA and the EPA. The key components of CHI's prevention plan include: 1) minimizing the risk for exposure to the virus, 2) early detection of people with symptoms of COVID-19, and 3) isolating suspected or positive cases from others until they are no longer infectious. Other aspects of the plan include the following:

**COVID-19 Pre-Work Training** - Before beginning work in the field, each worker must complete CHI sponsored COVID-19 training with in-depth information on CHI COVID-19 practices including social distancing, PPE, hand hygiene practices, potential routes of transmission and how to minimize them at work and outside of work, staying home when ill, and local community and health organization contact information.

**Communication With Workers** - CHI has partnered with Ganaz, a workforce management platform for agriculture, enabling ongoing bilingual communication with all workers, or designated subsets of workers (for example, specific crews). This platform allows for necessary updates and critical information share in real time between workers and staff, including updates to COVID-19 procedure.

**COVID-19 Training Video** - CHI is currently creating original content training videos for workers to view on iPads as part of the onboarding process. CHI anticipates completion of the videos by the end of June. In addition to general onboarding information, CHI is creating a separate video covering critical COVID-19 health and safety information. Through the creation of videos, CHI ensures all workers receive the same training and can control for quality and ensure proper delivery.

**PPE and Disinfectant Purchase** - According to the Company representative CHI is in the process of purchasing a bulk order (supplies for up to 1,500 workers through December 2020) of FDA certified medical masks, latex gloves, and disinfectant so they can issue proper safety equipment to all crews and workers.

**Community Resources** - According to the Company, part of the “CHI difference” is providing connections to the ecosystem of community support services that already exist to serve farmworkers in the Central Valley. CHI staff are familiar with various services in the Central Valley and prepared to serve as resources for farmworkers needing assistance. These services include clinics providing free or low-cost healthcare, food banks, state emergency and worker benefit programs, educational materials for children, childcare and other essential services.

## Training Plan

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

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

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

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

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

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

## Productive Laboratory

Trainees may produce goods for profit as part of the Productive Lab (PL) training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training. A total of 236 workers will receive up to five hours of PL training to gain proficiency and ensure workers are able to safely sustain the physical work required when completing required field work. Specifically, field workers will be trained in the following activities for table grapes and citrus harvesting: pruning, tying, crown suckering, leafing, tipping, skirting, bunch dropping, cane turning, thinning, equipment operation, girdling, and harvesting. Equipment utilized in PL-Commercial Skills training will include: grape circumference measuring equipment, scales, wheelbarrows, ladders, forklifts, box packing machines, harvesting clippers and pruning shears.

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

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

### **SET/High Unemployment Area**

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

All trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by 25%. The Company's location in Kern County is in an HUA. These trainees qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage. The Panel may modify the ETP Minimum Wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages. CHI request a wage modification from \$18.34 per hour to \$13.76 per hour for these trainees.

### **Commitment to Training**

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

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

#### **➤ Training Infrastructure**

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

### **Frontline Supervisors**

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

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

To Be Determined

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

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Financial Literacy and Management
- Customer Service
- Problem Solving
- Time Management
- Ganaz Workforce Management Platform

**COMMERCIAL SKILLS**

- Safety (I-9 Training)\*
- Forklift Operation
- Equipment Operation
- Proper Harvest Procedures
- Proper Pruning Procedures
- Personal Protective Equipment
- COVID-19 Health and Safety
- Heat Stress
- Train the Trainer

**CONTINUOUS IMPROVEMENT**

- Communication Skills
- Conflict Resolution
- Leadership Skills

**HAZARDOUS MATERIALS**

- Pesticides
- Proper Handling

**LITERACY SKILLS**

- English as a Second Language
- Literacy Training

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)

**Productive Lab Hours** (1:3 Ratio)

0-5

**COMMERCIAL SKILLS**

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

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



**Training Proposal for:**  
**Ducommun Aerostructures, Inc.**

**Contract Number: ET21-0108**

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** J. Romero

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Teamsters Local Union No.986			
Number of Employees in:	CA: 791	U.S.: 2,100	Worldwide: 2,800	
<u>Turnover Rate:</u>	12%			
<u>Managers/Supervisors:</u> (% of total trainees)	10%			

**FUNDING DETAIL**

<b>In-Kind Contribution:</b>
\$276,456

<b>Total ETP Funding</b>
\$195,040



**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, Cont. Imp., Mfg. Skills	265	8 - 200	0	\$736	\$19.05
				Weighted Avg: 32			

**Minimum Wage by County:** \$19.05 per hour for Los Angeles County

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Staff		44
Engineering Staff		21
Manager/Supervisor		27
Operations Staff		138
Quality Control Staff		23
Shipping/Receiving Staff		12

**INTRODUCTION**

Founded in 1849, Ducommun Aerostructures, Inc. (Ducommun) ([www.Ducommun.com](http://www.Ducommun.com)) is a global provider of manufacturing and engineering solutions for customers in the aerospace, defense, and industrial markets, specializing in two core areas: electronic systems, and structural systems. The Company produces complex products and components for commercial aircraft platforms, mission-critical military and space programs, and sophisticated industrial applications. Customers include Boeing, Airbus, Embraer, Carson Helicopters, Rolls-Royce, Sikorsky, Bell Helicopters, Ericson, Middle River, GKN, Short Brothers and Bombardier.

**Veterans Program**

Ducommun does not currently have a specific Veterans recruitment program in place; however, employs long-time Veteran employees.

**Union Support**

Operations Staff are represented by Teamsters Local Union No.986. The union has submitted a letter of support for this training project.

## **PROJECT DETAILS**

This is Ducommun's second ETP Contract. To remain competitive in the aerospace/defense industry, it is vital for Ducommun's operations to become as lean as possible. This involves keeping costs down, while striving to hit 100% on-time delivery rates with zero defects. In the previous Contract, Ducommun was able to provide the initial phase of Lean Manufacturing and the introduction of Kaizen Events to key programs of the company. This resulted in major cost saving changes. For this proposal, Ducommun will train employees at Monrovia facility for the second phase of Lean Manufacturing including 5S, Six Sigma/Black Belt and Lean Principles in a COVID Environment under Continuous Improvement.

In addition, Ducommun has recently acquired new equipment: New RTM, CMM and a Mechanical Assembly equipment, installed in March 2020 and is implementing new processes in four of their manufacturing departments focused in creating an effective and leaner workflow while eliminating waste. These initiatives will create work-cells in each department that will connect to each other to produce a continuous and efficient supply chain within the company. These changes require training and cross-training employees to develop their capability and proficiency in operating new equipment and acquire knowledge and comprehension of the new processes implemented in the workplace. Ducommun is also developing a group of its employees to become Certified Lean Trainers who will have the proficiency to train other employees to ensure standardized training process. Overall, employee skillset gained from this training will benefit the company with reduced operating costs, incorporate standardized work, eliminate waste and develop flexibility to meet demand in a timely manner.

### **Training Plan**

Training will take place at the Ducommun location in Monrovia. Training will be delivered by in-house experts via Class/Lab and E-learning in the following:

**Business Skills:** Training will be offered to all occupations in communication, leadership, customer service, inventory control and project management skills. Trainees will learn effective ways to identify and resolve problems in a manner that is timely and improve customer satisfaction. Trainees will also receive updated procedures in ITAR/EAR Compliance.

**Continuous Improvement:** Training will be offered to all occupations to equip workers with the knowledge and skills to manage projects using higher level of Lean concepts and principles, Ducommun performance essentials, 5S and Six Sigma principles. These modules are intended to minimize waste while improving production flow and product quality.

**Manufacturing Skills:** Training will be offered to Manager/Supervisors, Operations, Engineering and Quality Control Staff. This training will familiarize and equip employees in the proper use, operation, maintenance and troubleshooting of equipment used in the manufacturing process.

### **Alternate Recordkeeping**

Due to COVID-19, Ducommun will use an approved alternate recordkeeping.

### **Commitment to Training**

The Company spends approximately \$45,000 annually on training for its California facilities. Ongoing training consists of new employee onboarding, job-specific tools/equipment skills and on-the-job training. ETP funds will not displace Ducommun'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 Senior Operations Manager in Monrovia will be responsible for overall project management. Project administration will be led by the Senior Operations Manager with the assistance of Senior Human Resources Business Partner and four Department Heads. The Company has also retained Abbott Consulting Group to ensure that training administration and documentation procedures adhere to ETP requirements.

### **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 \$ %
ET17-0224	Monrovia	10/03/16 – 10/02/18	\$444,736	\$323,889 (73%)

According to Ducommun, it fell short of delivering the planned training for the following reasons:

1. It overestimated its training capability by including a large number of trainees in each of its four locations.
2. Prior performance was affected by the lack of support for the other three sites (Carson, Gardena and Orange).
3. As a result of the above most of the training was not recorded properly

Ducommun has addressed the above issues as follows:

1. Training for this for proposal will be provided to employees at the Monrovia facility only. Proposal was also right-sized accordingly, with an average of 32 hours of training per trainee delivered within 21 months and the funding amount is below 50% of the previous Contract.
2. For this project, Ducommun involved five additional personnel (1 Human Resources and 4 Department Heads) to coordinate training and gather rosters for submission to the Abbott Consulting Group who will be providing Administrative services to Ducommun for the overall success of this ETP project.

### **DEVELOPMENT SERVICES**

Abbott Consulting Group in Fairfield assisted with development for a flat fee of \$7,500.

### **ADMINISTRATIVE SERVICES**

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

### **TRAINING VENDORS**

N/A

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

8– 200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Change Management
- Customer Service Excellence
- Effective Leadership & Management Skills
- Fundamental Savings Strategy
- Inventory Control
- Inventory Management
- Leadership Principles
- Project Management
- Purchasing/Procurement
- Interviewing Techniques
- Performance Management
- Information Systems Technology Usage/Compliance
- Core Business Skill Training
- ITAR/EAR Compliance

**CONTINUOUS IMPROVEMENT**

- 5's
- Six Sigma
- Lean Management
- Lean Six Sigma Black Belt
- Lean Principles – In a COVID Environment
- Ducommun Performance Essentials

**MANUFACTURING SKILLS**

- Coordinate - Measuring Machine
- Resin Transfer Molding
- Mechanical Assembly
- Handling Electrostatic (ESD) Devices
- Lockwire Installation
- QMS (NCR) Training

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.

# TEAMSTERS LOCAL UNION NO.986

AFFILIATED WITH THE INTERNATIONAL BROTHERHOOD OF TEAMSTERS

*General Teamsters, Airline, Aerospace and Allied Employees, Warehousemen, Drivers, Construction, Rock and Sand*



January 27, 2020

Employment Training Panel  
1100 J Street  
Sacramento, California 95814

Re: Ducommun Inc.

Dear Panel Members:

We understand that Ducommun is requesting an Employment Training Panel contract with your office. The training curriculum proposed by Ducommun will significantly help to increase the capability of the employees, our members.

The contract with your office is exactly what is needed to help these employees gain the new skills required to operate in a continuous improvement environment. We believe that the cooperation and arrangements between Labor, Management and the Public Sector are beneficial to all parties and we fully support the training efforts that Ducommun has set forth on behalf of our members.

If I can be of further assistance, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Griswold".

Chris Griswold  
Secretary-Treasurer

CG:ct





**Training Proposal for:**  
**Flywire, Inc. dba American Trade Academy**

**Contract Number: ET21-0102**

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

**PROJECT PROFILE**

Contract Attributes:	Multiple Barriers New Hire SET	Industry Sector(s):	MEC (H) Information / Multi Media (51)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, Riverside, San Bernardino, San Diego, Ventura	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		N/A	

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$172,500		\$16,560 12%		\$189,060

In-Kind Contribution:	50% of Total ETP Funding Required	\$322,462
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	New Hire Multiple Barriers Priority Rate SET	Commercial Skills	60	8-260	0	\$3,151	*\$15.00
				Weighted Avg: 125			

\*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:** \$15.88 per hour for Los Angeles County; \$15.33 per hour for Orange County; \$15.20 per hour for San Diego County; and \$15.00 per hour for Riverside, San Bernardino and Ventura counties

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

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

Participating employers may use health benefits up to \$0.88 per hour to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Audio/Video Equipment Installer/Technician		12
Security/Fire Alarm Installer/Technician		12
Investigation/Security Service Staff		12
Telecom Equipment Installer/Technician		12
Telecom Line Installer/Technician		12

**INTRODUCTION**

Founded in 2001 and headquartered in Carson, Flywire, Inc. dba American Trade Academy (ATA) ([www.ATAcademy.us](http://www.ATAcademy.us)), provides telecommunications and security training programs. Since its inception, ATA has supplied employers with qualified workers, and has trained trainees to latest in industry trends. Its programs include training in alarm systems, cable TV, camera, fiber optics, audio and video, and network cable installation. Since its inception, ATA successfully works closely with workforce partners and One-Stop Job Centers, Workforce Investment Board, Employment Development Department (EDD). In addition, it works with employers such as major telecommunication companies, which include Spectrum, Time Warner, Charter, Comcast, Frontier, Cox, ADT, Bay Alarm Verizon, and their subcontractors with needs for skilled telecommunication technicians and installers.

## **Veterans Program**

Although there is no Veterans component, ATA has actively worked with and marketed training opportunities to Veterans in the community. In the most recent training population, 50% of the trainees who received training were Veterans. The Company anticipates a similar percentage in this proposal.

## **PROJECT DETAILS**

The Employer needs for newly trained workers is driven by advances in technology, industry requirements to meet customers' expectations. Technology is advancing at a rapid pace and new systems are constantly being introduced into the marketplace. Technology turnaround is every 6 months to 1 year, therefore, workers need to be constantly educated on what is new in the industry. There is a currently a need for certified Technicians and Installers as the industry moves toward mandated certifications.

Employers who have secured installation and service contracts, need workers who have an understanding of advanced installation practices and services of new technologies. However, employers have limited or no funding available to train in-house have a critical need to hire skilled workers, but cannot find new hires that are able to "walk in" and do the job. ATA is able to fill these skills gap with a well-trained and certified candidate pool. ATA recently invested approximately \$1 million in new equipment including testing equipment, meters, splicers, cameras, alarms, televisions, computers, desks, chairs, cable and connectors. As such, ATA is incorporating new training methods, and best practices.

## **New Hire Training**

In this proposal, ATA is requesting ETP funding to train unemployed individuals with multiple barriers to employment. This program will train and place New Hire workers in telecommunications positions providing them with industry recognized certifications. New Hires will be placed with employers in the following counties: Los Angeles, Orange, Riverside, San Bernardino, and Ventura Counties. This will be ATA's first ETP Contract.

ATA's goal is to provide New Hire trainees with the necessary technical skills required to become immediately productive upon hiring. Prior to enrollment, New Hire trainees will be assessed for education level, reading and math skills, color blind test, valid driver license and applicable physical capacity. ATA's Administrative Staff works closely with employers to meet their need for new employees, and to ensure graduates will have employment following graduation. In 2019 ATA placement rate of unemployed works with employers was 86%.

Through employer requests for open positions, ATA staff assesses the employer's business needs, working environments, and other requirements dictated by the business community and industries standards.

## **Training Plan**

The training outlined in this proposal is customizable, based on employers' needs assessments, industry requirements, and training objectives. Training classes will be administered daily with programs 1-8 weeks in duration. Training is scheduled to begin upon approval the week of July 20, 2020. Training will take place at ATA headquarters in Carson.

Classroom/Laboratory and Videoconference methods will be provided in the following:

**Commercial Skills:** Training will be offered to all occupations and include all aspects of cable installation and security such as fiber, alarms, security, cable, audio and video integration, fiber and structured cabling. Training will focus on comprehension, terminology, system services, and technical and practical techniques in telecommunication and security services.

### **Special Employment Training**

Under Special Employment Training (SET), the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period. The proposed targeted participating employers do not face out-of-state competition; therefore, this project will be funded under Special Employment Training (SET) provisions for frontline workers.

#### ➤ Multiple Barriers

Trainees in Job Number 1 have two or more barriers to employment (e.g., mental or physical disability, limited English proficiency, limited math skills). These trainees may receive the ETP Minimum Wage post-retention.

#### ➤ Wage Modifications

The Panel may modify the ETP Standard Minimum Wage for these New-Hire trainees by up to 25%. ATA is requesting a wage modification to the SET-Multipole Barriers New-Hire Wage (range from \$15.88 to \$15.00 per hour for Los Angeles, Orange, Riverside, San Bernardino, San Diego, Ventura Counties) for trainees in Job Number 1.

#### ➤ Retention Modification

The Panel may also modify the retention period for these trainees, making it 90 days out of 120 consecutive days with up to three employers.

#### ➤ Incidental Placement

Trainees in Job Number 1 may be retained in employment with a public entity or nonprofit organization at up to 20% of the total New-Hire trainee population.

### **Curriculum Development**

ATA relies on comprehensive training needs assessment with each placement to identify critical needs and ensure training is consistent with employers' strategic plans and goals. In addition, ATA works closely with each employer to determine skill gaps within their organization and continuously keeping up with technological changes and industries requirements. The curriculum is designed to provide a trainee with targeted skills that will increase his or her opportunity to find suitable employment and perform to the employers' satisfaction. ATA has identified employers that have made firm commitments to hire the participants upon successful completion of training.

### **Impact/Outcome**

Upon completion of training, ATA will assist students to prepare for industry recognized certification in the following areas: Society of Cable Telecommunications Engineers, Fiber Optic Association, Satellite Broadcasting and Communications Association and Bureau of Security and Investigative Services. These certifications often lead to new job opportunities, increase wages, and career advancement.

## **Commitment to Training**

Most of the targeted participating employers lack the resource and funding to conduct formal and structured training; whereas, many small rural companies have limited or lack a training budget. Access to ETP funds will help these companies meet current workforce training needs, grow, and potentially create new jobs.

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

## **Training Infrastructure/Coordinator**

Two ATA Directors will oversee training administration. Administrative staff will assist with duties such as enrollment, scheduling classes, marketing, recruitment, assessment, recording and tracking, securing rosters, job placement and retention services, invoicing, and ensure compliance with all ETP requirements.

## **Marketing and Support Costs**

ATA has a well-established marketing and recruitment program to increase local businesses and employers'/employees' participation in its workforce training programs through its large network of advisory employers. Staff has built strong relationships with many economic development partners including: One-Stop Job Centers, EDD, Workforce Investment Board, Work Source Centers, and the City of Los Angeles Youth and Family Centers. Staff routinely advertise in several magazines and newspapers, and by direct mailings to their contact base advising of training opportunities and/or new hires that have completed various training programs. ATA reports that due to its reputation in the business community for maintaining a bank of job seekers, it is continually approached by employers seeking new workers. ATA is confident that the recruitment objectives, goals, and the tools that have been planned will support the successful implementation and delivery of the ETP-funded training program. ATA seeks 12% Support Costs, and staff supports, for New Hire training to fund extensive marketing efforts and allow for the recruitment of trainees and participating employers.

## **Trainer Qualifications**

All training provided under this proposal will be delivered by ATA faculty. Seven Instructors have a minimum of 20 years of experience and are considered subject matter experts. Staff members also meet all requirements of the Bureau of Private Postsecondary Education.

## **Training Agency Certification**

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study. ATA is eligible as a training agency based on its BPPE licensure (valid until August 2024).

## **Tuition Reimbursement**

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

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

N/A

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

8-260 Trainees may receive any of the following:

**COMMERCIAL SKILLS****Cable Television:**

- Module 1 Cable Television Networks
- Module 2 Customer Relations
- Module 3 Safety (Occupational, Vehicle and Personal Protective Equipment)
- Module 4 Tools & Materials
- Module 5 Cable & Connectors
- Module 6 Aerial Drop Installations
- Module 7 Underground Drop Installations
- Module 8 Exterior & Interior Wiring
- Module 9 Bonding and Grounding
- Module 10 Terminal Devices
- Module 11 Connecting Customer Equip
- Module 12 Prewires
- Module 13 Multiple Dwelling Units
- Module 14 Digital Signals & The Return Path
- Module 15 Cable Modems
- Module 16 Voice Over Internet Protocol
- Module 17 Trouble Shooting & Repair

**Satellite:**

- Module 1 Introduction to Satellite Television
- Module 2 Basic System Technology
- Module 3 Coaxial Cable and Connectors
- Module 4 Site Survey
- Module 5 Antenna Installation
- Module 6 Grounding and Surge Protection
- Module 7 Primary Hookup & System Integration
- Module 8 Primary Hookup & System Integration Continued
- Module 9 High Definition
- Module 10 Off-Air Antennas
- Module 11 Test Equipment & Troubleshooting
- Module 12 Customer Education
- Module 13 Multiple Satellite Antenna Installation

**Structured Cabling:**

- Module 1 Unshielded Twisted Pair/Shielded Twisted Pair Cabling and Fundamentals
- Module 2 Copper Cabling Installation

**Alarm and Camera:**

- Module 1 Introduction to Security, Surveillance and Alarm Technician Program
- Module 2 Closed Circuit Television Cameras



- Module 3 Closed Circuit Television Monitors
- Module 4 Video Processing Equipment
- Module 5 Analog Video Recorders
- Module 6 Digital Video
- Module 7 Transmission Media
- Module 8 Hardware Installation
- Module 9 Networking in Closed Circuit Television
- Module 10 Auxiliary equipment in Closed Circuit Television
- Module 11 Locking Systems
- Module 12 Power to Arrest
- Module 13 Weapons of Mass Destruction
- Module 14 Use of Force
- Module 15 Handcuffing
- Module 16 Liability and Legal Aspect Procedures
- Module 17 Observation and Documentation
- Module 18 Communication and its Significance
- Module 19 American Red Cross 1st Aid, CPR/AED
- Module 20 Access Control
- Module 21 Taser Theory Procedures
- Module 23 Firearm Handling Techniques
- Module 24 Arrest, Search, and Seizure
- Module 25 Baton Handling Techniques
- Module 26 Chemical Agent Awareness
- Module 27 Active Shooter
- Module 28 Crowd Control
- Module 29 Patrol Techniques
- Module 30 Report Writing
- Module 31 Public Relations

Fiber Optic:

- Module 1 Introduction to Networks
- Module 2 A Light Overview
- Module 3 Fiber
- Module 4 Cable
- Module 5 Connectors
- Module 6 Splices
- Module 7 Passive Devices
- Module 8 Optoelectronics
- Module 9 Hardware
- Module 10 Cable Installation Principles
- Module 11 Connector Installation Principles
- Module 12 Splicing Principles
- Module 13 Testing Principles
- Module 14 Certification Principles
- Module 15 Cable Preparation
- Module 16 Connector Installation: Epoxy
- Module 17 Connector Installations: Quick Cure Adhesive
- Module 18 Connector Installation: Hot Melt Adhesive
- Module 19 Connector Installation: Cleave and Crimp # 1

- Module 20 Connector Installation: Cleave and Crimp # 2
- Module 21 Connector Inspection
- Module 22 Mid Span Splicing
- Module 23 Pig Tail Splicing
- Module 24 Ribbon Splicing
- Module 25 Copper Unshielded Twisted Pair Cabling

Audio and Video:

- Module 1 Introduction to Home Audio and Video
- Module 2 Home Theater
- Module 3 Customer Relations
- Module 4 Safety (Occupational, Vehicle and Personal Protective Equipment)
- Module 5 Industry Standards
- Module 6 Home Theater – Video Displays
- Module 7 Home Theater - Audio
- Module 8 Home Theater – Installation
- Module 9, 10 and 11 Home Theater – In Depth High Definition Television

Pole Climbing & Ladder Safety:

- Module I Personal Protection Equipment
- Module II Pole Climbing
- Module III Ladder Handling and Safety

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

Note: Reimbursement for new hire training is capped at 260 total training hours per trainee, regardless of the method of delivery.
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**Amendment Proposal #3 for:**  
**National Veterans Transition Services, Inc.**  
**Contract Number: ET19-0367**

**Amendment Effective Date:** December 13, 2018

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** PPU-Central Office

**Analyst:** C. Hoyt

**CURRENT PROJECT PROFILE**

Contract Type:	New Hire Veterans	Industry Sector(s):	Manufacturing Services Information/Multimedia
Counties Served:	San Diego, Riverside, San Bernardino, Orange, Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Current Contract Term: December 10, 2018 to December 9, 2020

Current Funding	In-Kind Contribution
\$72,384	N/A

**AMENDMENT FUNDING**

Requested Funding	Support Costs	Amendment Funding	In-Kind Contribution
+\$62,400	+\$9,984	+\$72,384	N/A

Total Funding
\$144,768

**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	New Hire Veterans	Business Skills, Computer Skills, Cont. Imp., Manuf. Skills, Comm'l Skills, MS-Didactic MS-Preceptor	24	8-200	0	\$6,032	*\$13.66
				Weighted Avg: 200			

\*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:** \$13.66 in San Bernardino, Riverside, and Ventura Counties; \$14.19 for San Diego County; \$14.62 for Los Angeles County; and \$14.58 for Orange County

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

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

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

Wage Range by Occupation	
Occupation Title	Wage Range
Administrative Staff	
Information Technology Staff	
Manager/Supervisor	
Clinical Support Staff	
Production Staff	
Technical Support Staff	
Emergency Medical Technician	
Executive Security Specialist	\$
Physical Security Specialist	
Phlebotomy Technician	

**INTRODUCTION**

Founded in 2010, National Veterans Transition Service, Inc. (NVTSI) ([www.nvt.si.org/](http://www.nvt.si.org/)) is a San Diego-based non-profit organization dedicated to assisting Veterans in adjusting to civilian life and securing meaningful employment. NVTSI assists Veterans in many facets of life including: employment, career, education, living situation, personal effectiveness/well-being, and community-life functioning.

NVTSI has developed a comprehensive military-to-civilian transition program, REBOOT. The program is designed to address the personal and social aspects of transitioning to civilian life. REBOOT builds upon a service member's military training and skills to help redefine personal

identity, purpose in life and desired occupation. This program is designed to help bridge the gap between military and civilian worlds. NVTSI serves both active duty individuals as well as Veterans.

### **AMENDMENT DETAILS**

NVTSI requests to increase contract funding from \$72,384 to \$144,768. Currently, NVSTI's tracked earnings include 4,912 reimbursable hours with projected earnings at approximately \$127,712, well over 100% of the current approved amount. There is still a great need to train more Veterans and to better serve trainees, additional increased funding is needed.

In order to better align NVTSI with business needs, and increase training capacity for soon-to-be Veterans, NVTSI requests to add active duty military personnel. All trainees meet the definition of a Veteran per ETP's newly defined guidelines and definitions. These service members must be within one year of separation from the Armed Forces to receive training. The additional funding will provide members of the Armed Forces training necessary to transition into civilian life. This training enables service members to translate skills obtained in the military into careers outside of military service. Making Veterans more hireable for job and career opportunities once discharged.

### **Retention, E-Learning, Original Rosters**

Due to COVID-19, NVTSI requests to reduce full-time employment retention requirements from 35 hours per week for 500 hours within 272 days with one or more employers; to 20 hours per week with 250 hours within 272 days with one or more employers. This will allow Veteran service members to successfully complete retention, as job placement is becoming increasingly difficult during the pandemic. Further, NVTSI requests to add E-Learning and alternative recordkeeping to provide training during shelter-in-place orders.

### **Recruitment/Support Costs**

NVTSI uses its resources to work with partner agencies across San Diego County to recruit recently separated Veterans to the program. Partnerships include the San Diego Veterans Coalition, San Diego Career Centers, and California Department of Veterans Affairs. NVTSI will continue to recruit both Veterans and active duty personnel as outlined above. Due to the intensive outreach, NVTSI requests support costs of 20% for Veterans in Job Number 1 for trainee outreach and recruitment, job placement and employer outreach and recruitment to ensure trainees are placed with viable, ETP-eligible employers.

This Amendment will:

- Increase the Contract amount from \$72,384 to \$144,768;
- Increases the weighted average for trainees from 100 to 200
- Add E-Learning as a delivery method;
- Reduce full-time to 20 hours per week
- Add alternative recordkeeping

### **RECOMMENDATION**

For the reasons set forth above, staff recommends approval of this Amendment.

**SUMMARIZE PRIOR MODS/AMENDS**

- Modification No. 1: Added new course topics, added Medical Skills Didactic and Preceptor as a training types, added new occupations.
- Modification No. 2: Corrected minor issue on Exhibit A, Chart 1, which inadvertently did not include newly added occupations.

**CURRENT CONTRACT PERFORMANCE**

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

Contract No.	Approved Amount	Term	No. Trainees Enrolled	No. Completed Training	No. Retained
ET19-0367	\$72,384	12/10/18-12/09/20	24	0	0

Based on ETP Systems, 4,912 reimbursable hours have been tracked for potential earnings of \$127,712 (176% of approved amount).



## **Exhibit B: Menu Curriculum**

### **Class/Lab/E-Learning Hours**

8 - 200

Trainees may receive any of the following:

#### **BUSINESS SKILLS**

- Business Processes
- Communication Skills
- Creating Action Plans
- Goal Setting
- Project Management
- Time Management

#### **COMPUTER SKILLS**

- Cybersecurity
- Internet Security Systems
- Information Technology Solutions/Internet Tools
- MS Office (Beginning, Intermediate and Advanced)
- MS Project
- Website Social Networking
- Windows Server Support and Maintenance
- Windows Techniques

#### **CONTINUOUS IMPROVEMENT**

- Coaching
- Critical Thinking Skills
- Decision Making
- Goal Setting
- Leadership Skills
- Measuring for Success
- Process Analysis
- Problem Solving and Resolution
- Team Building
- Production and Inventory Management
- Supply Chain
- Logistics, Transportation and Distribution Management
- Supply Chain Logistics and Distribution Management

#### **COMMERICAL SKILLS**

- Close Protection
- Control Points
- Improvised Explosive Devices
- Intelligence Data
- Standard Operating Procedures
- Surveillance Procedures
- Team Roles
- Weapon Deployment
- Comprehension of Threat
- Effective Striker
- Embarking and Disembarking
- Force Options

- Incident Reports
- Irrate Employees
- Personality Types
- Proactive Surveillance Teams
- Tactical Solutions
- Weapon Take Away

**MEDICAL SKILLS-DIDACTIC**

- Anatomy and Physiology
- Identify Medical Conditions
- Life Saving Interventions
- Manage Medical Conditions
- Medical Transportation
- Patient Management
- Equipment and Supplies
- Serum and Plasma
- Universal Precautions
- Venipuncture
- Venous Anatomy

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

- Standard Operating Procedures

**MANUFACTURING SKILLS**

- CNC Machine Operation
- Manufacturing Processes
- Project Flow
- Reading Blueprints
- Standard Operating Procedures
- Statistical process Control

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

Training Proposal for:

**Natrol LLC**

**Contract Number: ET21-0104**

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** J. Romero

### PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 314	U.S.: 700	Worldwide: 1,000
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	2%		

### FUNDING DETAIL

<b>In-Kind Contribution:</b>
\$178,000

<b>Total ETP Funding</b>
\$199,640

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Improv. Mfg. Skills, Mgmt. Skills, PL-Mfg. Skills OSHA10/30	239	8-200	0	\$460	\$19.05
				Weighted Avg: 20			
2	Job Creation Initiative Priority Rate	Business Skills, Computer Skills, Cont. Improv. Mfg. Skills, PL-Mfg. Skills OSHA10/30	50	8-200	0	\$1,794	\$15.88
				Weighted Avg: 78			

**Minimum Wage by County:** Job Number 1: \$19.05 per hour, Job Number 2: \$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 \$2.50 per hour may be used to meet the Post-Retention Wage in Job Number 1 only.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Quality Assurance/Control Staff		30
Administrative (Clerks/Coordinators)		4
Manufacturing Staff		45
Maintenance/Engineering		13
Packaging Staff		100
Customer Care		5
Shipping/Receiving		28
Research & Development (R&D)		4
IT		3
Manager/Supervisor		7

<b>Job Number 2</b>		
Packaging Staff	\$15.88 - \$19.35	40
Manufacturing Staff	\$15.88 - \$24.06	10

## **INTRODUCTION**

Natrol LLC ([www.natrol-llc.com](http://www.natrol-llc.com)), (Natrol) manufactures vitamins and medicinal supplement products distributed worldwide. The Company started formulating food components called nutraceuticals by compounding minerals, vitamins, amino acids and hormones into medicinal supplements since its inception in 1980, aiming for better health and wellness. It operates in two locations in Chatsworth where it produces and distributes locally through wholesalers and retailers such as Costco, Walmart and Walgreens in more than 60 countries through its network of online exporters that reach consumers in and out of the U.S.

For over 40 years Natrol's has existed in the industry to support health and wellness around the world by developing products for customer needs. Through the years, the Company has developed innovated quality immune-system boosting products to help fight against disease outbreaks such as the novel COVID-19 virus strain. Due to the absence of a vaccine or antiviral medicine to fight the virus at this time, a robust immune system and preventive measures has become the priority in the health and wellness of the community. Recently, Natrol launched 2 new products (5mg Melatonin Fast Dissolve and 5000mcg Biotin Fast Dissolve) which earned company commendations from the United States Pharmacopeia. All of these developments have effected a significant increase in Natrol's product demand, which created the need for new production line and implementation of new manufacturing controls to ensure best manufacturing execution practices. For this reason, the Company plans to hire 51 additional employees to fill newly created positions for additional manufacturing production lines (Job Number 2).

### **Veterans Program**

Natrol does not currently have a specific Veterans recruitment program in place; however, the Company employs long-time Veteran employees.

## **PROJECT DETAILS**

This is Natrol's first ETP project. With Natrol's numerous vitamin, supplements, health and wellness products in the market, the Company aims to maintain its competitive advantage position in the industry while increasing both products and employees. To achieve this goal, Natrol currently invests in and provides job-specific employee training and development. The Company has now identified specific needs in each department, including upgrades in work processes due to acquisition of new equipment, addition of new product lines and employee skills to achieve an even more efficient manufacturing process. New equipment includes: compressing machines, multiple capacity punches in several manufacturing machines, automation of various manufacturing processes and implementation of high speed packaging lines to streamline and increase production output.

Additionally, Natrol recently re-certified their production facility with National Sanitation Foundation to meet high industry standard and has implemented RedZone, a technology platform focused on delivering continuous improvement and results across Overall Equipment Effectiveness and Manufacturing Execution System). Employees will use IPADs to record and track critical manufacturing data. The proposed training will provide Natrol employees task-oriented skills in keeping with the new technology, upgrade in the manufacturing process and equipment training.

## **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. Natrol will provide up to 50 PL training hours to 75 Packaging Staff and Manufacturing Staff. The training will be specific to various machines and equipment used during production. This training cannot be duplicated in a Class/Lab setting as the equipment is large and complex. Given that some equipment requires two employees to operate, training will be delivered at a max trainer-to-trainee ratio of 1:2.

## **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.

## **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.

Natrol is expanding business capacity by adding new assembly lines and hiring new employees in its Chatsworth 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 50 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 training will include Business and Computer Skills, as well as Continuous Improvement and Manufacturing Skills topics. The Company will also provide employees manufacturing-related skills such as proper use and operation of equipment and other mechanical skills. Natrol will provide classroom/laboratory/ELearning training to its employees in the following:

**Business Skills:** This training will be offered to Quality Assurance/Control Staff, Administrative (Clerks/Coordinators), Maintenance/Engineering, Customer Care, Shipping & Receiving, Manager/Supervisor, Research & Development staff to develop their skills and understanding of process management. Coaching and developing leadership skills for Supervisors and Managers will create better leaders and mentors to lead and guide the workforce. Customer care representatives who will gain new skills in writing and editing business reports and performing business operations with better customer service.

**Computer Skills:** This training will be offered to Quality Assurance/Control Staff, Administrative (Clerks/Coordinators), Maintenance/Engineering, Customer Care, Shipping & Receiving, Manager/Supervisor, Research & Development staff. Trainees will gain proficiency in the use and navigation of various software platforms used by Natrol such as: Redzone/iPad, RF Gen, SAP, Zoom Meetings, Advanced Excel Charts and Pivot Tables, and Excel Basics.

**Continuous Improvement:** This training will be offered to all occupations to create an effective company culture of Lean Manufacturing and Kaizen training. Natrol is moving towards increasing efficiencies across all functional areas by eliminating waste and redundancy in internal processes.

**Management Skills:** This training will be offered to Managers and Supervisors only and will receive training in various topics that will prepare and improve their leadership, management and interpersonal skills in relation to their employees.

**Manufacturing Skills:** This training will be offered to Packaging Staff and Manufacturing Staff to enhance their skills and understanding in quality inspections, new manufacturing processes, equipment and troubleshooting techniques and tools.

**OSHA10/30:** This training will be offered to Manufacturing Staff and Packaging Staff. Training will provide workers with basic and more advanced training about common safety and health hazards on the job.

### **E-Learning**

The Contractor will use alternative recordkeeping for ELearning approved by ETP as permitted by ETP's Response to Covid-19.

### **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. Natrol spends approximately \$100,000 annually on training for its Chatsworth locations which includes basic new employee orientation, sexual harassment prevention, OSHA mandated training and basic workplace safety and other job-specific training which will be funded at the Company's expense.

#### ➤ Training Infrastructure

Project administration will be led by Natrol's Vice President of Operations, a Project Manager and a Human Resources staff to coordinate training, enrollment, and tracking and upload hours in the ETP Online System. Natrol will use qualified in-house trainers from its Education and Training Team to implement its planned training. Natrol has a detailed training schedule in place and is ready to begin upon approval of this proposal.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

N/A

### **ADMINISTRATIVE SERVICES**

N/A

### **TRAINING VENDORS**

To Be Determined



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

0-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- + Business and Report Writing and Editing
- + Dealing with Difficult People
- + Overcoming Negativity
- + Managing Emotions Under Pressure
- + Front Desk Security/Safety
- + Exceptional Customer Service
- + Conflict Management
- + Interpersonal skills
- + Dealing with Difficult People
- + How to Supervise Bad Attitudes and Negative Behavior
- + Creating Effective Employee Development Plans
- + Criticism and Discipline Skills

**COMPUTER SKILLS**

- + Redzone/iPad
- + RF Gen
- + SAP
- + Zoom Meetings
- + Advanced Excel Charts, Pivot Tables
- + Excel

**CONTINUOUS IMPROVEMENT**

- + Lean Six Sigma Training
- + Kaizen Training



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

- + OSHA 10
- + OSHA 30

**MANAGEMENT SKILLS** (limited to Managers only)

- + Leadership, Team Building and Coaching Skills for Managers and Supervisors
- + How to Supervise People
- + Transitioning to Supervisor
- + A Crash Course for the First-Time Manager or Supervisor
- + Dealing with Difficult People
- + How to Supervise Bad Attitudes and Negative Behavior
- + Creating Effective Employee Development Plans
- + Criticism and Discipline Skills



**MANUFACTURING SKILLS**

-  Natoli Tablet Presses
-  Natoli Capsule Machines

**PL Hours**

0 – 50

**MANUFACTURING SKILLS** (limited ratio 1:2)

-  Packaging
  - High Speed Lines
  - Loader
  - Dessicant Machine
  - Cottoner
  - Capsealing System
  - Pill Counter
  - Labeler
  - Metal Detector
-  Manufacturing
  - Weighing and Blending
  - Vibratory Sifter
  - Coating Machine
  - Powder Conveying System
  - Grinding-Screening

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

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

**OptumCare Management, LLC dba  
HealthCare Partners Medical Group  
Contract Number: ET21-0110**

**Panel Meeting of:** June 26, 2020

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

**Analyst:** E. Valladolid

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Medical Skills Training SET	Industry Sector(s):	Services (G) Healthcare (62)	
			Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Los Angeles, Orange, 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: 7,099	U.S.: 206,975	Worldwide: 322,891	
<u>Turnover Rate:</u>	14%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

**FUNDING DETAIL**

<b>In-Kind Contribution:</b>
\$154,224

<b>Total ETP Funding</b>
\$92,736

## **TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate Medical Skills Training SET	Business Skills, Computer Skills, Cont. Imp., MS Clinical with Preceptor, MS Didactic	168	8-200	0	\$552	\$25.01
				Weighted Avg: 24			

**Minimum Wage by County:** Modified Statewide Average Wage (SET) of \$25.01 per hour for Los Angeles, Orange, and Santa Barbara counties.

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

**Used to meet the Post-Retention Wage?:** ☒ Yes ☐ No ☐ Maybe  
Up to \$2.50 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Claims / Customer Service Staff		18
Information Technology Staff		10
Medical Staff		50
Operations Support Staff		42
Physician's Assistant / Nurse Practitioner		10
RN / LVN		20
Frontline Manager		8
Technician / Technologist / Therapist		10

## **INTRODUCTION**

Founded in 1992 and headquartered in El Segundo, OptumCare Management, LLC dba HealthCare Partners Medical Group (HealthCare Partners) ([www.healthcarepartners.com](http://www.healthcarepartners.com)) manages and operates medical groups affiliated physician networks in California. In 2019, OptumCare acquired HealthCare Partners, LLC. The Company provides strategic planning implementation, senior care services, and healthcare management and administration services. ETP-funded training will be delivered across HealthCare Partners 74 California-based healthcare facilities.

This will be HealthCare Partners' third ETP Contract, and its third within the last five years. Prior to the acquisition, the Company operated as HCP and trained healthcare workers on Medical Assistant upskills, ICD-10 updates, and healthcare reform in the previous ETP Contracts. The Company also addressed business-capacity growth and the emerging need for quality care in the various stages outlined in its Coordinated Care Model. This model includes patients with chronic diseases, high risk patients, and homebound patients with mental, social, and financial limitations.

In this proposed project, HealthCare Partners will deliver training as a result of new systems and processes. The Company recently implemented Care In Motion, a software application designed for clinicians. This software allows the Company to assess the effectiveness of its care-management programs, provide enhanced-care coordination, and educate HealthCare Partners' members. An initiative called the Patient Experience Program was introduced to help improve patient responsiveness and healthcare-compliance standards. Additionally, the Company will upskill trainees especially after the recent upgrade to its patient management platform, Salesforce Health Cloud. This upgrade will promote collaboration between care teams and enhance access to patient information to shape positive-member relationships and care services. ETP-funded training will not be duplicated on any technology or equipment from prior ETP Contracts.

### **Veterans Program**

Even though there is not a separate Veterans' Job Number in this proposal, HealthCare Partners is committed to veteran inclusion and encourages veterans to apply for positions within the Company. HealthCare Partners participates in various job fairs in collaboration with the Employment Development Department (EDD) to serve job seekers, especially veterans. EDD operates a veterans' program via its Workforce Service Branch (WSB) that refers eligible applicants for announced positions.

### **PROJECT DETAILS**

ETP funds will prioritize training for the career advancement and job security of incumbent medical professionals including allied healthcare. HealthCare Partners will help the workforce utilize new software effectively, and enable trainees to become efficient with the Company's upgraded systems and current technology. In addition, the Company will focus on fostering exemplary customer service and best practices behind daily healthcare processes.

### **Training Plan**

The following training will be delivered via Class/Lab, E-Learning, and Didactic / Preceptor:

**Business Skills:** This training will be offered to all occupations on Clinical Validation, ICD-10 / Coding Skills, and Utilization Management Processes.

**Computer Skills:** This training will be offered to all occupations on Care in Motion System, Health Care Partners Intranet, and Microsoft Office (Intermediate / Advanced).

**Continuous Improvement:** This training will be offered to all occupations on Change Management, Process and Quality Improvement, and Team Building.

**Medical Skills (Didactic / Preceptor):** This training will be offered to Registered Nurses (RN) and Licensed Vocational Nurses (LVN), Medical Staff, and Physician's Assistant / Nurse Practitioners on Acute Psychiatric Care, Code Blue Response & Procedures, EKG Cardiac Monitoring, Oxygen Tank Level Validation, Pachymetry Testing, and Venipuncture / Lab Processing and Handling. A trainer-to-trainee ratio of 1:10 will be used to deliver Medical Skills with Preceptor training.

### **Special Employment Training**

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

➤ Wage Modification

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$33.34 to \$25.01). The Company requests this modification.

**Commitment to Training**

HealthCare Partners has an estimated annual-training budget of over \$1,000,000 in California. The Company is committed to providing training to workers not included in this ETP proposal such as in anti-harassment, diversity, basic computer skills, new orientation and onboarding, performance appraisals, and interviewing. 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 Training Coordinator of PS Learning and Talent Development (dedicated administrator) will be responsible for oversight and administration of training. The People Services Manager will schedule classes, enroll trainees, verify rosters, track training hours, and resolve day-to-day issues. ETP training will be delivered by 15 internal (subject-matter) experts who will ensure training is delivered on time and according to ETP guidelines. A third-party vendor, Training Funding Partner (TFP), was hired to perform administrative tasks and to assist with ETP's online systems.

**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 \$ %
ET17-0475	Los Angeles	4/12/17- 4/11/19	\$96,552	\$96,552 (100%)
ET15-0237	Los Angeles	8/4/14- 8/3/16	\$99,388	\$99,388 (100%)

**DEVELOPMENT SERVICES**

TFP of Fountain Valley assisted in the development of this proposal for a flat fee of \$5,564.

**ADMINISTRATIVE SERVICES**

TFP 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/E-Learning Hours**

8–200

Trainees may receive any of the following:

#### **BUSINESS SKILLS**

- Business Process Skills
- Clinical Orientation / Clinical Validation
- ICD-10 / Coding Skills
- Patient Experience Program / Effective Communication
- Train-the-Trainer Skills (for Preceptors)
- Utilization Review

#### **COMPUTER SKILLS**

- Care in Motion System
- Electronic Medical Records Application
- HealthCare Partners Intranet
- Microsoft Office (Intermediate / Advanced)
- Microsoft Project
- Microsoft SharePoint
- Salesforce System
- System Security / Operations

#### **CONTINUOUS IMPROVEMENT**

- Change Management
- Conflict Resolution
- Decision Making / Critical Thinking
- Leadership / Coaching Skills
- Problem Solving / Critical Thinking
- Process and Quality Improvement Concepts / Techniques / Procedures
- Team Building

#### **MEDICAL SKILLS – DIDACTIC**

- Acute Psychiatric Care
- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Basic Life Support (BLS)
- Body Mechanics
- Care of the Cardiac Patient
- Care of the Stroke Patient
- Case Management / Discharge Planning
- Central Lines Management
- Code Blue Response & Procedures
- Culturally Appropriate Care
- Decontamination Procedures
- Diabetes Care & Management



- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginning & Advanced)
- Equipment Skills
  - IV pumps
  - Cardiac Telemetry
  - Vital Signs
  - Pulse-oximeter
  - Specialty Beds and Mattresses
- Evidence-Based Practices
- Gastrointestinal Assessment and Management
- Infection Control
- Intravenous (IV) Insertion & Therapy
- Labor, Delivery, and Postpartum Nursing
- Management of the Renal Transplant Surgical Patient
- Medical / Surgical Nursing
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support (NALS)
- Neonatal/Infant Pain Scale (NIPS)
- Neonatal Intensive Care Unit (NICU) Nursing
- Neonatal Nursing
- Neonatal Resuscitation Provider (NRP)
- New Graduate Nursing
- Nurse Orientation Training (for New Grads only)
- Nursing Diagnosis
- Nursing Process
- Patient and Family Centered Care
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Vision Screening
- Pediatric Advanced Life Support (PALS)
- Peri-Operative Nursing
- Pre- and Post-Operative Care
- Rapid Response
- Renal Assessment & Management
- Respiratory Assessment & Care
- Surgical Nursing
- Telemetry Nursing
- Transfer Techniques
- Triage Nursing
- Trauma Nursing
- Wound & Skin Care

### **MEDICAL SKILLS – PRECEPTOR**

- Vital Signs
- Medication Administration
- Hand Washing / Hand Hygiene
- Personal Protective Equipment (PPE)

- Oxygen Tank Level Validation
- Point of Care Testing
- Medical Waste Management
- Electrocardiogram
- Venipuncture / Lab Processing and Handling
- Sharps Safety
- Emergency Eyewash Station
- Emergency Kit Validation
- Refrigerator and Freezer Monitoring and Recording
- Maintaining the Exam Room and Patient Care Areas
- CPR
- Standing Orders
- Peak Flow Measurement and Nebulizer Treatment
- Vision Testing
- Wound Care: Non-Sterile Dressing / Sterile Field Setup / Donning & Doffing Sterile
- Gloves / Handling
- Pelvic Exam Setup
- Spirometry QuantaFlo™ Peripheral Arterial Disease Testing
- Heel Bone Sonometer
- Audiometry Testing
- Tympanometry Testing
- Tug Testing
- Pediatric Vision Screening (Lea symbols & Sloan letter charts)
- Infant Weight / Length
- Insulin Administration
- Liquid Nitrogen- Safe Handling
- Informed Consent
- Patient Rights
- Patient Instruction
- Medical Emergency Response Procedures
- Medical Instrument Cleaning
- Event Monitoring
- Holter Monitor
- Light Box (Phototherapy) Procedure
- Endocrinology Procedure for Downloading Data
- Ear / Eye Lavage
- Medication Administration: Ophthalmology Eye Drops
- Head Circumference
- Laboratory and Venipuncture Procedures
- Assisting with Minor Office Procedure / Surgery
- Suture / Staple Removal
- Auto Non-Contact Tonometer
- Pin Hole Vision Testing
- Pachymetry Testing
- Visual Field Testing
- Heidelberg Retina Tomography (HRT)

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:

### Shasta Builders Exchange

Contract Number: ET21-0113

Panel Meeting of: June 26, 2020

ETP Regional Office: Sacramento Regional Office

Analyst: K. Mam

#### PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative SET HUA SB <100 Entrepreneurial	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Shasta, Tehama, Glenn, Trinity, Siskiyou, Modoc, Lassen	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

#### FUNDING DETAIL

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$167,440		\$11,648 8%		\$179,088

In-Kind Contribution:	50% of Total ETP Funding Required	\$196,120
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SET SB <100	Business Skills, Commercial Skills, Computer Skills, HazMat, HazWoper, OSHA 10/30	7	8-200	0	\$1,476	\$25.01
				Weighted Avg: 60			
2	Retrainee Priority Rate SET HUA SB <100	Business Skills, Commercial Skills, Computer Skills, HazMat, HazWoper, OSHA 10/30	12	8-200	0	\$1,476	*\$13.76
				Weighted Avg: 60			
3	Retrainee Priority Rate Job Creation Initiative SET SB <100	Business Skills, Commercial Skills, Computer Skills, HazMat, HazWoper, OSHA 10/30	73	8-200	0	\$1,968	*\$15.00
				Weighted Avg: 80			
4	Priority Rate Entrepreneurial SET SB <100	Business Skills, Commercial Skills, Computer Skills, HazMat, HazWoper, OSHA 10/30	5	8-200	0	\$1,476	N/A
				Weighted Avg: 60			

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

**Minimum Wage by County: Job Number 1 (SET/Priority):** \$25.01 per hour for Shasta County

**Job Number 2 (SET/HUA):** \$13.76 per hour for Tehama, Glenn, Trinity, Siskiyou, Modoc, and Lassen counties.

**Job Number 3 (Job Creation):** \$15.00 per hour for Shasta, Tehama, Glenn, Trinity, Siskiyou, Modoc, and Lassen counties.

**Job Number 4 (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 health benefits to meet the Post-Retention Wage.

<b>Wage Range by Occupation</b>		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1 (SET/Retraitees)</b>		
Field Service		1
Field Lead		3
Draft and Design Staff		1
Owner	n/a	2
<b>Job Number 2 (SET/HUA)</b>		
Administrative Staff		3
Field Service		5
Field Lead		3
Draft and Design Staff		1
<b>Job Number 3 (Job Creation)</b>		
Administrative Staff		6
Field Service		44
Field Lead		15
Draft and Design Staff		8
<b>Job Number 4 (Entrepreneurial)</b>		
Owner	n/a	5

## **INTRODUCTION**

Founded in 1955 and headquartered in Redding, Shasta Builders Exchange (SBE) ([www.shastabe.com](http://www.shastabe.com)) is a non-profit membership organization that provides marketing, training and education to its members to promote economic development. Members includes building contractors, building material suppliers, and other related construction industry businesses. This is SBE's first ETP Contract. Training will be delivered at the organization's location in Redding and at participating employers worksites.

### **Veterans Program**

Under this Contract, SBE is not marketing training opportunities specifically to Veterans, however, participating employers may currently employ or recruit Veterans.

## **PROJECT DETAILS**

SBE primarily serves small business member companies in the construction industry. The organization provides the necessary resources needed in order for these small businesses to thrive. Training will focus on technical skills, soft skills, financial management, and software training. In addition, building regulations are continually being updated and modified and training will ensure participating employers are in compliance in order to meet customers' demands.

### **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.

SBE anticipates that its members will hire approximately 73 new employees in order to increase output of work completed as new projects emerge. Participating employers will hire Administrative Staff, Field Service, Field Leads, and Draft and Design 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 provided to trainees via Class/Lab and E-Learning/Videoconferencing.

**Business Skills:** Training will be offered to all occupations focusing on improving communication skills and customer service. Training topics include Business Development, Performance Management and Project Management.

**Commercial Skills:** Training will be offered to Field Service, Field Leads, Owners, and Draft and Design Staff. Training will focus on developing trade skills for new and existing employees. Training topics include Blueprint Reading, Building Code Updates, and Residential Construction.

**Computer Skills:** Training will be offered to all occupations and will focus on becoming more proficient in the use of software systems. Training topics include Online Plan Service, Point of Sale Software, and Mobile Device Usage.

## Certified Safety Training

OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey 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.

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.

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, Field Leads, Field Service, Owners, and Draft and Design Staff will receive up to 24 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, certification is to be determined.

## **COVID Waivers**

Shasta Builders Exchange is requesting the following waivers due to the effects of the COVID-19 pandemic has had on their company. Shasta Builders' Exchange anticipates some form of delivery to be distance learning and is requesting the following waiver:

- Alternate Recordkeeping to allow photocopies of rosters due to multiple locations of participating employers.

## **Special Employment Training/Entrepreneurial**

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

### **➤ Wage Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$33.34 to \$25.01). The Company requests this modification for Job Number 1.

Trainees in Job Number 2 work in a High Unemployment Area (HUA). This is a region with unemployment exceeding the state average by 25%. Participating employer's locations in Tehama, Glenn, Trinity, Siskiyou, Modoc and Lassen counties are in an HUA. Trainees in Job Number 2 qualify for the ETP Standard Minimum Wage by county.

## **Marketing and Support Costs**

SBE markets through weekly e-bulletin and individual notices sent to the SBE membership base companies. SBE has longstanding relationships with several organizations and government entities in the area. SBE works regularly with the cities within Shasta, Tehama, Glenn, Lassen, Trinity, and Siskiyou counties and various chambers of commerce.

SBE is requesting 8% support costs for the cost associated with employer recruitment; employer worksite visits to determine training needs; curricula design and scheduling of training; and assisting employers with training plan implementation. Staff recommends the 8% support costs.

## **Commitment to Training**

ETP funds will not displace the existing financial commitment to training. Training varies by participating employers and is both job specific and companywide. Training for these companies is generally provided on an as needed basis. ETP funding will expand industry specific training to upgrade employee skill sets. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### **➤ Training Infrastructure**

SBE has a detailed training schedule in place and is ready to begin training upon Panel approval. The Executive Director will lead and oversee the project and the Member Relations Coordinator and Administrative Assistant will assist with collecting rosters and scheduling training. SBE has also retained the services of a third-party administrator that has extensive ETP experience to assist with administration. Training will be delivered primarily at SBE's headquarters with some participating employer-based classes.



**Trainer Qualifications**

Training will be delivered by outside vendors that are subject matter experts. In addition, some training may also be provided by experienced trainers that work for participating employers.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

Propel Consulting Group in El Dorado Hills assisted with the development for a flat fee of \$12,536.

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**


















To Be Determined

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

8-200

Trainees may receive any of the following:








**BUSINESS SKILLS**

-  Business Development
-  Certified Payroll
-  Coaching and Motivation
-  Communication Skills
-  Conflict Resolution
-  Customer Service
-  Estimating
-  Financial Management
-  Leadership Skills
-  Payroll Compliance
-  Performance Management
-  Problem Solving & Decision Making
-  Project Management
-  Sales Skills
-  Social Media Advertising
-  Time Management
-  Writing Business Plans

**COMMERCIAL SKILLS**

-  Aerial Lifts
-  Blueprint Reading
-  Building Code Updates
-  Construction Contracts
-  Crane Operation
-  Fall Protection
-  Forklift Skills
-  Lien Laws
-  Project Scheduling
-  Residential Construction
-  Site Set-Up/Clean-Up
-  Tile Setting
-  Trade Equipment Operation
-  Trade Tool Operations

**COMPUTER SKILLS**

-  Microsoft Office (Intermediate/Advanced)
-  Mobile Device Usage
-  Online Plan Service
-  Point of Sale Software
-  QuickBooks
-  Web Marketing
-  Wordpress

**HAZARDOUSE MATERIALS**

-  Handling/Cleaning/Disposal

**HAZWOPER**

 HAZWOPER 40

**OSHA 10/30** (certified OSHA instructor)

 OSHA 10

 OSHA 30

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

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.
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## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Shasta Builders Exchange

CCG No.: ET21-0113

Reference No: 19-0647

Page 1 of 4

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: A-1 Tree Service

Address: 1175 Hartnell Avenue, Suite D

City, State, Zip: Redding, CA 96002

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 20

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

Company: Addy Solar & Electric

Address: 8865 Airport Road, Suite E

City, State, Zip: Redding, CA 96002

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 10

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

Company: Custom Plumbing

Address: 2930 Innsbruck Drive, Suite B

City, State, Zip: Redding, CA 96003

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 7

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

Company: Don Ajamian Construction

Address: 1870 Twin View Blvd.

City, State, Zip: Redding, CA 96003

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 12

Total # of full-time company employees in California: 12

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Shasta Builders Exchange

CCG No.: ET21-0113

Reference No: 19-0647

Page 2 of 4

Company: Empire Drywall

Address: 13524 Hanna Way

City, State, Zip: Redding, CA 96003

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 11

Total # of full-time company employees in California: 11

Company: Gibson Heating & Air

Address: 1153 Prestige Way

City, State, Zip: Redding, CA 96003

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 12

Total # of full-time company employees in California: 12

Company: Green Builders

Address: 8719 Airport Road, #B

City, State, Zip: Redding, CA 96002

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 10

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

Company: Liberty Cabins DBA Forever Tiny Houses

Address: 6200 Stainless Way, Suite F

City, State, Zip: Anderson, CA 96007

Collective Bargaining Agreement(s): No

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

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: Shasta Builders Exchange

CCG No.: ET21-0113

Reference No: 19-0647

Page 3 of 4

Company: McHale Sign Company

Address: 3707 Electro Way

City, State, Zip: Redding, CA 96002

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 10

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

Company: Mike Boban Construction

Address: 2072 Princeton Way

City, State, Zip: Redding, CA 96003

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 3

Total # of full-time company employees in California: 3

Company: Redding Tile & Stone Works

Address: 2954 Innsbruck Drive

City, State, Zip: Redding, CA 96003

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 10

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

Company: Timberline Heating & Air

Address: 2950 Innsbruck Drive

City, State, Zip: Redding, CA 96003

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 12

Total # of full-time company employees in California: 12

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Shasta Builders Exchange

CCG No.: ET21-0113

Reference No: 19-0647

Page 4 of 4

Company: Top Hat Energy Inc.

Address: 2520 Tarmac Road

City, State, Zip: Redding, CA 96003

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 10

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

Company: True North Builders

Address: 1361 E Cypress Avenue, Suite F

City, State, Zip: Redding, CA 96002

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 5

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

Company: Tugwell Roofing

Address: 20550 Dersch Road

City, State, Zip: Anderson, CA 96007

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 10

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

Company: Winter Draft & Design

Address: 2875 Chaucer Way

City, State, Zip: Shasta Lake, CA 96019

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 3

Total # of full-time company employees in California: 3





**Training Proposal for:**  
**State Center Community College District**

**Contract Number: ET20-0362**

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** PPU-Central Office

**Analyst:** A. Monteon

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Manufacturing Services  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Madera, Fresno, Kings, Tulare, Merced	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No United Food and Commercial Workers International Union 8 – Golden State		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		≤20%	

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$139,035		\$9,672 8%		\$148,707

In-Kind Contribution:	50% of Total ETP Funding Required	Inherent
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Business Skills, Commercial Skills, Computer Skills	93	8 - 200	0	\$1,599	*\$13.76
				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 Madera, Fresno, Kings, Tulare, and Merced Counties.

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Maintenance Staff		20
Mechanics		23
Production Staff		34
Sales Staff		5
Warehouse Staff		11

**INTRODUCTION**

Founded in 1964 and headquartered in Clovis, State Center Community College District (SCCCD) incorporates three community colleges and two educational centers: Fresno City College, Reedley College, Clovis Community College, Madera Community College Center and Oakhurst Community College Center. SCCC is a two-year community college that works directly with businesses within surrounding communities to enhance economic development by providing training to incumbent workers. This will be SCCC's second ETP Contract.

**Union Support**

Mechanics, Maintenance, Production and Warehouse Staff are represented by United Food and Commercial Workers International Union 8 - Golden State and have provided a union letter of support. SCCC is aware that training cannot commence until a union letter of support is submitted for respective members of a participating employer.

**Veterans Program**

Participating employers regularly employ Veterans through their normal hiring practices.

## **PROJECT DETAILS**

Due to the shortage of qualified skilled workers, SCCCD must train workers to enable companies to expand their production processes. Many organizations are experiencing significant growth and seek retraining to enhance employee skills. Training will focus on job skills necessary to increase safety and best practices for occupations in their respective industries.

Additionally, to meet future business needs, companies are moving towards new technology. New automation will require workers to receive technological and process improvement skills training necessary to be more efficient and productive. Furthermore, training will include software systems including CNC Programming/Operating and Autodesk Inventor to enhance trainees' technology skills.

SCCCD's training plan will also focus on soft skills training including Communication Skills, Leadership, Time and Priority Management and Conflict Management. Training will ensure businesses have the skilled workforce required to meet the need of their clients and ETP-funded training will allow employers to bridge the skill gaps of incumbent staff.

### **Training Plan**

Training will be delivered via Class/Lab and ELearning in the following:

**Business Skills:** Training will be delivered to all occupations to promote effective communication, have a better understanding of their industry, and improve business functions. Courses include Communication Skills, Customer Service Skills, Product Knowledge, Sales Strategies and Project Management.

**Commercial Skills:** Training will be provided to all occupations as related to job function to improve production, construction and facility efficiencies. Courses include Maintenance and Repairs, Programmable Logic Controllers, and Welding.

**Computer Skills:** Training will be provided to all occupations to enhance their skills in upgraded internal software systems. Training topics include Autodesk Inventor, Computer-Aided Design and Computer-Aided Machining.

### **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 includes new-hire orientation, sexual harassment prevention, best practices, first-aid, and legal compliance.

### **Trainer Qualifications**

Training for the proposed curriculum will be delivered by in-house specialists from the California Community College system and subject matter experts. Some training may also be provided by experienced trainers who work for participating employers. SCCCD may also use vendors as needed.

### **Training Agency Certification**

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

Community Junior Colleges (ACCJC) of the Western Association of Schools and Colleges (WASC).

### **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.

### **Marketing and Support Costs**

SCCCD's marketing and recruitment efforts include networking, maintaining existing customer relationships, exhibiting at conferences, speaking engagements, attending trade shows, working with area Workforce Investment Boards, telemarketing, direct mailing and creating partnerships with area employers. Staff recommends 8% support costs to fund marketing efforts and the recruitment of additional participating employers.

### **Training Coordinator**

SCCCD assisted with need assessments and has a full-time training coordinator with the assistance of two support staff dedicated to administering the training program. SCCC has also contracted with Sierra Consulting Services to help administer this project. The training coordinator assisted with project administration.

### **High Unemployment Area**

All trainees work in High Unemployment Areas (HUA), with unemployment exceeding the state average by 25%. SCCC is requesting a wage modification for 10 trainees in Job Number 1 from \$18.34 per hour to \$14.65 per hour.

## **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
ET19-0270	110,088	10/8/18 – 10/7/20	57	39	36

Based on ETP Systems, 4,164 reimbursable hours have been tracked for potential earnings of \$108,261 (98% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through June of this year.

## **DEVELOPMENT SERVICES**

Sierra Consulting Services assisted with development for a flat fee of \$6,800.

## **ADMINISTRATIVE SERVICES**

Sierra Consulting Services 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/ ELearning Hours**

8-200 Trainees may receive any of the following:

**BUSINESS SKILLS**

- + Business Fundamentals
- + Change Management
- + Collaboration
- + Communication Skills
- + Conflict Management
- + Customer Service Skills
- + Leadership
- + Marketing Techniques
- + Planning, Organizing and Goal Setting
- + Product Knowledge
- + Sales Strategies
- + Time and Priority Management

**COMMERCIAL SKILLS**

- + A/C Systems
- + Automation Systems
- + Electrical Systems
- + Electronics
- + Emissions
- + Hydraulics
- + Information Systems Applications
- + Instrumentation
- + Inventory Control
- + Machining
- + Maintenance and Repairs
- + Motor Control
- + Occupational Health & Safety
- + Original Equipment Manufacturers and OEM Equipment
- + Plans & Specifications
- + Programmable Logic Controllers
- + Quality Assurance
- + Refrigeration, Components and Repair
- + Safety/Hand Tools
- + Warehousing
- + Welding

**COMPUTER SKILLS**

- + Autodesk Inventor
- + Computer-Aided Design
- + Computer-Aided Machining
- + Computer Concepts
- + CNC Programming/Operating
- + HAAS CNC Programs
- + MasterCam
- + Microsoft Office (Intermediate/Advanced)

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: State Center Community College District

CCG No.: ET20-0362

Reference No: 20-0195

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Ardagh Group

Address: 24441 Ave. 12

City, State, Zip: Madera, CA 93637

Collective Bargaining Agreement(s): Glass, Molders, Plastics Local 254 and United Steelworker

Estimated # of employees to be retrained under this Agreement: 9

Total # of full-time company employees worldwide: 23,000

Total # of full-time company employees in California: 499

Company: Azteca Milling L.P.

Address: 23865 Ave. 18

City, State, Zip: Madera, CA 93638

Collective Bargaining Agreement(s): United Food and Commercial Workers International Union 8 - Golden State

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

Total # of full-time company employees worldwide: 1,000

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

Company: BETTS

Address: 2843 South Maple Ave.

City, State, Zip: Fresno, CA 93725

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 550

Total # of full-time company employees in California: 350

Company: JBT FoodTech

Address: 2300 W. Industrial Ave.

City, State, Zip: Madera, CA 93637

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 27

Total # of full-time company employees worldwide: 3,300

Total # of full-time company employees in California: 500

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: State Center Community College District

CCG No.: ET20-0362

Reference No: 20-0195

Page 2 of 3

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Lyons Magnus

Address: 3158 E. Hamilton Ave.

City, State, Zip: Fresno, CA 93702

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 850

Total # of full-time company employees in California: 550

Company: Merced Screw Products

Address: 1861 Grogan Ave.

City, State, Zip: Merced, CA 95341

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 50

Total # of full-time company employees in California: 1,500

Company: NDS

Address: 851 N. Harvard Ave.

City, State, Zip: Lindsay, CA 93247

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 6

Total # of full-time company employees worldwide: 7,400

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

Company: O'Neill Vintners & Distillers

Address: 8418 S. Lac Jac Ave.

City, State, Zip: Parlier, CA 93648

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 9

Total # of full-time company employees worldwide: 205

Total # of full-time company employees in California: 185



## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: State Center Community College District

CCG No.: ET20-0362

Reference No: 20-0195

Page 3 of 3

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Old Castle Enclosure Solutions

Address: 801 Pine Street

City, State, Zip: Madera, CA 93637

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 6

Total # of full-time company employees worldwide: 500

Total # of full-time company employees in California: 115

Company: Producers Dairy Foods, Inc.

Address: 250 E. Belmont Ave.

City, State, Zip: Fresno, CA 93701

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 6

Total # of full-time company employees worldwide: 505

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

Company: Wawona Frozen Foods

Address: 2202 S. Cedar Ave.

City, State, Zip: Fresno, CA 93725

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 6

Total # of full-time company employees worldwide: 400

Total # of full-time company employees in California: 400



## Training Proposal for:

**WD-40 Company**

**Contract Number: ET21-0100**

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** San Diego

**Analyst:** K. Hernandez

### PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 127	U.S.:191	Worldwide: 511	
<u>Turnover Rate:</u>	1%			
<u>Managers/Supervisors:</u> (% of total trainees)	12%			

### FUNDING DETAIL

<b>In-Kind Contribution:</b>
\$555,746

<b>Total ETP Funding</b>
\$123,165

**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, Mgt. Skills	119	8-200	0	\$1,035	\$18.34
				Weighted Avg: 45			

**Minimum Wage by County:** Job Number 1: \$18.34/hr. 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

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
Finance/Accounting Staff		21
Human Resources Staff		7
Information Technology Staff		11
Legal Staff		4
Management		14
Marketing/Innovation Staff		26
Quality Staff		2
Research & Development Staff		1
Sales Staff		13
Supply Chain/Operations Staff		20

**INTRODUCTION**

Founded in 1953 and headquartered in San Diego, WD-40 Company (WD-40) ([www.wd40company.com](http://www.wd40company.com)) is a global consumer products company that sells its products in 176 countries and leverages a contract manufacturing model, contracting with long-term partners to produce and deliver finished goods. The WD-40 liquid concentrate is a trade secret protected through a multi-step manufacturing process whereby no single facility produces the entire finished product. Although most commonly associated with its flagship product, WD-40 is a manufacturer of an ever-growing list of chemical maintenance products that include lubricants, penetrants, degreasers, corrosion inhibitors, and household cleaners. WD-40's customer base has expanded due to its growth in product offerings and global distribution. These customers include: retail outlets of various types (big box, grocery, hardware, convenience, and auto), distributors for industrial channels, online retailers (Amazon and EBay), and wholesale sellers that sell its products to other businesses.

## Veterans Program

Although there is no dedicated Veterans job number, the WD-40 Company attends Veterans job fairs and sends job openings to specialty organizations who help Veterans transition to civilian positions. In addition, efforts are made to target veterans for roles in which their background will be specifically valuable, such as Quality, Sales, Operations and Supply Chain. In addition, the WD-40 Company Foundation has made annual contributions to the Workshop for Warriors, which is a 16-week skilled trade training program. The company has published content in Military Magazine on ways veterans can successfully transition from military to civilian work.

## PROJECT DETAILS

The WD-40 brand is known worldwide for its versatile problem solving products and culture meant to optimize business processes. In order to keep delivering on their core competencies WD-40 has invested in the Microsoft Dynamic platform which is an Enterprise Resource Planning (ERP) system designed to replace a legacy system that cannot expand to accommodate the Company's global growth. The new ERP system will integrate all business processes (budgeting, forecasting, financial reporting and business intelligence) which will enable the flow of data between departments to be much more efficient. In addition, the new ERP system will help the company increase profit margins on products via automated business processes and database management. Likewise, the new ERP system will optimize access to global markets while increasing the analytics associated with sales, marketing costs, budgeting, SKU rationalization and compensation management. Thus, the majority of training will be delivered to the Finance/Accounting Staff, Sales Staff, Quality Staff, and Supply Chain/Operations Staff focused on Computer Skills.

Furthermore, WD-40 plans to increase sales and gain market share by leading the industry in innovative products and digital sales. The Company is consistently introducing new products into the market which requires employees, strategic partners/customer base, and end-users to be knowledgeable about the technical performance of each product. WD-40 must train employees on category strategy and line management for new products at the retail level, which will increase sales and profit margins for its strategic partners/customer base and distributors. The Company's training is designed to improve employees' sales skills focused on Brand Awareness, Product Knowledge, and Presentation Skills. In addition, WD-40 is making multi-year investments in E-commerce tools & platforms to increase web-based sales and marketing channels that are more important now than ever as the brick & mortar retail landscape changes after the COVID crisis. In order for E-commerce sales to increase as part of total sales the majority of training will be delivered to Marketing/Innovation Staff and Sales Staff focused on Business Skills.

## Training Plan

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

**Business Skills:** Training will be provided to all occupations focused on Learning Laboratory and Tribology.

**Computer Skills:** Training will be provided to Finance/Accounting Staff, Human Resources Staff, Quality Staff, and Supply Chain/Operations Staff focused on ERP (Microsoft Dynamics) System Implementation.

**Management Skills:** Training will be provided to Management focused on Global Tribal Learning Program and Leadership Laboratory.

**Commitment to Training**

WD-40's annual training budget is approximately \$300,000 which includes Learning Laboratory, Global Tribal Learning Program and Leadership Laboratory. 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

WD-40 is ready to begin the training plan upon approval. WD-40's Director of Global Learning and Development will oversee overall administration of the project. WD-40's Human Resources Department staff will execute the training plan and coordinate training to ensure proper record keeping procedures are in place. In addition, the Company retained an administrative subcontractor to assist with administrative duties. Training will be delivered by in-house experts and vendors as needed.

**Alternative Recordkeeping**

WD-40 will be using an approved alternative recordkeeping for E-Learning/Videoconferencing training sessions. The Trainers will submit all training documents upon completion of each training session.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

WD-40 retained RSM US LLP (RSM) in San Diego to assist with development for a flat fee of \$6,000.

**ADMINISTRATIVE SERVICES**

WD-40 also retained RSM to perform administrative services for an amount not to exceed 13% of payment earned.

**TRAINING VENDORS**

To Be Determined

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

8-200 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Learning Laboratory
  - Competency Lab
  - Critical Thinking
  - Faculty Lab
    - Presentation Skills
    - Talent Development
  - Managing Performance
  - Organizational Leadership
  - Relationship Building
  - Self-Leadership
    - Being Resourceful
    - Business Process Improvement
    - Nimble Learning
    - Project Leadership
    - Situational Adaptability
- Tribology
  - Brand Awareness
  - Product Knowledge
  - Sales and Marketing

**COMPUTER SKILLS**

- ERP System Implementation (Microsoft Dynamics)

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

- Global Tribal Learning Program
  - Neuroscience of Stress and Motivation
  - New Business Opportunities
- Leadership Laboratory
  - Competency Lab
  - Critical Thinking
  - Faculty Lab
    - Presentation Skills
    - Talent Development
  - Managing Performance
  - Organizational Leadership
  - Relationship Building
  - Self-Leadership for Managers
    - Being Resourceful
    - Business Process Improvement
    - Nimble Learning
    - Project Leadership
    - Situational Adaptability

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:

**Alliance Environmental Holdings, LLC**

**Contract Number: ET21-0101**

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** M. Reeves

### PROJECT PROFILE

Contract Attributes:	SET Retrainee Job Creation Initiative Veterans HUA Priority Rate	Industry Sector(s):	Services (G) Waste Management (56)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, San Diego, Imperial, Ventura, San Luis Obispo, Fresno, Santa Clara, Santa Cruz, Sacramento, Solano	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: 500	U.S.:522	Worldwide: 522
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

### FUNDING DETAIL

<b>In-Kind Contribution:</b>
\$695,335

<b>Total ETP Funding</b>
\$436,172

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Imp., HazMat, Hazwoper, OSHA 10/30, PL-Comm. Skills	430	8-200	0	\$851	\$25.01
				Weighted Avg: 37			
2	Retrainee SET Priority Rate HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Imp., HazMat, Hazwoper, OSHA 10/30, PL-Comm. Skills	12	8-200	0	\$851	*\$15.00
				Weighted Avg: 37			
3	Retrainee SET Priority Rate Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills, Continuous Imp., HazMat, Hazwoper, OSHA 10/30, PL-Comm. Skills	56	8-200	0	\$1,035	*\$15.00
				Weighted Avg: 45			
4	Retrainee SET Priority Rate Job Creation Initiative Veterans	Business Skills, Commercial Skills, Computer Skills, Continuous Imp., HazMat, Hazwoper, OSHA 10/30, PL-Comm. Skills	2	8-200	0	\$1,035	\$15.88
				Weighted Avg: 45			

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



**Minimum Wage by County:** Job Numbers 1 (SET/Priority): \$25.01 per hour Statewide

Job Number 2 (SET/HUA): \$15.00 per hour for Fresno, Imperial, and Santa Cruz counties.

Job Numbers 3 (SET/Job Creation): \$16.67 per hour for Santa Clara County; \$15.88 per hour for Los Angeles County; \$15.33 per hour for Orange County; \$15.20 per hour for San Diego County; and \$15.00 per hour for all other counties.

Job Number 4 (SET/Job Creation/Veterans): \$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 \$2.50 per hour for Job Numbers 1 - 4 may be used to meet the Post-Retention Wage respective to above Minimum Wage requirement per Job Number.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1 (SET/Priority)</b>		
Production Staff/Operator		90
Lead		75
Administrative Staff		65
Technician		198
<b>Job Number 2 (SET/HUA)</b>		
Production Staff/Operator		2
Lead		2
Administrative Staff		5
Technician		3
<b>Job Number 3 (SET/Job Creation)</b>		
Production Staff/Operator		7
Lead		7
Administrative Staff		9
Technician		33
<b>Job Number 4 (SET/Job Creation - Veterans)</b>		
Technician		2

## **INTRODUCTION**

Founded in 1995 and headquartered in Azusa, Alliance Environmental Holdings, LLC (Alliance) ([www.alliance-enviro.com](http://www.alliance-enviro.com)) is an environmental remediation company that provides asbestos removal, mold remediation, demolition, duct and hood cleaning, structural pasteurization, trauma cleanup, and house cleanup/safety services. Customers include insurance carriers, real estate

and lending institutions, restoration specialists, construction companies, government agencies, school districts, private industry, and homeowners.

Alliance has multiple locations in California, as well as offices in Arizona and Nevada. The training outlined in this proposal will be conducted at Alliance headquarters and branch locations in Azusa, Sacramento, Fresno, El Centro, San Luis Obispo, Fairfield, Simi Valley, San Jose, Aptos, San Diego, and Stanton.

### **Veterans Program**

Alliance employs Veterans through its normal hiring practices (Job Numbers 1 and 2). It also plans to continue to hire Veterans in this proposal (Job Number 4) with a higher starting wage.

### **PROJECT DETAILS**

As a provider of demolition, remediation, and abatement services, Alliance takes the health and safety of its workers seriously. This specialized line of work is heavily regulated due to safety concerns and requires extensive training. In addition to the Company's normal comprehensive training practices, the Coronavirus (COVID-19) pandemic requires Alliance to establish an additional layer of safety prevention measures. Alliance must implement new best practices for workers at all locations and jobsites which commonly include occupied office buildings, residential dwellings, and other structures. The Company believes the proposed training will help mitigate the hazards that workers encounter.

In addition to technical skills training and new COVID-19 related protocols, Alliance will also be upgrading its customer relationship management (CRM) system to enhance business in the areas of customer interaction, sales analysis, workflow, accounting, report generation, and data management. This upgrade will involve migrating existing data to new accounting and client management systems. Computer systems training will help Alliance operate more effectively and efficiently at all levels of the organization.

Alliance has a strong training infrastructure in place through its own OPM Training Center. Therefore, the Company is confident that it will be able to successfully achieve the training goals outlined in this proposal.

### **Retrainee - Job Creation**

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

Alliance has added more than 100 employees in the last two years due to business demand, and the Company plans to continue expanding its business capacity over the next two years. The Company will hire 58 new employees (Job Numbers 3 & 4) across all occupations. In addition to increasing business capacity throughout the state, the Company also plans to open a new facility in Azusa to accommodate new employee growth. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

### **Training Plan**

Training will be delivered via Class/Lab, E-Learning, and Productive Lab at the aforementioned Alliance locations and client jobsites in California.

**Business Skills:** Training will be offered to all occupations. Training will focus on communication, customer relations, and project management skills.

**Commercial Skills:** Training will be offered to Production Staff/Operators, Leads, and Technicians. These modules will cover industry-specific technical and safety skills including air quality management, hazard recognition, equipment operation, lead and mold abatement, site clearing, power washing, and environmental cleaning procedures.

**Computer Skills:** Training will be offered to all occupations. Training will equip workers with the proficiency to utilize various business software solutions to perform tasks more efficiently.

**Continuous Improvement:** Training will be offered to all occupations. Training will focus on process improvement and problem solving techniques designed to enhance the Company's operational efficiency.

### **Certified Safety Training**

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

## **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 must be dedicated to training delivery during all hours of training.

PL training will allow Alliance to provide hands-on instruction in a productive environment that cannot be adequately replicated in a classroom setting. Approximately 50-75 new and incumbent Technicians will receive up to 60 hours of PL-Commercial Skills training. This training will help workers achieve the technical competencies needed to perform their jobs with the highest level of safety and efficiency.

PL training will include the use of air monitoring pumps, lead sampling equipment, dust monitors, field computers, testing equipment, sample containers, and commercial drafting tools. Training will be delivered by qualified instructors with several years of experience in hazardous materials (asbestos, lead, mold) abatement and management. The trainer-to-trainee ratio will be 1:1.

## **Safety Training Limitation**

Safety is intrinsic to the nature of Alliance's business; therefore, the Company is not subject to the Safety Training limitation per trainee.

## **Special Employment Training (SET)**

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

### **➤ Wage Modifications SET Priority Industry and SET HUA**

For trainees employed in a Priority Industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$33.34 to \$25.01). Alliance is requesting the SET/Priority wage modification for the trainees in Job Numbers 1.

The 12 trainees in Job Number 2 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by 25%. The Company's locations in Fresno, Imperial, and Santa Cruz counties are in an HUA. These trainees qualify for the ETP Minimum Wage rather than the statewide average hourly wage. The Panel may modify the ETP Minimum Wage for these trainees by up to 25%, if post-retention wages exceed the start-of-training wages. Alliance is requesting the HUA wage modification from \$18.34 to \$15.00 per hour for the trainees in Job Number 3.

## **Commitment to Training**

Alliance spends an estimated \$85,000 on training annually per facility in California. Company training covers management training, First Aid/CPR, California lien laws, and sexual harassment prevention. Safety training is provided in accordance with all pertinent requirements under state and federal law.

### **➤ Training Infrastructure**

Alliance's Training Director will oversee administration of this project. Branch Managers at each location will assist with scheduling, delivering, and documenting training. Training will be coordinated through Alliance's OPM Training Center for all locations in California. Training will be delivered by in-house subject matter experts and training vendors as needed. Alliance has

a training schedule in place and is prepared to commence training upon contract approval. The Company has also retained an outside administrative consultant to assist with ETP administrative requirements.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

Training Funding Source in Seal Beach assisted with development for a flat fee of \$9,500.

### **ADMINISTRATIVE SERVICES**

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

### **TRAINING VENDORS**

To Be Determined

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

8-200 Trainees may receive any of the following:

**BUSINESS SKILLS**

- + Accounting/Paycom
- + Coaching and Communication
- + Contract and Proposal Writing
- + Customer Relations
- + Goal Setting
- + Project Management
- + Report, Presentation and Proposal Writing
- + Risk Management
- + Sales and Presentation Skills
- + Time Management

**COMMERCIAL SKILLS**

- + Air Quality Management District (AQMD) (Fugitive Dust Control)
- + Asbestos Removal/Safety
- + Bed Bugs
- + Blood Borne Pathogens
- + Confined Space/Safety
- + Duct, Hood and Vent Clean Procedures
- + Equipment and Tool Operations
- + Environmental Procedures/Safety
- + Fall Protection
- + Hazard Recognition for Construction
- + Health/Safety Standards
- + Infection Control/Safety
- + Insulation Removal/Installation
- + Job Site Procedures/Safety
- + Lead and Mold Abatement/Remediation
- + Powerwash
- + Silica Procedures
- + Site Clearing
- + Structural Pasteurization
- + Trauma, Meth lab, Hoarding Cleanup
- + Heat Treatment

**COMPUTER SKILLS**

- + Accounting Software (Paycom)
- + Adobe (Acrobat, Dreamweaver, Illustrator, Photoshop; DocuSign)
- + CRM (used to be Saleslogix)
- + Database Management
- + Xactimate for Estimating
- + IT Software (email, server, etc.)
- + Microsoft Office (Intermediate/Advanced), Project

**CONTINUOUS IMPROVEMENT**

- ✚ Process Improvement

**HAZARDOUS MATERIALS**

- ✚ Hazardous material/waste handling
- ✚ Asbestos 32 and 40-hour training, plus 8-hour annual refresher
- ✚ COVID 19
- ✚ Bio Hazard Trauma Scene Cleanup
- ✚ Lead RRP (Renovation, Repair, and Painting)

**HAZWOPER**

- ✚ HAZWOPER Training (40 Hour or 8 Hour Refresher)

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

- ✚ OSHA 10
- ✚ OSHA 30

**Productive Lab (PL) Hours (ratio 1:1)**

0-60

**PL – COMMERCIAL SKILLS**

- ✚ Environmental Monitoring
- ✚ Indoor Air Testing
- ✚ Heat/ThermaPure Installation Remove and Replace
- ✚ Soil Sampling
- ✚ Air Monitoring Sampling
- ✚ Lead Paint Stabilization Sampling

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

Training Proposal for:

**CRI ES, Inc. dba California Rehabilitation Institute, LLC**

**Contract Number: ET21-0103**

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

### PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Medical Skills Training Priority Rate Retrainee SET	Industry Sector(s):	Other (J) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 5,000	U.S.: 47,596	Worldwide: 47,596
<u>Turnover Rate:</u>	4%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

### FUNDING DETAIL

<b>In-Kind Contribution:</b>
\$1,206,856

<b>Total ETP Funding</b>
\$496,432



**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Medical Skills Training Priority Rate SET	Computer Skills, Cont. Imp., MS Clinical with Preceptor, MS Didactic	376	8-200	0-24 Weighted Avg: 44	\$1,012	\$25.01
2	Job Creation Retrainee Medical Skills Training Priority SET	Computer Skills, Cont. Imp., MS Clinical with Preceptor, MS Didactic	56	8-200	0-45 Weighted Avg: 90	\$2,070	\$15.88

**Minimum Wage by County:** Job Number 1 (SET/Priority): \$25.01 per hour.

Job Number 2 (SET/Job Creation): \$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 \$2.50 per hour may be used to meet the Post-Retention Wage in Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Registered Nurse		192
Therapist		114
Therapy Assistant/Aide/Coordinator		40
Pharmacy Technician/Quality & Infection Control Staff		4
Nursing Assistant		16
Case Manager (Frontline)		6
Clinical Liaison		4
<b>Job Number 2 (Job Creation)</b>		
Therapy Assistant/Aide/Coordinator		15
Pharmacy Technician/Quality & Infection Control Staff		6
Nursing Assistant		35

**INTRODUCTION**

Founded in 2013 and located in Century City in Los Angeles County, CRI ES, Inc. dba California Rehabilitation Institute, LLC (CRI) ([www.californiarehabinstitute.com](http://www.californiarehabinstitute.com)) is a subsidiary of Select Medical of Mechanicsburg, Pennsylvania. CRI is accredited by both the Joint Commission

Accredited and the Commission on Accreditation of Rehabilitation Facilities. With 138 all-private-rooms and a partnership of Cedars-Sinai, UCLA Health and Select Medical, CRI provides advanced acute inpatient care to patients recovering from a stroke, spinal cord injury, brain injury, orthopedic injury, neuromuscular illness, cancer and other medical conditions. Patients receive intensive therapy and care of up to 100 days with an average of 15 days. The Company's services, facilities, and staff are available 24/7.

CRI bridges the gap between the critical care units and the medical/surgical units of general acute care hospitals. Patients are generally referred from short term, acute care hospitals. The major reason being, the average hospital is not designed to accommodate the demands of patients requiring catastrophic rehabilitation. The facility services depend on interdisciplinary teams that provide a coordinated, comprehensive treatment approach to a wide range of neurological, orthopedic, pulmonary and complex medical conditions of patients who either need more acute care for their recovery, rehabilitation from severe trauma, or are not ready to return home, or be transferred to a lower level of care such as a skilled nursing facility, or sub-acute facility. Its mission is to provide patients with an exceptional patient care experience, help restore their function, improve their quality of life and a safe discharge to the community. This will be CRI's first ETP Contract. The training proposal will target workers at Los Angeles where all training will take place.

### **Veterans Program**

CRI is dedicated to recruiting the best team members to join the Company—including Veterans. In the most recent year 2% of the population who joined the Company were Veterans. Although the Company does not have a Veteran Job Number, it anticipates a similar percentage in this proposal.

### **PROJECT DETAILS**

According to staff, CRI faces many present-day healthcare challenges. This includes increases in medically complex patient population, customers' services, ongoing regulatory changes impacting healthcare industry, optimization of reimbursement model, impact of COVID-19 pandemic, improvement of skills and competencies of its workforce, keeping up with new technology, renewal of accreditation with Brain Injury Specialty certification, and expanding outpatient services. CRI also faces a shortage of registered nurses and medical staff that it hopes to overcome by increasing training and by hiring new nurse graduates and medical staff to fill vacancies. Graduated Registered Nurses need ongoing training to grow their knowledge on procedures and treatments that will improve patient care, reduce errors, contain costs, increase productivity and insure patient safely discharge to the community.

Proposed ETP funds will help CRI deliver formalized training to its workforce and standardize processes and procedures across all departments. Workers will gain the ability to manage complex systems becoming better equipped with added education and skills to remain current with industry standards and requirements to exceed patients' expectations. Overall, training will enable CRI to successfully support its growth while providing superior patient care services, improve clinical outcomes, demonstrate effective management of rapidly changing situations, and ensuring the quality of healthcare practices. As such, CRI plans to invest approximately \$200,000 to build an innovative simulation laboratory and purchase new equipment including medical mannequins, durable medical equipment and computer device.

### **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.

The Company will expand business capacity by hiring new employees. To support the growth of its outpatient rehabilitation unit, The Company will hire 56 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 is scheduled to begin upon approval the week of July 1, 2020 and will be delivered on-site by in-house subject matter experts. Vendors will be identified during the term of the proposed Agreement, if needed. Training will be delivered as Class/Lab, Videoconference, Computer-Based Training (CBT) and Medical Skills (Clinical and Didactic).

**Computer Skills:** This training will be offered to all occupations in the use of Electronic Medical Records software to accurately enter and retrieve patient information regarding patient information, readmission prevention and help maximize reimbursement rate.

**Continuous Improvement:** This training will be offered to all occupations in order to foster improvement in multiple skills such as optimized patient safety; culturally appropriate care; person centered care; new documentation standards; customer service; standard operating procedures; conflict resolution; communication skills; interdisciplinary team skills, and quality improvement.

**Medical Skills (MS):** This training will be offered to all Medical Professionals including 192 Registered Nurses. Trainees will participate in Didactic and Preceptor training, based on the complexity of their patient care responsibilities. Trainees will gain a better understand of advanced clinical processes to ensure competency, maximize patient satisfaction and safety, patient assessment and care, and knowledge of ventilator and specialized care and treatment.

For the MS Preceptor, each trainee will work closely with an assigned trainer to ensure competency in providing hands-on assistance to patients, as well as demonstrate proficiency in performing medical related tasks.

## **Computer-Based Training (CBT)**

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees will receive between 0-45 hours of CBT.

## **Frontline Worker**

CRI will be training frontline Case Manager. These employees are Registered Nurses who actively manage nurses, communicate and interact with patients and family members and are available to provide services at all time. These individuals spend 100% of their time performing frontline work and do not hire, fire, or make company policy. Based on the nature and scope of their job duties, these trainees meet the Panel's definition of frontline workers. As frontline workers, these trainees qualify for SET funding.

## **Commitment to Training**

CRI provides basic new-hire orientation, sexual harassment prevention, safety and hazardous materials training, computer skills, medical equipment training, and in-service training. Most training is delivered via class/lab, video, distance learning and clinical on-the-job training. CRI has a current annual training budget of \$65,000.

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**

CRI has designated a Director of Education and Training Coordinator to oversee ETP training and all administrative responsibilities including scheduling, delivery and documentation of training, and monitor completion of training and retention. The Company has also retained a third party, National Training System to assist with administrative duties including enrollment, data tracking, invoicing, participation in ETP monitoring activities, and compliance with ETP requirements.

**Special Employment Training**

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

➤ **Wage and Retention Modifications**

Trainees in Job Number 1 are employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$33.34 to \$25.01). The Company requests this wage modification of \$25.01 for trainees in Job Number 1.

All trainees in Job Number 2 qualify for the ETP New Hire minimum wage of \$15.88 per hour for Los Angeles County.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

CRI retained National Training Systems, Inc. in Ladera Ranch to assist with development of this proposal for a flat fee of \$19,939.

**ADMINISTRATIVE SERVICES**

CRI also retained National Training Systems, Inc. to perform administrative services in connection with this proposal for a fee not to exceed 10% of payment earned.

**TRAINING VENDORS**

To Be Determined

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

8-200

Trainees may receive any of the following:

**COMPUTER SKILLS**

- Microsoft Office/Excel Skills (Intermediate and Advanced)
- Patient Billing and Accounts Receivable (PBAR) Tracking Skills
- Electronic Medical Records Application Skills
- ICD-10

**CONTINUOUS IMPROVEMENT**

- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Communications Skills
- Conflict Resolution Skills
- CORE Measures
- Crisis Prevention Intervention (CPI)
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Service Skills
- Documentation Skills
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Preceptor Skills (train-the-trainer)
- Performance & Quality Improvement
- Preventing Hospital Readmission
- Team Building Skills
- Utilization Review

**MEDICAL SKILLS TRAINING – CLINICAL with PRECEPTOR**

- High Observation Unit Training
  - Patient Assessment and Care
  - Critical Care Nursing Skills
  - Ventilator & Tracheotomy Care
  - Hemodynamic Monitoring
  - Total Parenteral Nutrition
  - Infection Control
  - COVID-19
- Intensive Care Unit/Critical Care Unit Training
  - Critical Care Nursing Skills
  - Patient Assessment & Care
  - EKG & Cardiac Monitoring
  - Intra-Aortic Balloon Pump (IABP) Therapy
  - Intracranial Pressure Monitoring & Ventriculostomy
  - Hemodynamic Monitoring
  - Pre and Post Operative Care
  - Care of Trauma Patient
  - Management of the Renal Transplant Surgical Patient
  - Ventilator & Tracheotomy Care

- Long Term Care Unit (Subacute, Skilled Nursing, Transitional Care & Hospice)
  - Patient Assessment & Care
  - Geriatric Nursing Skills
  - Med/Surg Nursing Skills
  - Pre and Post Operative Care
  - Orthopedic Nursing Skills
  - Oncology Nursing Skills
  - Hospice Nursing Skills
- Rehabilitation Services Unit Training
  - Patient Assessment & Care
  - Medical/Surgical Nursing Skills
  - Occupational Therapy Skills
  - Physical Therapy Skills
  - Pre and Post Operative Care
  - Post-Orthopedic Surgery Nursing Skills
  - Post-Trauma Injury Nursing Skills
  - Post-Neurological Injury Nursing Skills
  - Speech & Language Pathology Skills
- Telemetry Unit Training
  - Patient Assessment & Care
  - Critical Care Nursing Skills
  - Pre and Post Operative Care
  - Cardiac Rehabilitation
  - Care of the Cardiac Patient
  - Care of Bariatric Patients
  - EKG & Cardiac Monitoring
  - Hemodynamic Monitor
  - Telemetry Nursing Skills

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

- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Advanced Nutrition for Rehabilitation
- Amputee Care
- Arterial Blood Gas (ABG) Interpretation
- Basic Life Support (BLS)
- Body Mechanics
- Cardiac Rehabilitation
- Care of Bariatric Patient
- Care of the Cardiac Patient
- Care of the Neurosurgical Patient
- Care of Patient on the Autism Spectrum
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Conscious Sedation
- COVID-19

- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds and mattresses, etc.)
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- High Observation Unit Training
- Infection Control
- Intravenous (IV) Insertion & Therapy
- Kinetic Therapy
- Laboratory Skills
- Medication Administration & Management
- Moderate Sedation
- Nursing Diagnosis Skills
- Nursing Process Skills
- Occupational Therapy Skills
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
  - Pharmacy Skills
  - Physical Therapy Skills
- PICC Line Insertion
- Prevention of Pressure Ulcers
- Pre and Post Operative Care
- Prosthetic Limb Care
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
  - Shock Prevention and Management
  - Speech & Language Pathology Skills
  - Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Ventilator and Tracheotomy Care
- Wound & Skin Care

**CBT Hours**

0-24 (Job 1)

0-45 (Job 2)

**MEDICAL SKILLS****Module (Registered Nurse)**

- A Guide for the Prevention of Catheter-Associated Urinary Tract Infections (CAUTIs) (30minutes)
- ACT Series: Clinical Compliance (2020) (12minutes)
- ACT Series: General Compliance (2020) (31minutes)
- ACT Series: HIPAA Awareness (2020) (21minutes)
- ACT Series: OSHA Safety (2020) (20minutes)
- Advanced Wound Management Principles (48minutes)
- Antimicrobial Stewardship Program (25minutes)
- Basic Wound Management Principles (20minutes)
- California ATD Exposure Control Plan (IRF 2020) (23minutes)
- EPIC - Downtime 100 (13minutes)
- EPIC - Nurse 100 (200minutes)
- IDDSI: Introduction to Basic Concepts (17minutes)
- INTERVENE for Registered Nurses (10minutes)
- Introduction to Amputee Rehabilitation (40minutes)
- IPR - Introduction to Spinal Cord Injury (SCI) (45minutes)
- IPR - Introduction to Stroke (30minutes)
- IPR - Introduction to Traumatic Brain Injury (TBI) (25minutes)
- IPR - Rehab Services for Children and Adolescents (CARF) (30minutes)
- IRF General Orientation – Nursing (245minutes)
- Medically Complex Series - Cancer Patients (30minutes)
- Medically Complex Series - Cardiopulmonary Patients (40minutes)
- Medically Complex Series - Transplant Patients (30minutes)
- Medically Complex Series - Understanding Lab Values (15minutes)
- NIOSH Hazardous Medication (2020) (15minutes)
- Oral Infection Control 2020 – IPR 1(5minutes)
- Pharmacology Anticoagulants (117minutes)
- PPE Guidelines(12minutes)
- QI Assessment for RN (IRF Initial Rollout 2019) (47minutes)
- Radiation Safety Training (2020) (4minutes)
- Reducing the Risk of Medical Adhesive Related Skin Injury (MARSII)(21minutes)
- Responder 5: Hardware (3minutes)
- Responder 5: Whiteboard(4minutes)
- Risk Assessment and Pressure Injury Prevention (26minutes)
- Roche Accu-Check Inform II Glucometer INITIAL ASSESSMENT Quiz (15minutes)
- Safe Use of Restraints Quiz for IPR New Hires(5minutes)
- Select Medical Water Protocol (SMWP) 2020 – IPR (11minutes)
- Staging Pressure Injuries (23minutes)
- Suicide Prevention (33minutes)



- Support Surfaces Overview (19minutes)
- Wound Assessment (CIRH & IRH) (18minutes)
- Wound Care Digital Documentation Procedures(18minutes)
- ACT Series: Clinical Compliance (2019) (12minutes)
- ACT Series: General Compliance (2019) (31minutes)
- ACT Series: HIPAA Awareness (2019) (21minutes)
- ACT Series: OSHA Safety (2019) (20minutes)
- Advanced Wound Management Principles(48minutes)
- Basic Wound Management Principles(20minutes)
- California ATD Exposure Control Plan (IRF 2020) (23minutes)
- IDDSI: Introduction to Basic Concepts(17minutes)
- INTERVENE for Registered Nurses(10minutes)
- Introduction to Amputee Rehabilitation(40minutes)
- IPR - Introduction to Spinal Cord Injury (SCI)(45minutes)
- IPR - Rehab Services for Children and Adolescents (CARF)(30minutes)
- IPR - Restraint Training(10minutes)
- IRF Mandatory Training - Nursing (IRF 2019) (228minutes)
- Medically Complex Series - Cancer Patients(30minutes)
- Medically Complex Series - Cardiopulmonary Patients(40minutes)
- Medically Complex Series - Transplant Patients(30minutes)
- Medically Complex Series - Understanding Lab Values(30minutes)
- NIOSH Hazardous Medication (2019) (15minutes)
- Oral Infection Control 2020 – IPR(15minutes)
- PPE Guidelines(12minutes)
- QI Assessment for RN (IRF Initial Rollout 2019) (47minutes)
- Radiation Safety Training (2019) (5minutes)
- Reducing the Risk of Medical Adhesive Related Skin Injury (21minutes)
- Risk Assessment and Pressure Injury Prevention(26minutes)
- Roche Accu-Check Inform II Glucometer INITIAL ASSESSMENT Quiz(15minutes)
- Safe Use of Restraints - IPR 2020(17minutes)
- Select Medical Water Protocol (SMWP) 2020 – IPR(11minutes)
- Staging Pressure Injuries(23minutes)
- Suicide Prevention(23minutes)
- Support Surfaces Overview(19minutes)
- Wound Assessment (CIRH & IRH) (18minutes)
- Wound Care Digital Documentation Procedures(18minutes)

#### **Module (Case Manager)**

- ACT Series: Clinical Compliance (2019) (12minutes)
- ACT Series: General Compliance (2019) (31minutes)
- ACT Series: HIPAA Awareness (2019) (21minutes)
- ACT Series: OSHA Safety (2019) (20minutes)
- California ATD Exposure Control Plan (IRF 2020) (23minutes)
- California Consumer Protection Act (CCPA)(3minutes)
- EPIC - Case Manager 100 Rehab(106minutes)

- EPIC - Downtime 100(13minutes)
- IDDSI: Introduction to Basic Concepts(17minutes)
- Introduction to Amputee Rehabilitation(40minutes)
- IPR - Introduction to Spinal Cord Injury (SCI) (45minutes)
- IPR - Rehab Services for Children and Adolescents (CARF)(30minutes)
- IPR - Restraint Training(15minutes)
- IRF Mandatory Training - Clinical Staff (MT IRF 2019) (140minutes)
- Medically Complex Series - Cancer Patients(30minutes)
- Medically Complex Series - Cardiopulmonary Patients(40minutes)
- Medically Complex Series - Transplant Patients(30minutes)
- QI: Introduction (IRF Rollout 2019) (10minutes)
- Safe Use of Restraints - IPR 2020(17minutes)
- Suicide Prevention Basics(17minutes)
- Module (Case Manager)
- ACT Series: Clinical Compliance (2020) (12minutes)
- ACT Series: General Compliance (2020) (31minutes)
- ACT Series: HIPAA Awareness (2020) (21minutes)
- ACT Series: OSHA Safety (2020) (20minutes)
- California ATD Exposure Control Plan (IRF 2020) (23minutes)
- California Consumer Protection Act (CCPA)(3minutes)
- Case Management Handbook - New Case Managers(10minutes)
- EPIC - Case Manager 100 Rehab(106minutes)
- EPIC - Downtime 100(13minutes)
- IDDSI: Introduction to Basic Concepts(17minutes)
- Introduction to Amputee Rehabilitation(40minutes)
- IPR - Introduction to Spinal Cord Injury (SCI)(45minutes)
- IPR - Introduction to Stroke(30minutes)
- IPR - Introduction to Traumatic Brain Injury (TBI)(25minutes)
- IPR - Rehab Services for Children and Adolescents (CARF)(30minutes)
- IRF General Orientation - Clinical Staff (185minutes)
- Medically Complex Series - Cancer Patients (30minutes)
- Medically Complex Series - Cardiopulmonary Patients(40minutes)
- Medically Complex Series - Transplant Patients(30minutes)
- QI: Introduction (IRF Rollout 2019) (10minutes)
- Responder 5: Whiteboard(4minutes)
- Safe Use of Restraints Quiz for IPR New Hires (5minutes)
- Suicide Prevention Basics(17minutes)

#### **Module (Clinical Liaison)**

- ACT Series: Clinical Compliance (2020) (12minutes)
- ACT Series: General Compliance (2020) (31minutes)
- ACT Series: HIPAA Awareness (2020) (21minutes)
- ACT Series: OSHA Safety (2020) (20minutes)
- California ATD Exposure Control Plan (IRF 2020) (23minutes)
- California Consumer Protection Act (CCPA)(3minutes)

- IDDSI: Introduction to Basic Concepts(17minutes)
- Introduction to Amputee Rehabilitation(40minutes)
- IPR - Clinical Liaison & DBD Orientation(103minutes)
- IPR - Introduction to Spinal Cord Injury (SCI)(45minutes)
- IPR - Introduction to Stroke(30minutes)
- IPR - Introduction to Traumatic Brain Injury (TBI)(25minutes)
- IPR - Rehab Services for Children and Adolescents (CARF)(30minutes)
- IRF General Orientation - Clinical Liaisons(207minutes)
- Medically Complex Series - Cancer Patients(30minutes)
- Medically Complex Series - Cardiopulmonary Patients(40minutes)
- Medically Complex Series - Transplant Patients(30minutes)
- Medically Complex Series - Understanding Lab Values(30minutes)
- QI: Introduction (IRF Rollout 2019) (10minutes)
- Radiation Safety Training (2020)4minutes)
- Safe Use of Restraints Quiz for IPR New Hires(5minutes)
- Suicide Prevention Basics(17minutes)
- ACT Series: Clinical Compliance (2019) (12minutes)
- ACT Series: General Compliance (2019) (31minutes)
- ACT Series: HIPAA Awareness (2019) (21minutes)
- ACT Series: OSHA Safety (2019) (20minutes)
- California ATD Exposure Control Plan (IRF 2020) (23minutes)
- California Consumer Protection Act (CCPA)(3minutes)
- IDDSI: Introduction to Basic Concepts(17minutes)
- Introduction to Amputee Rehabilitation(40minutes)
- IPR - Introduction to Spinal Cord Injury (SCI)(45minutes)
- IPR - Rehab Services for Children and Adolescents (CARF)(30minutes)
- IPR - Restraint Training(15minutes)
- IRF Mandatory Training - Clinical Liaisons (MT IRF 2019) (190minutes)
- Medically Complex Series - Cancer Patients(30minutes)
- Medically Complex Series - Cardiopulmonary Patients(40minutes)
- Medically Complex Series - Transplant Patients(30minutes)
- Medically Complex Series - Understanding Lab Values(30minutes)
- QI: Introduction (IRF Rollout 2019) (10minutes)
- Safe Use of Restraints - IPR 2020(17minutes)
- Suicide Prevention Basics(17minutes)

#### **Module (Nursing Assistant)**

- ACT Series: Clinical Compliance (2020) (12minutes)
- ACT Series: General Compliance (2020) (31minutes)
- ACT Series: HIPAA Awareness (2020) (20minutes)
- ACT Series: OSHA Safety (2020) (22minutes)
- ACT Series: Select Medical Code of Conduct(23minutes)
- California ATD Exposure Control Plan (IRF 2020) (13minutes)
- EPIC - Downtime 100) (45minutes)

- EPIC - Nursing Assistant 100(17minutes)
- IDDSI: Introduction to Basic Concepts(10minutes)
- INTERVENE for Nursing Assistants(40minutes)
- Introduction to Amputee Rehabilitation(35minutes)
- Introduction to Wound Prevention: NA, RT and Therapy(45minutes)
- IPR - Introduction to Spinal Cord Injury (SCI)(30minutes)
- IPR - Introduction to Stroke(30minutes)
- IPR - Introduction to Traumatic Brain Injury (TBI)(25minutes)
- IPR - Rehab Services for Children and Adolescents (CARF)(30minutes)
- IPR - Safety and the Nursing Assistant(15minutes)
- IRF General Orientation - Rehab & Nursing Assistant(203minutes)
- Oral Infection Control 2020 – IPR(15minutes)
- PPE Guidelines(12minutes)
- QI: Introduction (IRF Rollout 2019) (10minutes)
- Radiation Safety Training (2020) (4minutes)
- Responder 5: Hardware(3minutes)
- Responder 5: Whiteboard(4minutes)
- Safe Use of Restraints Quiz for IPR New Hires(5minutes)
- Select Medical Water Protocol (SMWP) 2020 – IPR(11minutes)
- Suicide Prevention Basics(17minutes)
- Support Surfaces Overview(19minutes)
- ACT Series: Clinical Compliance (2019) (12minutes)
- ACT Series: General Compliance (2019) (31minutes)
- ACT Series: HIPAA Awareness (2019) (21minutes)
- ACT Series: OSHA Safety (2019) (20minutes)
- California ATD Exposure Control Plan (IRF 2020) (23minutes)
- EPIC - Downtime 100(13minutes)
- EPIC - Nursing Assistant 100(45minutes)
- IDDSI: Introduction to Basic Concepts(17minutes)
- INTERVENE for Nursing Assistants(10minutes)
- Introduction to Amputee Rehabilitation(40minutes)
- Introduction to Wound Prevention: NA, RT and Therapy(35minutes)
- IPR - Introduction to Spinal Cord Injury (SCI)(45minutes)
- IPR - Rehab Services for Children and Adolescents (CARF)(30minutes)
- IPR - Restraint Training(15minutes)
- IPR - Safety and the Nursing Assistant(15minutes)
- IRF Mandatory Training - Rehab & Nursing Assistant (190minutes)
- Oral Infection Control 2020 – IPR(15minutes)
- PPE Guidelines(12minutes)
- QI: Introduction (IRF Rollout 2019) (10minutes)
- Radiation Safety Training (2019) (4minutes)
- Safe Use of Restraints - IPR 2020(17minutes)
- Select Medical Water Protocol (SMWP) 2020 – IPR(11minutes)

- Suicide Prevention Basics(17minutes)
- Support Surfaces Overview(19minutes)

### **Module (Therapist/Aide/Coordinator/Pharmacy Technician/QC Staff)**

- ACT Series: Clinical Compliance (2020) (12minutes)
- ACT Series: General Compliance (2020) (31minutes)
- ACT Series: HIPAA Awareness (2020) (21minutes)
- ACT Series: OSHA Safety (2020) (20minutes)
- California ATD Exposure Control Plan (IRF 2020) (23minutes)
- EPIC - Downtime 100(13minutes)
- EPIC - Reporting 100(11minutes)
- EPIC - Therapy 100 Rehab(90minutes)
- EPIC - Therapy Scheduling 100(32minutes)
- IDDSI: Introduction to Basic Concepts(17minutes)
- Introduction to Amputee Rehabilitation(40minutes)
- Introduction to Vision(39minutes)
- Introduction to Wound Prevention: NA, RT and Therapy(35minutes)
- IPR - Introduction to Spinal Cord Injury (SCI)(35minutes)
- IPR - Introduction to Stroke(45minutes)
- IPR - Introduction to Traumatic Brain Injury (TBI)(25minutes)
- IPR - Rehab Services for Children and Adolescents (CARF)(30minutes)
- IRF General Orientation – Rehab(199minutes)
- Medically Complex Series - Cancer Patients(30minutes)
- Medically Complex Series - Cardiopulmonary Patients(40minutes)
- Medically Complex Series - Transplant Patients(30minutes)
- Oral Infection Control 2020 – IPR(15minutes)
- PPE Guidelines(12minutes)
- QI Assessment for OT (IRF Initial Rollout 2019) (60minutes)
- Quality Therapy Documentation (IRF 2020) (20minutes)
- Radiation Safety Training (2020) (4minutes)
- Responder 5: Whiteboard(4minutes)
- Safe Use of Restraints Quiz for IPR New Hires(5minutes)
- Select Medical Water Protocol (SMWP) 2020 – IPR(11minutes)
- Suicide Prevention Basics(17minutes)
- Support Surfaces Overview(19minutes)
- ACT Series: Clinical Compliance (2019) (12minutes)
- ACT Series: General Compliance (2019) (31minutes)
- ACT Series: HIPAA Awareness (2019) (21minutes)
- ACT Series: OSHA Safety (2019) (20minutes)
- California ATD Exposure Control Plan (IRF 2020) (23minutes)
- IDDSI: Introduction to Basic Concepts(17minutes)
- Introduction to Amputee Rehabilitation(40minutes)
- Introduction to Vision(39minutes)
- Introduction to Wound Prevention: NA, RT and Therapy(35minutes)
- IPR - Introduction to Spinal Cord Injury (SCI)(45minutes)

- IPR - Rehab Services for Children and Adolescents (CARF)(30minutes)
- IPR - Restraint Training(15minutes)
- IRF Mandatory Training - Rehab (MT IRF 2019) (190minutes)
- Medically Complex Series - Cancer Patients(30minutes)
- Medically Complex Series - Cardiopulmonary Patients(40minutes)
- Medically Complex Series - Transplant Patients(30minutes)
- Oral Infection Control 2020 – IPR(15minutes)
- PPE Guidelines(12minutes)
- QI Assessment for OT (IRF Initial Rollout 2019) (60minutes)
- Quality Therapy Documentation (IRF 2019) (20minutes)
- Radiation Safety Training (2019) (4minutes)
- Safe Use of Restraints - IPR 2020(17minutes)
- Select Medical Water Protocol (SMWP) 2020 – IPR(11minutes)
- Suicide Prevention Basics(17minutes)
- Support Surfaces Overview(19minutes)

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:

**Procore Technologies, Inc.**

**Contract Number: ET20-0357**

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** M. Pacerelli

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Services (G) Information / Multi Media (51) Construction (23)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Barbara, Los Angeles, Alameda, 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: 954	U.S.: 1,873	Worldwide: 2,073
<u>Turnover Rate:</u>	4%		
<u>Managers/Supervisors:</u> (% of total trainees)	3%		

### FUNDING DETAIL

<b>In-Kind Contribution:</b>
\$903,936

<b>Total ETP Funding</b>
\$649,704

**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	Busines Skills, Computer Skills	524	8-200	0	\$736	\$19.00
				Weighted Avg: 32			
2	Retrainee Job Creation Priority Rate	Busines Skills, Computer Skills	205	8-200	0	\$1,288	\$19.00
				Weighted Avg: 56			

**Minimum Wage by County:** Job Number 1: \$18.34 for Santa Barbara and San Diego Counties; \$19.05 for Los Angeles County, and \$20.00 for Alameda County. Job Number 2: \$15.00 for Santa Barbara County; \$15.88 for Los Angeles County, \$15.20 in San Diego County, and \$16.67 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

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
Marketing Staff		106
Sales Staff		82
Software Engineer		36
Information Technology Staff		18
Customer Success Staff		181
Finance Staff		15
Business Analyst		12
Operations Staff		105
Administrator		10
Product Specialist		130
Human Resources Staff		12
Manager/Supervisor		22



## **INTRODUCTION**

Founded in 2003, and headquartered in Carpinteria, Procore Technologies, Inc. (Procore) ([www.procore.com](http://www.procore.com)) is a construction management software company. With an award-winning suite of project management tools, over a million registered Procore users across the globe manage all types of construction projects including industrial plants, office buildings, apartment complexes, university facilities and retail centers.

Procore has locations in California, Texas, Minnesota, Oregon, New York, Canada, United Kingdom, Mexico and Australia. The proposed training will be provided to employees in its California locations in Carpinteria, Santa Monica, San Diego, and Alameda.

Procore's mission is to provide construction professionals with the most comprehensive and easy to use project management platform combined with industry leading customer service. Its customer base includes Global Construction Contractors, Regional Construction Contractors, Healthcare Construction, Residential and Multi-Family Developers, Architects and Engineers worldwide. Procore helps users drastically increase project efficiency and accountability by streamlining and mobilizing project communication and documentation. This real time data and accessibility minimizes costly risks and delays, which ultimately boosts profits.

### **Veterans Program**

Procore employs a number of Veterans at its California sites. The Company does not have a formal Veterans outreach program; however, all qualified Veteran candidates are encouraged to apply for positions through the normal company hiring policy.

## **PROJECT DETAILS**

This will be Procore's fourth ETP Contract, and its fourth within the last five years. Prior projects focused on new proprietary software and systems such as Procore Mobile, Procore Drive, CurrentSet, and Procore Construction OS; and strategic initiatives in Construction Knowledge Development and Leadership Skills as well as training of newly-hired employees. Procore's most recent project was designated as Critical Proposal with hiring and training of over 200 newly-created positions in its California facilities.

Procore started with 474 employees in its first project and had since hired and trained over 400 newly-created positions. Procore will continue to create new positions and by 2022, the company projects employment of over 1,000 workers in its California sites. Employees in a new location in Santa Monica will also be trained in this proposal. ETP funding will allow the Company to develop more talented people and continue to grow its footprint in the construction and technology industries. With its rapid growth, there is a need to necessitate the company to get up to speed hundreds of new hires and incumbent workers about the construction industry as well as all its proprietary tools, software, and approaches. Procore continues to expand its products requiring employee training to keep up with the market pace.

In the past, Procore focused primarily on the development of a suite of tools and applications. While the Company continues to build and create great utility among all its tool sets, the Company's biggest shift will be the deep focus on connecting and collaboration of its tool and other non-Procore tools on a new platform, "Procore Platform". This a huge shift not only for its business, but in the competitive landscape of all construction. This is a game changer since its customers will now have the tools to drive an effective collaborative coordination all in one place. Customers will now have the utility and efficiency of being able to access and connect all tools through this platform. This shift has increased the need for training for all employees to

understand all tools of the Procore Platform including how to build, connect, sell, and support.

### **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.

Procore is expanding its business capacity by hiring new employees. To meet customer demand and maintain its market share, Procore will hire 205 new employees (Job Number 2) in Software Engineering, Operations, Marketing and Customer Success. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract.

### **Training Plan**

**Business Skills:** Training will be offered to all occupations which will focus on the Procore Platform. Training will also focus on internal business systems and functionality and will cover a wide range of customer solutions, leadership, sales, marketing, goal setting, and employee/customer engagement. The goal is to create a more efficient business environment and improve quality. Training will also help employees learn the Company’s new and enhanced product and service offerings.

**Computer Skills:** Training will be offered to all occupations. This training will include intermediate and advanced computer software to help trainees work more effectively.

### **Commitment to Training**

ETP funds will not displace the Company’s existing financial commitment to training. The Company’s current California training budget is approximately \$2.5M and covers new-hire orientation, personal enrichment, harassment and abusive behavior prevention, hiring skills, behavioral interviewing, and compensation training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

Procore’s Senior Director of Learning and Development will oversee all aspects of this project and will lead a team of 18 members (coaches, people developers, curriculum designers, program managers, coordinators, construction educators, and cultural ambassadors). The team will provide training and manage internal project administration. An outside administrative consultant has also been retained to ensure that all training records meet ETP compliance.

### **Learning Management System**

Procore uses Cornerstone Learning Management System to manage all training hours for employees. The system meets all ETP requirements and has been approved by staff to be used for ETP 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
ET19-0209	\$899,808	09/04/18 - 09/03/20	918	918	640

Based on ETP Systems, 35,835 reimbursable hours have been tracked for potential earnings of \$899,908 (100% of approved amount). All retention is expected to be completed by June 2020.

**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-0018	Carpinteria, San Francisco, San Diego	07/01/17 – 06/30/19	\$899,728	\$899,728 (100%)
ET17-0213	Carpinteria, San Francisco, San Diego	08/17/16 - 08/16/18	\$249,820	\$249,820 (100%)

**DEVELOPMENT SERVICES**

Procore retained Glendale Community College Professional Development Center (PDC) in Montrose to assist with the development of this proposal at no cost.

**ADMINISTRATIVE SERVICES**

Procore also retained PDC to perform administrative services in connection with this proposal for a fee not to exceed 11% of payment earned.

**TRAINING VENDORS**

To Be Determined

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

8-200

Trainees may receive any of the following:

**COMPUTER SKILLS**

- 7Geese
- Airebrake
- Aireserver
- Bridge
- Bugsnag
- Coding for Non-Technical People
- Concur
- Confluence
- Cornerstone
- EcrionXF
- Fullstory
- Google Suite
- GoToMeeting
- GoToWebinar
- Human Resources Software
- Java script
- Jira
- Kapost
- Microsoft Excel (int. & Adv.)
- Mindtouch
- Mobile Devices
- Network
- New Relic
- Okta
- Phaseexpress
- ProjectTango
- Ruby of Rails
- Salesforce
- Seismec
- Semaphore
- Sendgrid
- Skilljar
- Skuid
- Slack
- Smanage
- Smart Sheets
- Snagit
- Softphone
- Software Advice
- Talkdesk
- Tout
- Travisci
- WalkMe

- Workday
- Zendesk
- Zoom

**BUSINESS SKILLS**

- Procore Platform
- 7 Habits of Highly Effective People
- Building a Rock-Solid Team
- Business Communications
- Business Financial Statement
- Business Systems
- Business Writing
- Change Management
- Coaching Skills
- Collaboration
- Communication Skills
- Compensation and Motivation
- Conflict Resolution
- Construction 101
- Construction OS Continuous Learning
- Construction Personas
- Crucial Conversations
- Customer Service
- Customer Success
- Defusing Emotionally Charged
- Dispute Resolution
- Diversity as a Business Advantage
- Emotional Intelligence
- Employee/Customer Engagement
- Engineering Continuous Learning
- Finance Continuous Learning
- Financial Tools
- Fish! Individual and Team Motivation
- Foundations of Construction
- Framing Up Coaching
- Goal Setting
- High Impact Hiring
- Holding All the ACES
- Interviewing Skills
- Leadership Boot Camp
- Leadership Development Suite
- Leading Meetings
- Marketing
- Mediation
- Negotiation Skills
- New Hire Orientation
- New Leader Assimilation
- New Manager Training
- People Team Continuous Learning
- Performance Management
- Presenting with Impact
- Product Continuous Learning

- Project Management
- Quality and Safety Tools
- Resilience
- Saas Business
- Sales
- Situational Leadership II
- StandOut Strengths
- Straight Talk
- Strengths Finder
- Team Engagement
- Time Management
- Transitioning to Leadership
- Unconscious Bias Training
- Understanding Procore

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



**Training Proposal for:**  
**Walsh Construction Company II, LLC**

**Contract Number: ET21-0105**

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** E. Wadzinski

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Riverside, San Diego, Contra Costa	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Southwest Regional Council of Carpenters Locals 213, 562, 619, 661, 714, 721, 805, 909, 951 and 1607; Carpenters 46 Northern California Counties Conference Board; and Laborers' International Union of North America Local 652		
Number of Employees in:	CA: 800	U.S.: 8,265	Worldwide: 8,265
<u>Turnover Rate:</u>	9%		
<u>Managers/Supervisors:</u> (% of total trainees)	9%		

**FUNDING DETAIL**

In-Kind Contribution:
\$1,096,961

Total ETP Funding
\$499,928

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Comm'l. Skills, Computer Skills, HAZWOPER, OSHA 10/30	572	8-200	0	\$874	\$18.34
				Weighted Avg: 38			

**Minimum Wage by County:** \$20.00/hr. in Contra Costa County; and \$18.34/hr. in Riverside and San Diego counties

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Foreman		35
Construction Support Staff		327
Estimators/Preconstruction		3
Engineers		54
Project Managers		100
Superintendents/Managers		53

**INTRODUCTION**

Founded in 1898, Walsh Construction Company II, LLC (Walsh) ([www.walshgroup.com](http://www.walshgroup.com)) is a fourth-generation, family-owned business comprised of three companies that specialize in design and build, and construction management projects. Headquartered in Chicago, Illinois, the Company operates 20 regional offices across North America, three of these offices are located in California. Training will be provided to employees of Walsh in Corona and Concord; as well as employees of its affiliate, Archer Western Construction, LLC (Archer Western) located in San Diego. This is Walsh's first ETP Contract.

Walsh's California based offices specialize in overseeing construction management and service clients in a variety of industries. The Company has undertaken large, complex projects, fostering innovation, embracing emerging technologies, and making a difference for their clients, employees and community. Most of the Company's projects involve utilizing both public and private partnerships on projects, including roads and bridges, water treatment facilities, airports, correctional facilities, government office buildings, healthcare and mass transit/rail. Recent Walsh projects include the LAX modernization, projects awarded by the U.S. Army Corps of Engineers,



Northwestern University campus and the Veterans Affairs Ambulatory Care Center in Loma Linda. California is the newest growth area for the Walsh.

### **Veterans Program**

Although there is no designated job number, Walsh employs Veterans sent to them by the Unions, and when an opportunity arises.

### **Union Support**

Construction Support Staff are represented by Southwest Regional Council of Carpenters Locals 213, 562, 619, 661, 714, 721, 805, 909, 951 and 1607; Carpenters 46 Northern California Counties Conference Board; and Laborers' International Union of North America Local 652. The Unions have submitted letters of support for this training project.

### **PROJECT DETAILS**

The construction industry is constantly changing. Walsh's current business needs include industry changes, recent business growth, new and changing technology, efficiencies in project management and construction techniques. In an effort to meet the challenges related to these changes, Walsh must provide employees with training to upgrade skills, address new technologies adopted into the industry, improve efficiencies, reduce waste, while keeping up with customer/industry demands. Additionally, training will assist with the implementation of processes to improve scheduling and cost management.

The Company has also invested \$2M in project management and accounting software; as well as a proprietary program, Walsh Works, which will be utilized companywide. All staff must learn how to operate some or all of these new computer programs to understand the benefits of this new resource.

### **Training Plan**

Training will be delivered via Class/Lab and E-Learning at the Company's facilities located in Corona, San Diego and Concord, or at job sites in California. Training will be provided by in-house experts; and vendors if needed in the following:

**Business Skills:** Training will be offered to all occupations to improve cost management and process improvement, project planning, communication skills, customer relations based on project requirements and presentation Skills. increase performance in project planning skills, change management and process improvement skills.

**Commercial Skills:** Training will be offered to all occupations in construction practices and procedures, project engineering, troubleshooting, operational techniques, equipment use and job planning.

Southwest Regional Council of Carpenters supports Commercial Skills training as it relates to Walsh and Western Archer's site and job specific safety and field supervision training and is supplemental to skills provided by Southwest Carpenters Training Fund.

**Computer Skills:** Training will be provided to all occupations in systems and computer applications.

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

**Alternative Recordkeeping**

The Company will use alternative recordkeeping, approved by staff, due to Covid19 restrictions.

**Commitment to Training**

The Company's annual training budget is approximately \$100,000 per year for its California facilities. Training includes safety training, legal compliance, basic computer skills, employee orientation and personal development. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ **Training Infrastructure**

Walsh is ready to start training upon Panel approval. The Director of Career Development will oversee the implementation of training and administration for this project with the assistance of the Director of Training, and Human Resource Regional Managers. The Company has dedicated three internal staff members (one at each facility) to assist trainers with scheduling and training documentation. In addition, Walsh has retained an outside administrative consultant to assist in roster compliance, data entry, invoicing, and related ETP administrative services.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

Training Refund Group in Anaheim assisted with development for a flat fee of \$5,000.

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

To Be Determined

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

8-200 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Construction Management
- Cost Management
- Communications
- Job Specific Best Practices
- Customer Service/Account Details
- Presentation Skills
- Problem Resolution
- Proposal/Contract Skills
- Teambuilding/Leadership
- Innovation Skills
- Time Management
- Math Basics
- Quality Control
- Project Planning/Management
- Scheduling/Workflow Planning

**COMMERCIAL SKILLS**

- Tool Box Talks
- Personal Protective Gear
- Enclosed Spaces
- Concrete Construction
- Hand Tools
- Rigging and Climbing
- Lock Out Tag Out
- Surveying
- Trenching
- Electrical Safety Standards
- Cranes and Lifts
- Heavy Equipment Operation
- Company Compliance Training
- Blueprint Reading
- Construction Math

**COMPUTER SKILLS**

- Microsoft Office (Intermediate/Advanced)
- Heavy Bid (Estimating Software)
- Computer Methods International Corp
- Walsh Works

**HAZWOPER**

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

- OSHA 10
- OSHA 30

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

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

# Southwest Regional Council of Carpenters

## Office of the Contract Administrator

Dan Langford  
Executive Secretary-Treasurer/CEO



Stephen Araiza  
Contract Administrator

533 South Fremont Avenue, 10th Floor  
Los Angeles, California 90071-1706  
Telephone: 213-385-1457  
[contracts@swcarpenters.org](mailto:contracts@swcarpenters.org)

March 6, 2020

Ms. Maecel Mathis, Contract Analyst  
State of California Employment Training Panel  
San Diego Field Office  
[Maecel.Mathis@etp.ca.gov](mailto:Maecel.Mathis@etp.ca.gov)

Re: The Walsh Group

Dear Ms. Mathis,

The Southwest Regional Council of Carpenters and its affiliated Southern California Locals 213, 562, 619, 661, 714, 721, 805, 909, 951, 1607 are in full support of The Walsh Group's request for assistance with training funds from the State of California's Employment Training Panel (ETP).

The Walsh Group sees the importance and value of training its workforce in leadership, new construction processes, and technology in order to increase quality, productivity, and customer service.

The Southwest Carpenters Union currently represents carpenters employed by The Walsh Group and provides training for those represented carpenters which is conducted by the Southwest Carpenters Training Fund (SWCTF). The Union supports any supplemental training that Walsh can provide to its employees related to:

- Human Resources
- Company Internet Communication
- Site Specific Safety Training
- Walsh's Field Supervision Training

SWRCC and SWCTF are willing and prepared to work with The Walsh Group and appropriate vendors to provide all other types of desired member training. If any additional information is needed, please email me at [contracts@swcarpenters.org](mailto:contracts@swcarpenters.org).

Sincerely,

**SOUTHWEST REGIONAL  
COUNCIL OF CARPENTERS**

*Stephen Araiza*

**STEPHEN A. ARAIZA  
Contract Administrator**

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# CARPENTERS

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46 Northern California Counties Conference Board

**JAY BRADSHAW**

Executive Director

February 24, 2020

Jeffrey J. Lemna, P.E.  
Director of Career Development  
The Walsh Group  
929 West Adams Street  
Chicago, IL 60607

**RE: Employment Training Panel (ETP) Funding**

Dear Mr. Lemna:

I am writing to you in reference to The Walsh Group's request for support of the Employment Training Panel Program, State funded by the California Labor and Workforce Development that The Walsh Group wants to administer in their facility.

Please be advised that the Carpenters 46 Northern California Counties Conference Board is in full support of such request based on the understanding and assurance that affected employees will be compensated as per the collective bargaining agreement.

Should you have any questions regarding this matter, please feel free to contact this office.

Sincerely,



Jay Bradshaw  
Executive Director

JB:tc



Jesse Segura  
President

Adrian A. Esparza  
Business Manager

Robert Ruiz  
Secretary Treasurer

March 3, 2020

Elsa Wadzinski, Associate Government Program Analyst  
Employment Training Panel  
North Hollywood Regional Office

Dear Ms. Wadzinski:

The Orange County Laborers union Local 652 is in full support of The Walsh Group's request for assistance with training funds from the State of California's Employment Training Panel (EPT). The Walsh Group see the importance and value of training its workforce in new construction processes and technology in order to increase quality, productivity and customer service.

We support this new training effort as it strengthens the skills and performance of our members and helps make The Walsh Group more competitive in the marker.

Sincerely;

A handwritten signature in blue ink, appearing to read "Adrian A. Esparza" with a stylized flourish at the end.

Adrian A. Esparza  
Business Manager

AAE/uem  
OPEIU #537





**Retrainee-Job Creation  
Training Proposal for:  
A.M. Ortega Construction, Inc.  
Contract Number: ET21-0119**

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** San Diego

**Analyst:** S. Bailey

**PROJECT PROFILE**

Contract Attributes:	SET Priority Rate Job Creation Initiative	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego, Riverside	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No SRACPFWA Local 250; UAPPF Local 345, IBEW Local 47		
Number of Employees in:	CA: 250	U.S.: 250	Worldwide: 250
Turnover Rate:	10%		
Managers/Supervisors: (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution:</b>
\$343,000

<b>Total ETP Funding</b>
\$327,060

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET Priority Rate	Business Skills Commercial Skills Continuous Improvement Computer Skills OSHA 10 OSHA 30 PL-Commercial Skills	234	8-200	0	\$1,380	\$25.01
				Weighted Avg: 60			
2	Job Creation SET Priority Rate	Business Skills Commercial Skills Continuous Improvement Computer Skills OSHA 10 OSHA 30	3	8-200	0	\$1,380	\$15.00
				Weighted Avg: 60			

**Minimum Wage by County:** Job Number 1 (SET/Priority Industry): \$25.01/ hr.; Job Number 2 (Job Creation): \$15.20/ hr. San Diego County & \$15.00/hr Riverside County & \$18.05/hr CBA Base Wage.

**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 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job number 1</b>		
Administrative Staff		10
Directors/Managers/Supervisors		5
Engineering Staff		15
Electricians		83
Pipe Fitters		48
Welders		25
Project Managers		16
Technical Support Staff		31
<b>Job Number 2</b>		
Administrative Staff		2
Pipe Fitters		1

## **INTRODUCTION**

Founded in 1974, A.M. Ortega Construction, Inc. (A.M. Ortega) is a Southern California Underground Utility Construction provider. The Company has 3 divisions: Pipeline Division (Lakeside), the Dry Utilities Division (Corona), and the Paving & Grading Division (Lakeside). Customers include, utility companies, refineries, petroleum producers, municipalities, and other private system operators.

### **Veterans Program**

While the Company does not have a formal targeted Veteran program, the Company encourages veterans to apply for open positions. Veterans are given special consideration when they apply for jobs with the Company.

### **Union Support**

ETP has received letters of support from the following for its respective members to participate in the proposed training plan:

- International Brotherhood of Electrical Workers Local 47 (Electricians)
- Steam, Refrigeration, Air Conditioning, Pipe Fitters, Welders and Apprentices of the United Association of the United States and Canada Local Union 250 (Welders)
- United Association of Journeyman and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada Local 345 (Pipe Fitters)

## **PROJECT DETAILS**

The demand for A.M. Ortega services has increased with customers requesting new underground utility capabilities. As such, the Company is working to expand services offered. New projects include underground infrastructure and natural gas pipelines.

The Company is also expanding its use of technology. A.M. Ortega has expanded its use of its project management software to include macro and micro views of sales, estimating, project management, field production, and final performance results. Workers must learn how to use these new systems if they are to continue to perform their jobs and meet customer demands.

To meet these needs, the Company is implementing a streamlined training program for current and new workers, as well as introducing a cross-training program for existing workers companywide. The proposed training will enable the Company to integrate new workers into the Company's business and learn business processes to timely respond to customer demands. Trainees will increase their knowledge of construction processes and computer systems to craft unique solutions for customers.

A.M. Ortega occupational titles of Directors/Managers/Supervisors do not make company policy. More than 50% of their time is spent on front-line worker activities; therefore, meets ETP's definition of frontline worker.

### **Training Plan**

Training will be delivered at the Company's facilities located in Lakeside, Corona, and El Cajon in the following:

**Business Skills:** All occupations will receive training on Business Skills which include, Bids and Project Quotes, Communication Skills, Customer Specifications, Parts Management, and Project

management. This training will improve operating efficiencies within the Company, resulting in improved efficiencies and construction projects completed on time and on budget.

**Commercial Skills:** Commercial Skills will be dedicated to Field Staff and Technical Support Staff. These occupations will receive training in Construction Processes, Electric Company Standards, Gas Company Standards, Infrastructure Inspection Procedures, Reducing Construction Errors, Structural Fabrication, and Underground Construction. This training will give the Company the resources it needs to meet customer deadlines while maintaining efficiency.

**Computer Skills:** A.M. Ortega is expanding the use of its Heavy Construction Systems (HCSS), its LMS Software. All workers will be trained on Document Control, Electronic Bids, Internal Software Applications, MS Office, and Project Management Software. Use of this computer system will improve operational efficiency within the Company, resulting in improved Customer Service and satisfaction.

**Continuous Improvement:** All trainees will receive Continuous Improvement training. Topics include Building Teams, Job Site Quality Control, and Solving Production Problems. This training will help the Company reduce construction errors, complete projects on time, and reduce waste, increasing efficiency and improving customer service.

### **Certified Safety Training**

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

### **Productive Laboratory – Commercial Skills**

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.

During training, trainees will observe, then operate construction equipment and ask pertinent questions during training while maintaining responsibility for production. The goal is for trainees to operate construction equipment, build gas and electric systems under the supervision of a supervisor before working in the field independently. Some trainees will receive up to 60 hours of productive lab as this method has proven most beneficial for trainees.

As the Company will be maintaining projects and training on different job sites over a 2 year period, A.M. Ortega respectfully requests a trainer-to-trainee ratio of 1:3 for productive lab. Thirty trainees will receive productive lab.

Productive Lab will focus on Equipment Operation, Forklift Operation, Maintenance of Equipment, Reading Technical Specifications, Standard Operating Procedures, and Underground Construction.

### **E-Learning**

In addition to class/lab, the Company will use E-Learning as a delivery method which includes all skills mentioned above.

**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.

The Company expects to hire at least 3 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.

**Temporary to Permanent Hiring**

The Company will train 3 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 3 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.

**Special Employment Training**

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

**➤ Wage and Retention Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$33.34 to \$25.01). The Company requests this modification for trainees in Job Number 1.

**Commitment to Training**

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

**Training Infrastructure**

The Compliance Manager will have oversight of the project. Also, a Manager (1), Supervisors (2), a Safety Instructor (1), and Training Coordinator (1) will provide training and collect rosters for review and upload. As the project expands, six Foremen (6) will oversee and provide training in the field. Training rosters will be collected and sent to the administrative subcontractor every month for further review and upload.

**Electronic Recordkeeping/LMS**

A.M. Ortega Construction will be utilizing a Learning Management System (LMS), Heavy Construction Systems Specialists (HCSS). The system has been in use by Company for two

years. ETP staff has reviewed and approved the use of this LMS to meet ETP recordkeeping requirements.

### **Alternative Recordkeeping Practices**

In addition, staff is also recommending the inclusion of alternative recordkeeping practices until such time as the shelter-in-place restrictions are fully lifted and staff are able to participate in in-person class/lab training.

### **Impact/Outcome**

The proposed training is new and the Company has not conducted this training in the past. The support of the ETP will enable the Company to introduce a streamlined training plan and provide necessary training to hone skills of its employees. As noted above the ETP funding will not displace the Company's training resources, rather further them in the interest of employees.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

The Company retained National Training Company, Inc. in Irvine to assist with development of this proposal for a flat fee of \$15,000.

### **ADMINISTRATIVE SERVICES**

National Training Company, Inc. 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/E-Learning Hours**

8-200            Trainees may receive any of the following:

**BUSINESS SKILLS**

- Bids and Project Quotes
- Communication Skills
- Customer Specifications
- Handling Difficult People
- Parts Management
- Product Specifications
- Project Management

**COMPUTER SKILLS**

- Document Control
- Electronic Bids
- Heavy Construction Software
- Internal Software Applications
- MS Office (Intermediate and Advanced)
- Project Management Software

**CONTINUOUS IMPROVEMENT**

- Building Teams
- Job Site Quality Control
- Solving Production Problems

**COMMERCIAL SKILLS**

- Construction Processes
- Electric Company Standards
- Equipment Operation
- Fencing Systems
- Fleet Management
- Forklift Operation
- Foundation Installation
- Gas Company Standards
- Infrastructure Inspection Procedures
- Maintenance Equipment
- Paving Systems
- Reading Technical Specifications
- Reducing Construction Errors.
- Riser Inspections
- Standard Operating Procedures
- Steel Reinforcement Systems
- Structural Fabrication
- Underground Construction
- Underground Utilities
- Welding Equipment

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

- OSHA 10
- OSHA 30

**Productive Lab Hours**

0-60                      Trainees may receive any of the following:

**COMMERCIAL SKILLS** (1:3)

- Equipment Operation
- Forklift Operation
- Maintenance Equipment
- Reading Technical Specifications
- Standard Operating Procedures
- Underground Construction

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



# Local Union 250

PETER WOHLGEZOGEN  
President

GLENN J. SANTA CRUZ  
Business Manager/  
Financial Sec'y-Treas

BEN CLAYTON  
Assistant Business Manager

RUDY RODRIGUEZ, SR  
PAC Chairman

STEAM - REFRIGERATION - AIR CONDITIONING - PIPE FITTERS, WELDERS AND APPRENTICES  
OF THE UNITED ASSOCIATION OF THE UNITED STATES AND CANADA  
Affiliate AFL-CIO

250

18355 SOUTH FIGUEROA STREET, GARDENA, CA 90248-4217  
Bus. Mgr. (310) 660-0035 / Fin. Sec'y (310) 660-0042 / Ref. Div. (310) 660-0045  
S.F. Appren. (310) 323-4475 / Ref. Appren. (213) 747-0291  
Fax (310) 329-2465

## Business Representatives

RAY CAMACHO  
HECTOR CARBAJAL  
OSCAR DELCIDSEGUNA  
DAVID GRIGGS  
HERB KLEEMAN  
TOM MORTON  
BRANDON MORTORFF  
GUS TORRES

## Organizers

CRYSTAL LEWIS  
RUDY RODRIGUEZ, SR

March 31, 2020

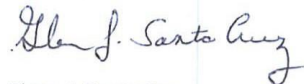
Employment Training Panel  
1100 J Street  
4th Floor  
Sacramento, CA 95814

Re: A.M. Ortega Construction, Inc. Employment Training Panel REF: 19-0726

This letter confirms the support that UA Local Union 250 has given to A.M. Ortega Construction, Inc, for the proposed Employment Training Panel (ETP) project.

The Union understands and agrees that the ETP training program will provide various types of training to members of the Union.

Sincerely,



Glenn J. Santa Cruz  
Bus.Mgr./Fin-Sec'y-Treas.

GJS/sm  
opeiu537/afl-cio



Founded 1889

Letters should  
be confined to  
one subject

## UNITED ASSOCIATION

of Journeymen and Apprentices of the  
Plumbing and Pipe Fitting Industry of  
the United States and Canada

UA Local Union: 345 Landscape/Irrigation  
Sewer & Storm Drain, Underground Specialty Piping

Subject:

345

Mark McManus  
*General President*

Patrick H. Kellett  
*General Secretary-Treasurer*

Michael A. Pleasant  
*Assistant General President*

April 1, 2020

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

Re: A.M. Ortega Construction, Inc. Employment Training Panel REF: 19-0726

This letter confirms the support that UA Local Union 345 Landscape/Irrigation  
Sewer & Storm Drain, Underground Specialty Piping has given to A.M. Ortega  
Construction, Inc. for the proposed Employment Training Panel (ETP) project.

The Union understands and agrees that the ETP training program will provide  
various types of training to members of the Union.

Sincerely,

Ricardo M. Perez  
Business Manager/Financial Secretary-Treasurer

RMP:acs/opeiu # 537

**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](http://www.ibew47.org)

Dispatch Office:  
1405 Spruce St., Suite H, Riverside, CA 92507  
(951) 784-7507 Fax: (951) 784-4818

April 1, 2020

Employment Training Panel  
1100 J Street  
4<sup>th</sup> Floor  
Sacramento, CA 95814

Re: A.M. Ortega Construction, Inc. Employment Training Panel REF: 19-0726

This Letter confirms the support that IBEW Local 47 has given to A.M. Ortega Construction, Inc for the proposed Employment Training Panel (ETP) project.

The Union understands and agrees that the ETP training program will provide various types of training to members of the Union

This letter is only good for 2 years, and must be renewed by March 31, 2022

Sincerely,

IBEW Local 47  
Sr. Assistant Business Manager  
Steve Roberts





## RETRAINEE - JOB CREATION

Training Proposal for:

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

**Contract Number: ET21-0106**

**Panel Meeting of:** June 26, 2020

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

**Analyst:** E. Valladolid

### 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:	San Diego, 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: 624	U.S.: 728	Worldwide: 815
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	15%		

### FUNDING DETAIL

<b>In-Kind Contribution:</b>
\$540,005

<b>Total ETP Funding</b>
\$339,710

**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., Mgmt. Skills, Mfg. Skills	630	8-200	0-200	\$483	\$18.34
				Weighted Avg: 21			
2	Job Creation Priority Rate	Business Skills, Computer Skills, Cont. Imp., Mgmt Skills, Mfg. Skills	70	8-200	0-200	\$506	\$15.20
				Weighted Avg: 22			

**Minimum Wage by County: Job Number 1:** \$18.34 per hour for San Diego County and \$20.00 per hour for Alameda County.

**Job Number 2:** \$15.20 per hour for San Diego County and \$16.67 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 \$2.49 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Up to \$1.67 per hour may be used to meet the Post-Retention Wage for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1: Retrainee</b>		
Accounting Staff		15
Administrative Staff		40
Business Application Programmers/Analysts		23
Buyers/Planners		13
Engineering Staff		62
Facilities Support Staff		15
Factory Service Specialists		26
Installation Coordinators		18
Leads/Managers/Supervisors		96
Machine Operators		45
Manufacturing Staff		112
Material Support Staff		37
Marketing Staff		8
Production Staff		6
Product Managers		6

Project Managers		6
Sales Staff		24
Technical Support Staff		50
Technicians		28
<b>Job Number 2: Job Creation</b>		
Administrative Staff		5
Business Application Programmers/Analysts		3
Engineering Staff		13
Factory Service Specialists		5
Leads/Managers/Supervisors		11
Machine Operators		10
Manufacturing Staff		5
Material Support Staff		5
Product Managers		2
Project Managers		1
Sales Staff		3
Technicians		7

## **INTRODUCTION**

Founded in 1971 and headquartered in Carlsbad, H.M. Electronics, Inc. (HME) ([www.hme.com](http://www.hme.com)) manufactures, sells and services wireless-communication equipment. As stipulated in previous ETP Contracts, two of HME's subsidiaries will participate in this proposal. The first subsidiary is Clear Com LLC which is located in Alameda. The second subsidiary is HME Hospitality & Specialty Communications, Inc. (HME Hospitality) located in its Carlsbad-headquarters facility. ETP-funded training will be delivered at its Carlsbad and Alameda facilities.

HME's global reach, product offerings, and customer relationships extend to over 100 countries around the world with several company-owned offices in the U.S., Canada, Europe and China. HME specializes in audio and software solutions for various businesses including retail stores, casinos, and drive-thru operations in fast food restaurants while providing digital headsets, speed-of-service timers, surveillance systems, and intercom systems. It's wireless-intercom products are also offered as professional audio, sports, and public-safety applications as well.

## **Veterans Program**

Even though a separate Veterans' Job Number is not included in this proposal, HME is committed to Veteran inclusion and encourages Veterans to apply for positions within its company.

## **PROJECT DETAILS**

This will be HME's fourth ETP Contract, and its fourth within the last five years. In the previous ETP Contracts, HME focused on Lean manufacturing, leadership training, manufacturing excellence, and general-business skills training. The Company also delivered training on how to operate newly installed automated-assembly (manufacturing) systems such as Screen Printing Inspection machines, Flying Probe Testers, and ERSA Selective Soldering Machines. ETP training will not be duplicated on technology or equipment from the prior Contract.

In this proposal, HME has invested in \$6.3M in new equipment to expand its business and improve its competitive position. ETP funds will upskill incumbent workers and deliver job-success skills and initiatives to newly hired workers. ETP training will help HME ensure its workforce is equipped with the knowledge needed to increase innovation, collaboration, and competitiveness.

With the Company's ERP system re-launch and its introduction of modern equipment, HME expects to retain incumbent workers and attract technology-forward candidates through special-skills development. Additionally, it is essential that trainees learn how to adapt to the changing business processes associated with new technology and equipment.

### **Retrainee - Job Creation**

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

In this proposal, HME will hire 70 new employees (Job Number 2). HME has experienced business-capacity growth due to an increase in product demand, and the Company expanded into a new building at its existing facility which will house these new employees. The new building will also house specialized equipment to help production and testing needs. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net-new jobs" as a condition of contract.

### **Training Plan**

The following will be delivered via Class/Lab, E-Learning, and Computer-Based Training (CBT):

**Business Skills:** This training will be offered to all occupations on courses like Product Management, Sales Training, and Statistics/Data Analysis.

**Computer Skills:** This training will be offered to all occupations on courses like Adobe Fundamentals, Microsoft Dynamics AX, and Cloud Computing.

**Continuous Improvement:** This training will be offered to all occupations on courses like LEAN Six Sigma Training, HALT/HASS Testing, and Mechanical Design Techniques.

**Management Skills:** This training will be offered to Leads/Managers/Supervisors on courses like Collaborative Leadership, Leadership Development Program, and Performance Management.

**Manufacturing Skills:** This training will be offered to Engineering Staff, Factory Service Specialists, Installation Coordinators, Machine Operators, Manufacturing Staff, Material Support Staff, Production Staff, Technical Support Staff and Technicians on courses like Circuits & Electronics Technical Training, Component Identification, and Configuration Management.

### **Temporary to Permanent Hiring**

The Company will train 70 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.

### **Commitment to Training**

HME has an estimated annual-training budget of over \$80,000 in California. The Company is committed to providing training to workers not included in this ETP proposal such as in proprietary-software training and manufacturing. 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

HME's Director of Organizational Effectiveness (dedicated administrator) will be responsible for oversight and administration of this ETP project. HME's Employee Learning Committee- Training & Development Coordinator, Training & Development Specialist, Production Planner, Technical Support Supervisor, Office & Event Manager, and IT Training Manager will take part in scheduling classes, enrolling trainees, verifying rosters, tracking training hours, and resolving day-to-day issues. The Training & Development Coordinator administered the previous ETP project. ETP training will be delivered by three internal (subject-matter) experts.

### **Electronic Recordkeeping/LMS**

HME will use a Learning Management Systems to schedule, track, and document training. The system has been reviewed and approved by ETP staff.

### **Impact/Outcome**

Completion of ETP training results in the following in-house certificates that expands employment opportunities: Institute of Printed Circuit-IPC (Manufacturing); Emerging Leaders Program (Business Skills); and, HME Trainer (Continuous Improvement).

### **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 \$ %
ET18-0185	Carlsbad	4/2/18-4/1/20	\$326,688	\$271,625 (83%)*
ET16-0366	Carlsbad	3/1/16-2/28/18	\$352,400	\$271,188 (77%)
ET14-0307	Carlsbad	2/24/14-2/23/16	\$229,300	\$219,931 (96%)

\*Based on ETP Systems, 18,285 reimbursable hours have been tracked for potential earnings of \$326,688 (100% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through January 2020 of final training.



**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

Osterling Consulting, Inc. of La Mesa will provide to provide LEAN Workshop Training (Continuous Improvement) for a fee of \$15,000.

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:

**BUSINESS SKILLS**

- Brand Training
- Business Writing/Communication Skills
- Team Collaboration Skills
- Conflict Resolution Management
- Customer Service
- Facilitation Skills
- Leadership Skills
- Marketing Training
- Product Management
- Product Marketing
- Project Management
- Sales Training
- Statistics/Data Analysis
- Technical Leadership
- Time Management

**COMPUTER SKILLS**

- Adobe Fundamentals
- Microsoft Dynamics AX (Software)
  - User Training
  - Development Training
  - Lead Training
- Advanced Information Security
- Animation
- Certified Network Engineer (CNE)
- Certified Wireless Administrator
- ColdFusion
- Computer Assisted Drafting (CAD)
- Computer Networking
- Computer Programming
- Computer Programming Languages
- Computer-Aided Manufacturing (CAM)
- Digital Technology
- Film/Video Editing
- Microsoft Certified Engineer
- Modeling Graphics
- Oracle (database management and storage)
- Printed Circuit Design
- Visual 3D
- WEB Programming
- Dynamics CRM (WAG)
- Basic Networking and Troubleshooting
- IP Networking

- Knowledge Base Training
- Microsoft Project (Software)
- Microsoft Visio (Software)
- Microsoft Office (Intermediate/Advanced)
- Microsoft Server
- Microsoft SharePoint (Software)
- Business Intelligence/SQL Training
- Cloud Computing
- Microsoft Power BI
- Programming Languages
- Web Development Training

### **CONTINUOUS IMPROVEMENT**

- Lean Six Sigma Training/Processes
  - 5S Concept/Philosophy
  - A3 Problem Solving
  - Improvement Kata/Coaching Kata
  - Root Cause Analysis
  - PDCA Cycle
- Agile Project Performance
- Configuration Management
- Computer-Aided Design Training
- Design for Manufacturability
- Design Verification Techniques
- Electronics Design Techniques
- Engineering Fundamentals
- Highly Accelerated Life Test (HALT) Reliability Testing Method
- Highly Accelerated Stress Screen (HASS) Reliability Testing Method
- High-Speed Digital Design
- High-Speed Noise and Grounding
- High-Speed Signal Propagation
- Interdepartmental Processes
- ISO Training
- Kaizen Philosophy and Method
- Mechanical Design Techniques
- New Product Development Process
- Process Mapping
- Product Overview & Demonstration
- Product Knowledge
- Quality Inspector Certification
- Software Design Techniques
- Software Test Techniques
- Statistical Process Control
- Systems & Processes Knowledge
- Teambuilding
- Technical Support Best Practices

### **MANAGEMENT SKILLS** (management trainees only)

- Accountability
- Collaborative Leadership

- Effective Communication for Leaders
- Goal Setting & Time Management
- Leadership Development Program
- Leadership Skills
  - Manage Conflict Resolution
  - Leadership Intelligence
  - Management and Recruitment/Selection Process
- Performance Management
- Planning & Preparing
- Supervisory Certification
- Team Leader Training

### **MANUFACTURING SKILLS**

- Assembly Practices/Processes
- Circuits & Electronics Technical Training
- Coordinate Measuring Machine (CMM)
- Component Identification
- Configuration Management Training (CMT)
- Documentation Practices
- Electro Static Discharge (ESD)
- Equipment/Machinery Training
- Hardware Identification & Installation
- Institute of Printed Circuits (IPC)
  - IPC-610 Certification
  - IPC-610 Refresher
  - IPC-A-610 Acceptability of Electronic Assemblies
  - IPC-A-600 Acceptability of Bare Boards
- J-STD-001 Certification
- Manufacturing Practices/Processes
- Material Support – Practices/ Processes
- New Equipment Training
- Printed Circuit Assembly/Surface Mount Technology Practices & Assembly Processes
- Quality Assurance Practices/Processes
- Repair Practices/Assembly Processes
- Manufacturing Safety
- Soldering Electrical and Electronic Assemblies
- Technical Electronic Training
- Workmanship Standards

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

### **CBT Hours**

0 – 200

### **BUSINESS SKILLS**

- A Guide for Healthy Communications (1.33 hours)
- Account Management: Establishing Lasting Partnerships (.7 hour)
- Accountability Overview (.18 hour)
- Addressing Workplace Dysfunctions (.47 hour)
- Advanced Train the Trainer: Content Development (.97 hour)

- Advanced Train the Trainer: Delivering Training (.62 hour)
- Advanced Train the Trainer: The New Learner (.55 hour)
- Advanced Train the Trainer: Training Management (.73 hour)
- Analyzing Your Customer Service (1.07 hours)
- Art of Assertiveness (1.1 hours)
- Art of Authenticity (.88 hour)
- Artificial Intelligence (.43 hour)
- Authentication, Authorization, and Accounting: Best Practices (.53 hour)
- Best Practices for Knowledge Management (.33 hour)
- BizLibrary Production's How To Series (.33 hour)
- Brain Bites: Email Management (.38 hour)
- Brain Bites: Organizing Your Files (.47 hour)
- Building Great Relationships (.58 hour)
- Building Strategic Relationships (.47 hour)
- Business-Friendly Customer Service (.28 hour)
- Closing Sales with Confidence (.73 hour)
- Cognitive Flexibility (.47 hour)
- Communicating Through Body Language (.57 hour)
- Conflict Management Crash Course (.28 hour)
- Conflict Management Skills: Helping Employees Manage Conflict (.33 hour)
- Conflict Resolution (.75 hour)
- Coordinating With Others (.43 hour)
- Creating an Effective Daily Routine (.33 hour)
- Creating Development Plans (.33 hour)
- Customer Service Basics: Customer Service Confrontation and Conflict (.16 hour)
- Customer Service Basics: Customer Service Over the Phone (.33 hour)
- Customer Service Communication Skills (1.27 hours)
- Customer Service Week 2019 - Training Challenge (.33 hour)
- Customer Service: Make it Easy! (.3 hour)
- Dealing With Angry People (.48 hour)
- Decision Making Basics (.55 hour)
- Decision-Making: Financial (1.03 hours)
- Decision-Making: Groups (1.08 hours)
- Delivering Sensational Service (.17 hour)
- Delivering Training Masterfully (.17 hour)
- Developing for Success: Brand and Promote What You Do (.33 hour)
- Developing Work Relationships: Building Trust With Others (.33 hour)
- Developing Work Relationships: Empathy for Others (.33 hour)
- Developing Work Relationships: Recognize Your Peers (.33 hour)
- Developing Work Relationships: Share Your Knowledge and Expertise (.33 hour)
- Developing Work Relationships: Working With a Diverse Team (.33 hour)
- Digital Marketing (.35 hour)
- Disagreements at Work (.43 hour)
- Diversity: Seeking Commonality (Employee Version) (.45 hour)
- Driving Agility [video course] (.38 hour)

- Effective Writing Skills (2.12 hours)
- Enhancing Productivity With Remote Workers (.33 hour)
- Essential Telephone Skills (.33 hour)
- Excellence in Customer Service (Part 3 of 5) (.17 hour)
- Finance for Everyone Toolkit (1.13 hours)
- Finance for Everyone Toolkit: Key Terms .17 hour)
- Five Forbidden Phrases (.28 hour)
- Fundamentals of Customer Service (1.17 hour)
- Getting Customer Feedback (.38 hour)
- Global Branding (.17 hour)
- How to Ask Positive Questions (.2 hour)
- How to Handle Irrate Customers (.18 hour)
- How You Think is Everything (.23 hour)
- Identifying Customer Types (.37 hour)
- Igniting Creativity (1.33 hours)
- Improving Organizational Execution (.5 hour)
- Individual Decision-Making (.52 hour)
- Insight-Based Selling (.55 hour)
- Killer Words of Customer Service (.33 hour)
- Know Your Finances (Part 2 of 3): Introducing the Finance Industry (.18 hour)
- Know Your Finances (Part 3 of 3): Savings and Investing (.17 hour)
- Lessons From the Wild: Succeeding in Tough Times (.22 hour)
- Lessons From the Wild: Surviving and Succeeding Against the Odds (.18 hour)
- Lessons From the Wild: The Baboon in Your Business (.18 hour)
- Lessons From the Wild: The Cheetah in Your Business (.2 hour)
- Lessons From the Wild: The Leopard in Your Business (.22 hour)
- Lessons From the Wild: The Story of Shingalana (.3 hour)
- Lessons From the Wild: The Tiger in Your Business (.27 hour)
- Lessons From the Wild: The Wild Dog in Your Business (.22 hour)
- Lessons From the Wild: Tusks or Fangs .22 hour)
- Lessons From the Wild: Walk on the Wild Side (.25 hour)
- Listening Skills (.22 hour)
- Make Change Work (.88 hour)
- Managing Big Data in Your Organization: Skills, Experience and Guidance (.33 hour)
- Managing Multiple Projects, Objectives and Deadlines by SkillPath® Seminars (2.5 hours)
- Managing Supply Chain Risk (.47 hour)
- Marketing - Target Audience (.42 hour)
- Mastering Microsoft Teams (2.83 hours)
- Maximizing Productivity With Stand-Up Meetings (.42 hour)
- Microsoft Office Word 2016: Part 2 (Intermediate) (2.58 hours)
- Negotiating for Success (.17 hour)
- Negotiating Skills (1.55 hours)
- Nonverbal Communication (.85 hour)
- Operational Intelligence: An Introduction (.3 hour)
- Overcoming Barriers to Time Management (.63 hour)
- Pitching and Influencing (.17 hour)

- PMP Certification (PMBOK 6), Part 01 of 13: Overview (2.05 hours)
- PMP Certification (PMBOK 6), Part 02 of 13: Project Integration Management (1.47 hours)
- PMP Certification (PMBOK 6), Part 03 of 13: Project Scope Management (1.52 hours)
- PMP Certification (PMBOK 6), Part 04 of 13: Project Schedule Management (1.08 hours)
- PMP Certification (PMBOK 6), Part 05 of 13: Project Cost Management (1.083 hours)
- PMP Certification (PMBOK 6), Part 06 of 13: Project Quality Management (.87 hour)
- PMP Certification (PMBOK 6), Part 07 of 13: Project Resource Management (1.45 hours)
- PMP Certification (PMBOK 6), Part 08 of 13: Project Communication Management (.7 hour)
- PMP Certification (PMBOK 6), Part 09 of 13: Project Risk Management (1.93 hours)
- PMP Certification (PMBOK 6), Part 10 of 13: Project Procurement Management (.85 hour)
- PMP Certification (PMBOK 6), Part 11 of 13: Project Stakeholder Management (1 hour)
- PMP Certification (PMBOK 6), Part 12 of 13: Tools and Techniques (3.25 hours)
- PMP Certification (PMBOK 6), Part 13 of 13: Project Delivery Environment (1.13 hours)
- Preparing to Successfully Work from Home (2.5 hours)
- Presentational Speaking Crash Course (.43 hour)
- Presentational Speaking Overview (.27 hour)
- Proactive Customer Service (.32 hour)
- Project Implementation (.67 hour)
- Project Management Fundamentals (1.1 hours)
- Questioning Techniques (.22 hour)
- Remarkable Customer Service (.4 hour)
- Security Awareness Now! Protecting Personal Data (.17 hour)
- Selling at a Distance (1.48 hours)
- Selling at a Distance: Prospecting by Phone (.78 hour)
- Selling Skills From A to H (.2 hour)
- Selling Skills From I to Q (.2 hour)
- Selling Skills From R to Z (.17 hour)
- Service Best Practices (.63 hour)
- Setting and Managing Priorities (.67 hour)
- Six Cardinal Rules of Customer Service (.3 hour)
- Six Steps to Service Recovery (.3 hour)
- Starting Relationship Selling (.17 hour)
- Storytelling in Business (1.42 hours)
- Team Facilitation Skills: Getting Started (.75 hour)
- Team Facilitation Skills: Introduction (.98 hour)
- Team Facilitation Skills: Meeting Guidelines (.62 hour)
- Team Facilitation Skills: Meeting Management (.97 hour)
- Temporary Work from Home Training (.5 hour)

- The Art of Presentational Speaking: Advanced Presentation Skills (.47 hour)
- The Art of Presentational Speaking: Content (.43 hour)
- The Energy Bus Training Program (.58 hour)
- The Unfortunate Effects of Lies (.43 hour)
- The Value of Followers (.53 hour)
- Time Management (.9 hour)
- Time Management Essentials (.5 hour)
- Trying Myers-Briggs (.17 hour)
- Understanding DISC (.7 hour)
- Using Surveys to Get Feedback (1 hour)
- Working With the Five Generations (.7 hour)
- Workplace Attitude and Behavior (.75 hour)
- Workplace Attitude and Behavior: Key Work Behaviors (.17 hour)
- Workplace Attitude and Behavior: The Problem with Perception (.17 hour)

### **COMPUTER SKILLS**

- Architectural Risk Analysis (1.33 hour)
- Automating Message Management in Outlook 2016: Organize Your Messages (.17 hour)
- Automating Repetitive Tasks With Macros in Word 2016: Add Custom Code to a Recorded Macro (.17 hour)
- AX Look Up Supplier and MFG Number (.5 hour)
- Big Iron in the House: The Role of the Mainframe Today (.4 hour)
- Brain Bites: Using Windows 10 (.68 hour)
- Building a Mobile Interface With Sketch: Creating a Wireframe and a High-Fidelity Wireframe (.2 hour)
- Building a Mobile Interface With Sketch: Creating an Artboard and Establishing Layout (.2 hour)
- Building a Mobile Interface With Sketch: Designing Multiple Screens With Similar Components (.2 hour)
- C and C++ Security (1 hour)
- Codes and Canines: Data Transmission and Storage (.2 hour)
- Creating Elements in Sketch: Adding and Editing Shapes (.27 hour)
- Creating Elements in Sketch: Typography (.23 hour)
- CSS Essentials (8.33 hours)
- CSS Specialist (Part 1 of 6): CSS3 Introduction (1.3 hours)
- CSS Specialist (Part 2 of 6): Styling Specific Elements (1.28 hour)
- CSS Specialist (Part 3 of 6): The Box Model (.95 hour)
- CSS Specialist (Part 4 of 6): Animations With CSS3 (.75 hour)
- CSS Specialist (Part 5 of 6): Putting Elements Together (.72 hour)
- Cyber Security Awareness (.78 hour)
- Cyberattacks: Trends, Threats and Prevention (.43 hour)
- DMR from Stock (.5 hour)
- Enterprise Security Landscape (.6 hour)
- Enterprise Security Update (.52 hour)
- Exporting Assets from Sketch: Proper Naming Conventions and Optimizing your Assets (.28 hour)
- Foundations of Software Security Requirements (1 hour)



- HTML5 (Part 1 of 9): First Steps in HTML5 (.6 hour)
- HTML5 (Part 2 of 9): Everything You Wanted to Know About Formatting Text (.67 hour)
- HTML5 (Part 3 of 9): Hyperlinks -- Connecting Pages and Content (.43 hour)
- HTML5 (Part 4 of 9): Digital Media (.67 hour)
- HTML5 (Part 5 of 9): Displaying Data in Tables and iFrames (.53 hour)
- HTML5 (Part 6 of 9): Interacting With the User via Forms (.93 hour)
- HTML5 (Part 7 of 9): Professional HTML5 Practice (.65 hour)
- HTML5 (Part 8 of 9): Styling with CSS (.72 hour)
- HTML5 (Part 9 of 9): Responsive Design Fundamentals (.25 hour)
- Insider Threats and Attacks: Detection and Prevention (.35 hour)
- Insider Threats: Avoiding the Next Snowden (.47 hour)
- Introduction to HTML5 Security (1 hour)
- Introduction to Web Development (Part 1 of 3): Tools and HTML (.62 hour)
- Introduction to Web Development (Part 2 of 3): CSS (.55 hour)
- Introduction to Web Development (Part 3 of 3): JavaScript (.43 hour)
- IT Training: Insider Threat (.25 hour)
- JavaScript Crash Course: Arrays (Part 8 of 16) (.52 hour)
- JavaScript Crash Course: Conditionals (Part 3 of 16) (.98 hour)
- JavaScript Crash Course: Dates (Part 10 of 16) (.32 hour)
- JavaScript Crash Course: Dialog Boxes (Part 7 of 16) (.2 hour)
- JavaScript Crash Course: DOM Elements (Part 12 of 16) (.37 hour)
- JavaScript Crash Course: Functions (Part 5 of 16) (.43 hour)
- JavaScript Crash Course: Getting Started (Part 1 of 16) (.87 hour)
- JavaScript Crash Course: JSON (Part 14 of 16) (.48 hour)
- JavaScript Crash Course: Loops (Part 4 of 16) (.82 hour)
- JavaScript Crash Course: Services (Part 13 of 16) (.6 hour)
- JavaScript Crash Course: Strings (Part 9 of 16) (.32 hour)
- JavaScript Crash Course: Variables and Math (Part 2 of 16) (.97 hour)
- Managing Activities by Using Tasks in Outlook 2016: Manage a Task (.2 hour)
- Mastering Excel 2019: Using Absolute References (.17 hour)
- Mastering Office 365 (Part 1 of 13): Getting Started (.93 hour)
- Mastering Office 365 (Part 2 of 13): Email Basics (1.28 hours)
- Mastering Office 365 (Part 3 of 13): Tasks, Calendar, and People (.92 hour)
- Mastering Office 365: Microsoft Teams 01 Teams and Channels (.22 hour)
- Mastering Office 365: Using OneDrive Online, Part 1 (.17 hour)
- Mastering PowerPoint 2019: Working with Themes (.17 hour)
- Mastering Word 2019 (Part 1 of 8): Getting Started (.93 hour)
- Mastering Word 2019 (Part 8 of 8): Preparing to Publish (.4 hour)
- Mastering Word 2019: Adding Images (.17 hour)
- Microsoft Office 365 - Excel Online: Video Course (.28 hour)
- Microsoft Office 365 - Mobile: Video Course (.22 hour)
- Microsoft Office 365 - SharePoint Sites: Video Course (.48 hour)
- Microsoft Office 365 - Yammer: Video Course (.32 hour)

- Microsoft Office 365 Forms - Create Surveys and Quizzes: Use Forms to Create and Conduct Surveys (.17 hour)
- Microsoft Office 365: Calendar -- Video Course (.23 hour)
- Microsoft Office 365: Delve (.17 hour)
- Microsoft Office 365: Mail -- Video Course (.35 hour)
- Microsoft Office 365: OneDrive (.3 hour)
- Microsoft Office 365: Skype For Business (.57 hour)
- Microsoft Office Excel 2016: Part 2 (Intermediate) (2.47 hours)
- Microsoft Office Excel 2016: Part 3 (Advanced) (1.7 hours)
- Microsoft Office Excel 2016: Part 4 (Data Analysis and PivotTables) (1.52 hour)
- Microsoft Office Word 2016: Part 3 (Advanced) (11.52 hours)
- Microsoft PowerPoint 2016 (5.05 hours)
- Microsoft Word 2016 (6.4 hours)
- Node.js Security (1 hour)
- OAuth 2.0 Security (1 hour)
- Organization and Consistency in Sketch: Layout and Grid (.17 hour)
- Organizing, Searching, and Managing Messages in Outlook 2016: Sort and Group Your Messages (.17 hour)
- Phishing and Internet Security Awareness Training (.75 hour)
- Precision Time Protocol (PTP) Training (1 hour)
- Prototyping With Sketch: Chapter 3 -- Sketch's Inspector Panel (.42 hour)
- React.js Security (1 hour)
- Risk-Based Security Testing Strategy (1 hour)
- Security Awareness Now! A Tale of Two Breaches (.18 hour)
- Security Awareness Now! Cybersecurity and Social Media (.2 hour)
- Security Awareness Now! Phishing (.23 hour)
- Security Awareness Now! Protecting Against Malware (.25 hour)
- Security Awareness Now! Social Engineering (.27 hour)
- Security Awareness Now! Using Email Securely (.23 hour)
- SkillPath® Excel 2016 Charts and Graphs: Topic 1 -- Three Essential Shortcuts for Charts (.17 hour)
- SkillPath® Excel 2016 Charts and Graphs: Topic 10 -- Creating Forecast Charts (.18 hour)
- SkillPath® Excel 2016 Charts and Graphs: Topic 3 -- Creating Quality Control Charts (.17 hour)
- SkillPath® Excel 2016 Charts and Graphs: Topic 4 -- Creating a Dynamic Gantt Chart (.17 hour)
- SkillPath® Excel 2016 Charts and Graphs: Topic 5 -- Configuring Colors and Labels (.18 hour)
- SkillPath® Excel 2016 Charts and Graphs: Topic 6 -- Visualizing Your Data (.27 hour)
- SkillPath® Excel 2016 Charts and Graphs: Topic 7 -- Plans vs. Actual/Charting Your Progress (.17 hour)
- SkillPath® Excel 2016 Charts and Graphs: Topic 9 -- Different Kinds of Specialized Charts (.23 hour)
- SkillPath® Excel 2016 Essentials (4.67 hour)
- SkillPath® Excel 2016 Essentials: Topic 1 -- Starting With Excel 2016 (.2 hour)
- SkillPath® Excel 2016 Essentials: Topic 10 -- Macros (.3 hour)

- SkillPath® Excel 2016 Essentials: Topic 2 -- Shortcuts (.18 hour)
- SkillPath® Excel 2016 Essentials: Topic 3 -- Formulas (.18 hour)
- SkillPath® Excel 2016 Essentials: Topic 4 -- Functions (.32 hour)
- SkillPath® Excel 2016 Essentials: Topic 6 -- PivotTable Reports (.2 hour)
- SkillPath® Excel 2016 Essentials: Topic 7 -- Charts and Graphs (.23 hour)
- SkillPath® Excel 2016 Essentials: Topic 9 -- Conditional Formatting (.2 hour)
- SkillPath® Excel 2016 Pivot Tables: Topic 10 -- Using Linked Tables to Create Pivot Tables (.17 hour)
- SkillPath® Excel 2016 Pivot Tables: Topic 3 -- Advanced Data Cleanup (.17 hour)
- SkillPath® Excel 2016 Pivot Tables: Topic 7 -- Creating Custom Pivot Tables (.18 hour)
- SkillPath® Excel 2016 Pivot Tables: Topic 9 -- Consolidating Worksheets (.17 hour)
- SkillPath® Excel 2016 Shortcuts: Topic 1 -- NEW Top 10 Shortcuts (.23 hour)
- SkillPath® Excel 2016 Shortcuts: Topic 4 -- Using Custom Number Formats (.17 hour)
- SkillPath® Excel 2016 Shortcuts: Topic 5 -- Formatting Shortcuts (.22 hour)
- SkillPath® Excel 2016 Shortcuts: Topic 6 -- The Ultimate Shortcut: Formatting as a Table (.22 hour)
- SkillPath® Excel 2016 Shortcuts: Topic 7 -- Pivot Table Reports and Data Analysis (.2 hour)
- SkillPath® Excel 2016 Shortcuts: Topic 8 -- Designing Your Own Macro Shortcuts (.23 hour)
- SkillPath® Excel 2016 Shortcuts: Topic 9 -- Using Relative Recordings and Looping Commands (.18 hour)
- SkillPath® Outlook 2016 Essentials (1.55 hours)
- SkillPath® Outlook 2016 Essentials: Topic 10 -- Calculated Fields and Customization Tips (.17 hour)
- SkillPath® Outlook 2016 Essentials: Topic 2 -- Working With Views and Quick Steps (.17 hour)
- SkillPath® Outlook 2016 Essentials: Topic 3 -- Working With Tasks and To-Do Items (.17 hour)
- SkillPath® Outlook 2016 Essentials: Topic 4 -- Creating Custom Views (.18 hour)
- SkillPath® Outlook 2016 Essentials: Topic 5 -- Scheduling Meetings and Appointments (.2 hour)
- SkillPath® PowerPoint 2016 Essentials (1.8 hours)
- SkillPath® PowerPoint 2016 Essentials: Topic 2 -- Design and Organization (.17 hour)
- SkillPath® PowerPoint 2016 Essentials: Topic 3 -- Adding Text and Objects (.2 hour)
- SkillPath® PowerPoint 2016 Essentials: Topic 4 -- Formatting and Themes (.23 hour)
- SkillPath® PowerPoint 2016 Essentials: Topic 6 -- Charts and Graphs (.22 hour)

- SkillPath® PowerPoint 2016 Essentials: Topic 7 -- SmartArt (.17 hour)
- SkillPath® PowerPoint 2016 Essentials: Topic 8 -- Animation and Transitions (.27 hour)
- SkillPath® Word 2016 Essentials (1.32 hour)
- SkillPath® Word 2016 Essentials: Topic 1 -- Fixing Things (.18 hour)
- SkillPath® Word 2016 Essentials: Topic 10 -- Creating Fill-in-the-Blank Forms (.22 hour)
- SkillPath® Word 2016 Essentials: Topic 3 -- Working With Styles (.22 hour)
- SkillPath® Word 2016 Essentials: Topic 4 -- Shortcuts (.23 hour)
- SkillPath® Word 2016 Essentials: Topic 5 -- Working With Lists (.17 hour)
- SkillPath® Word 2016 Essentials: Topic 6 -- Tables (.23 hour)
- SkillPath® Word 2016 Essentials: Topic 7 -- Graphic Displays (.2 hour)
- SkillPath® Word 2016 Essentials: Topic 8 -- Tracking Changes (.2 hour)
- SkillPath® Word 2016 Essentials: Topic 9 -- Headers, Bibliographies, and Indexes (.2 hour)
- Sonic Performance's Cyber Security Awareness (1.15 hours)
- The Dark Web Threat: What You Need to Know (.33 hour)
- Using InVision App's Craft Plugin in Sketch: Craft Duplicate (.18 hour)
- Using InVision App's Craft Plugin in Sketch: Craft Freehand and Stock (.2 hour)
- Using InVision App's Craft Plugin in Sketch: Craft Library (.22 hour)
- Using Microsoft Windows 10 - Customizing the Windows 10 Environment (Video Course) (.2 hour)
- Using Microsoft Windows 10 - Using Cortana and Edge (Video Course) (.43 hour)
- Using Microsoft Windows 10 - Using Windows 10 Security Features (Video Course) (.23 hour)
- Using Microsoft Windows 10 - Using Windows Universal Apps and Desktop Applications (Video Course) (.43 hour)
- What's New in Excel 2019 (.9 hour)
- Wireless Security (.18 hour)
- WordPress for Web Development: Change the Copyright Line (.17 hour)
- WordPress for Web Development: Ready to Go Live? (.2 hour)
- Working With Media and Animations in PowerPoint 2016: Add Video to a Presentation (.17 hour)
- Your Email is Out to Get You – How did this happen? (.43 hour)

### **CONTINUOUS IMPROVEMENT**

- Business Process Reengineering (BPR): Implementing Radical Change (.72 hour)
- Complex Problem Solving (.6 hour)
- Continuous Quality Improvement: Data (.53 hour)
- Continuous Quality Improvement: Diagrams (.55 hour)
- Continuous Quality Improvement: Flow (.53 hour)
- Continuous Quality Improvement: Overview (.4 hour)
- Continuous Quality Improvement: Statistics (.58 hour)

- Creating Accountability (.55 hour)
- Creating Great Teamwork (Part 1 of 5): Team Norms and Expectations (.33 hour)
- Creating Great Teamwork (Part 2 of 5): Creating a Strong Team Culture (.33 hour)
- Creating Great Teamwork (Part 3 of 5): Working With Others Within the Company (.33 hour)
- Creating Great Teamwork (Part 4 of 5): Project Teams Rely on Each Other (.33 hour)
- Creating Great Teamwork (Part 5 of 5): Involving Others for Great Decisions (.33 hour)
- Critical Thinking 101 (.6 hour)
- Due Diligence and Don't Be Sorry (.73 hour)
- E-IPA Theory of Operation (1 hour)
- Lean: Doing More with Less (.63 hour)
- Loop Metering (.5 hour)
- Making Better Decisions With Framing (1.13 hours)
- Six Sigma: A Method for Eliminating Defects (.73 hour)
- The Impact of Being Human (.67 hour)
- Total Quality Management (TQM) (.58 hour)
- Twelve Angry Men: Teams That Don't Quit (.4 hour)

**MANAGEMENT SKILLS** (management trainees only)

- Accountability Overview for Managers (.22 hour)
- Becoming a Great Leader (.9 hour)
- Being a Great Mentor or Mentee (.7 hour)
- Being an Employer of Choice (.17 hour)
- Coaching Crash Course (.5 hour)
- Coaching for Higher Performance (.77 hour)
- Coaching Overview (.22 hour)
- Conducting a Formal Mentoring Program (.4 hour)
- Creating a Mindset for Change for Leaders (Part 1 of 6): Changing Your Mindset (.38 hour)
- Creating a Mindset for Change for Leaders (Part 3 of 6): Embracing Change (.55 hour)
- Creating a Mindset for Change for Leaders (Part 4 of 6): Making it Happen (.3 hour)
- Creating a Mindset for Change for Leaders (Part 5 of 6): Influencing Others (.23 hour)
- Creating a Mindset for Change for Leaders (Part 6 of 6): Building Awareness (.25 hour)
- Creating a Motivating Experience (.65 hour)
- Creating Engagement Among Employees (.75 hour)
- Customer Service Management: Inspiring and Motivating Customer Service Agents (.33 hour)
- Customer Service Management: Onboarding New Customer Service Agents (.33 hour)
- Customer Service Management: Shaping the Direction of Customer Service (.33 hour)
- Developing and Coaching Employees: Coaching After Mistakes (.33 hour)

- Developing and Coaching Employees: Giving Employee Feedback (.33 hour)
- Developing and Coaching Employees: Support Employee Development (.33 hour)
- Developing B-Players Into Top Performers (.7 hour)
- Effectance: The Key to Motivation (.83 hour)
- Eight Keys to a More Respectful Workplace (.92 hour)
- Employee Engagement Essentials (.47 hour)
- Excelling as a Manager or Supervisor by SkillPath® Seminars (2.67 hour)
- Future Focused Leadership (.4 hour)
- It's a Wonderful Life: Leading Through Service (.35 hour)
- Leader Madness (.35 hour)
- Leadership and Building an Effective Team (.7 hour)
- Leadership and Change (1.07 hours)
- Leadership and Delegation (.63 hour)
- Leadership and Motivation (.33 hour)
- Leadership and Red Flags (.63 hour)
- Leadership and Vision, Mission, and Values (.6 hour)
- Leadership Essentials: Keep Your Top Talent (.33 hour)
- Leadership Fundamentals (.75 hour)
- Leading Early Talent: Creating a Next Generation Culture (.35 hour)
- Leading More With Less (.3 hour)
- Learning Retention Strategies (.45 hour)
- Leveraging Servant Leadership for Your Team (.38 hour)
- Management Essentials: Receive Feedback From Your Employees (.33 hour)
- Managing for Success: Create a Safety Culture (.33 hour)
- Managing for Success: Soliciting Ideas and Opinions (.33 hour)
- Managing for Success: Understand Customer Needs (.33 hour)
- Managing Me (.27 hour)
- Motivating Employees with Recognition (.5 hour)
- New Supervisor Fundamentals (1.12 hours)
- Painless Performance Conversations (.75 hour)
- Performance Excellence: Introduction [course] (.57 hour)
- Performance Management (.5 hour)
- Propelling Performance With Open-Book Management (.47 hour)
- Strategic Planning for Long-Term Success (.5 hour)
- Succession Planning (.47 hour)
- Would I Inspire Me? (.25 hour)
- Balloon Drawings Using Discus (.5 hour)

### **MANUFACTURING SKILLS**

- DAGE X-Ray Machine Training (1 hour)
- Electro-Static Discharge (ESD): An Introduction (.5 hour)
- Back Safety in Industrial Environments (.27 hour)
- Bloodborne Pathogens in First Response Environments (.4 hour)
- Bloodborne Pathogens: Learn Your Risk (.38 hour)
- Bloodborne Pathogens: Learn Your Risk (.38 hour)
- Breathe Safely: The Proper Use of Respiratory Protection (.3 hour)

- Decontamination Procedures (.28 hour)
- Electrical Safety (.28 hour)
- Electrical Safety (.32 hour)
- Eye Safety (.25 hour)
- Eye Safety (.27 hour)
- Forklift Safety: Industrial Counterbalance Lift Trucks (.38 hour)
- Forklift/Powered Industrial Truck Safety (.42 hour)
- Getting Real About Workplace Violence (Part 1 of 2): Awareness and Prevention (.2 hour)
- GHS Safety Data Sheets (GHS) (.28 hour)
- Hand and Power Tool Safety (.27 hour)
- Hand, Wrist, and Finger Safety (.25 hour)
- Hazard Communication in Industrial Facilities (.33 hour)
- Health Hazards at Work (.53 hour)
- Hearing Conservation and Safety (.25 hour)
- Heat Stress (.23 hour)
- Hot Work Safety and the Permitting Process (.23 hour)
- Industrial Ergonomics (.25 hour)
- Industrial Fire Prevention (.28 hour)
- Introduction to GHS: The Globally Harmonized System (GHS) (.35 hour)
- Ladder Safety (.23 hour)
- Lead Exposure (.27 hour)
- Materials Handling Safety (.3 hour)
- Monitoring Procedures and Equipment (HAZWOPER) (.3 hour)
- Safe Work Practices and the 2018 CSA Z462 (.43 hour)
- Safety Data Sheets in HAZWOPER Environments (.28 hour)
- Severe Weather Safety: Prepare, Survive & Recover (.3 hour)
- Site Safety and Health Plan (.37 hour)
- Slips, Trips and Falls (.3 hour)
- Slips, Trips, and Falls (.28 hour)
- To the Point About: Personal Fall Arrest Systems (.23 hour)
- To the Point About: Preventing Back Injuries (.22 hour)
- To the Point About: Preventing Electric Shock (.2 hour)
- To the Point About: Preventing Eye Injuries (.2 hour)
- To The Point About: The Safe Use of Compressed Gas Cylinders (.18 hour)
- Understanding Chemical Hazards (.35 hour)
- Walking and Working Surfaces (.28 hour)
- Welding Safety (.28 hour)
- Winter Safety (.27 hour)
- Work Practices and Engineering Controls (.3 hour)

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



**Training Proposal for:**  
**Herman Weissker Power, Inc.**  
**Contract Number: ET21-0115**

**Panel Meeting of:** June 26, 2020

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

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SET Veterans	Industry Sector(s):	Construction (C) Services (61,71,72,81,92)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No   International Brotherhood of Electrical Workers (IBEW) Local 47		
Number of Employees in:	CA: 141	U.S.: 176	Worldwide: 176
<u>Turnover Rate:</u>	0%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

**FUNDING DETAIL**

<b>In-Kind Contribution:</b>
\$272,962

<b>Total ETP Funding</b>
\$215,625



**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET Priority Rate	Business Skills Commercial Skills Computer Skills Continuous Impr OSHA 10/30 PL- Comm Skills	120	8-200	0-50	\$1,725	\$25.01
				Weighted Avg: 75			
2	Veterans SET Priority Rate	Business Skills Commercial Skills Computer Skills Continuous Impr OSHA 10/30 PL- Comm Skills	5	8-200	0-50	\$1,725	\$25.01
				Weighted Avg: 75			

**Minimum Wage by County:** Modified Statewide Average Wage (SET) of \$25.01 per hour for Los Angeles and Orange counties.

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

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

Up to \$2.50 per hour of company-paid portion of Medical, Dental, or Vision benefits may be used to meet the Post-Retention Wage for Job Numbers 1 and 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1:</b>		
Administrative Staff		5
Accounting Staff		2
Marketing Staff		3
Construction Staff		25
Foreman		25
Engineers		30
Project Leads		10
<b>Job Number 2:</b>		
Construction Staff		1
Engineer		1
Foreman		1
Project Leads		2

## **INTRODUCTION**

Founded in 2011 and headquartered in Anaheim, Herman Weissker Power, Inc. (HWP) ([www.hwpowerinc.com](http://www.hwpowerinc.com)) specializes in electrical underground system installation and provides planning, construction, engineering, design and management services for large scale public and private projects serving the electric industry. Its parent company - Meruelo Enterprises, Inc. is not participating in this project. HWP's customer base includes both private and public sector companies such as Southern California Edison. ETP training will be delivered at HWP's Anaheim and Long Beach facilities.

### **Veterans Program**

In this proposal, HWP has committed to include five Veterans (Job Number 2). Concerning recruitment for filling open positions within HWP, the Company actively works with a local union that utilizes programs like Helmet to Hardhats and Hire a Vet to identify and offer fast-track processes to become an apprentice. HWP also lists open job announcements with EDD, which has veteran-based referral programs that give veterans priority opportunities to apply for its recently listed positions.

### **Women's Program**

HWP currently doesn't have an outreach program for women's recruitment in the Company, but many of the unions involved in this proposal do actively recruit women apprentices in the trades

## **PROJECT DETAILS**

This will be HWP's first ETP Contract. As a major partner in the installation of the power grids, HWP's frontline workers need to learn new systems and products being rolled out by utility companies across California. Due to this large infrastructure initiative, HWP staff will need to learn new customer equipment and procedures to perform the installation process. Additionally, as companies expand to 5G networks, HWP anticipates the need to replace current equipment with new 5G technology to meet customer needs. HWP must also meet updated certification requirements such as Cal OSHA, California Public Utility Commission, and Department of Transportation.

Training will also help HWP remain competitive. The Company has been experiencing an increase in out-of-state competition, with a lack of local-skilled labor. Training will improve efficiency and lower operational costs.

### **Training Plan**

The following training will be delivered via Class/Lab, E-Learning, and Productive Lab:

**Business Skills:** This training will be offered to Operation Staff, Project Leads, and Engineers on courses like Account Management, Workplace Communication Skills, and Support Skills and Updates to enhance customer service being delivered and to develop business.

**Commercial Skills:** This training will be offered to Construction Workers, Foremen, and Project Leads on courses like Industrial Electrical / Construction Skills, Underground Construction Best Practices, and Telecommunications Equipment and Services. Training will be focused on all aspects of construction, planning, and design while also emphasizing workplace safety when working in hazardous conditions.

**Computer Skills:** This training will be offered primarily to Engineers, Finance Staff, Operations Staff and Project Leads on courses like Microsoft Office (Intermediate / Advanced), Spectrum (construction-management software), AutoCad / Design Tools, and Intuit QuickBase (software) to address the need for customizing databases, spreadsheets, reports, charts, graphs, and professional presentation materials for clients and to improve efficiency and bidding capabilities.

**Continuous Improvement:** This training will be offered to Finance Staff, Operations Staff, and Project Leads on courses like Leadership / Coaching Essentials, High Performance Team Training, and Project Management Skills to enhance productivity, solve problems, make effective decisions, and come up with solutions that are scalable and cost-effective.

### **Certified Safety Training**

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

### **Productive Laboratory**

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

Construction Staff will receive approximately 60 hours of PL-Commercial Skills training. PL training will utilize an experienced trainer to specify the scope of work, explain the process and needed equipment, and verify that the trainee understands standards and specifications. The trainer will observe trainees perform the task, provide feedback, assist with re-work efforts (if necessary), and ensure that the task has been performed correctly to ensure that the employee understands the process while reaching competency.

PL trainer-to-trainee ratio will not exceed a trainer-to-trainee ratio of 1:3. This ratio is necessary as it is common for tasks to be performed in teams of three at worksites to safely use equipment. However, the majority of PL training will be delivered using a trainer-to-trainee ratio of 1:1.

### **Computer-Based Training (CBT)**

CBT will be provided to supplement Class/Lab training, which is a more convenient means of delivering basic training. Trainees will receive up to 50 hours of CBT.

### **Commitment to Training**

Annually, the Company invests approximately \$130,500 on training in California. Training includes introductory computer skills, manager skills, company policies and procedures, new-hire orientation, personal roles and responsibility, out-of-state employee training seminars and conferences, and anti-harassment 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**

HWP's Director of Safety (dedicated administrator) and its Safety Coordinator will administer the project. The Company has eight in-house trainers who are subject-matter experts to deliver ETP training. Some training will be delivered by vendors as needed. The Company has also

retained a third-party administrator, California Training Administration (CTA), to assist with administrative duties and to assist with ETP's online systems.

### **Impact/Outcome**

ETP training will reinforce HWP's market position and growth strategies, while assisting with the following goals: investing \$15,000 on new equipment and software upgrades to meet new carbon requirements; Construction Staff and Foremen will be certified or recertified in OSHA 10/30 as 30 certifications are anticipated as a result of ETP-funded training; efficiency improvements over next 24 months for increased cost-savings, improved workplace safety, and improved bidding capabilities; cross train to broaden skills to reduce down-time within classifications and provide upward mobility in advanced occupations; and, lower operating costs while increasing construction schedules as a result of a more skilled and flexible workforce.

### **Special Employment Training**

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

#### **➤ Wage and Retention Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$33.34 to \$25.01). The Company requests this modification.

### **Recordkeeping**

Due to COVID-19, the Company will use an approved alternate recordkeeping.

### **Alternate Retention / Waiver Request**

HWP is requesting an additional retention option of 500 hours within 272 as some occupations are customarily not employed 90-consecutive days like the Construction Staff occupations in this proposal.

### **Safety Training Waiver**

Per California Code of Regulation, Title 22, Section 4420.5 Safety Training, HWP requests a waiver to exceed the 10% safety-training cap on the basis the training curriculum includes occupations involved in the construction industries (i.e. Construction Staff, Foreman) with high concentrations of safety procedures. The estimated need is 20-30 percent per person.

### **Union Support**

The training project is supported by IBEW Local 47's union whom represent the Construction Worker, Foremen, Engineers, and some Project Lead's occupations within HWP's workforce and within this proposal. The union has submitted a letter of support for this training project.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

## **DEVELOPMENT SERVICES**

HWP retained California Training Administration (CTA) in Rocklin to assist with development of this proposal for a flat fee of \$2,500.

## **ADMINISTRATIVE SERVICES**

The Company also retained CTA to perform administrative services in connection with this proposal for a fee not to exceed 10% of payment earned.

## **TRAINING VENDORS**

To Be Determined

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

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Contracts - Advanced Skills
- Managing Multiple Task in a Timely Manner
  - Managing Multiple Priorities
- Workplace Communication Skills
- Support Skills and Updates
  - Support Skills – Customer, Supplier, Sales
  - Budgeting Techniques / Financial Reports
  - Accounting & Finance Processes
  - Marketing Techniques
- Account Management
  - Client Relationship Management
  - Contract Management

**COMPUTER SKILLS**

- Microsoft Office (Intermediate / Advanced)
  - Word
  - Excel
  - PowerPoint
  - Access
  - Publisher
- AutoCAD / Design Tools
- Computer and/or Internet Navigation
- Intuit QuickBase (software)
- Spectrum (construction-management software)
- Effective Delivery Workflows
- Google Applications
- Microsoft Programs (Advanced / Intermediate)
- Workday System

**CONTINUOUS IMPROVEMENT**

- Building a Positive Work Environment
- Problem Solving / Process Innovation
- High Performance Team Training
- Office Safety Skills
- Customer Service
- Project Management Skills
- 5 Characteristics of Quality Behind the Wheel (non-licensed based training)
- Managing Multiple Priorities
- Leadership / Coaching Essentials
  - Giving/Receiving Feedback
  - Preparation & Planning for Leaders
  - Influence without Authority
  - Leading through Change
  - Motivating and Inspiring Others

- Hazard Communication Skills
  - Communication (recordkeeping, reporting, follow up)
  - Incident Investigations (root-cause analysis, corrective actions)
  - Risk Assessment Process

### **COMMERCIAL SKILLS**

- Underground Construction Best Practices
  - Conductor in Conduit (CIC)
  - Conduit Rodding and Cleaning
  - Concrete Sawing
- Telecommunications Equipment and Services
  - Fiber Placement, Testing and Splicing Skills (transfer of facilities)
- Industrial Electrical / Construction Skills
  - New Employee Operation
  - Hazard Communications
  - Company Procedures, APM manual, Communication
  - Points of Contact for Climbing
  - Hoisting and Rigging Training
  - Heavy Equipment Operator Training
  - Operator Quality Training Veriforce
  - Power Tool Operation
  - Inspecting, Cleaning and Storing Live Line Tools
  - Hauling Poles
  - Second Point of Contact
  - Line of Fire, Struck-By, Struck-Against, Electrocution Hazards
  - Insulate / Isolate Techniques
  - Work Area Assessment – Pre-Job Walk – Hazard Analysis
  - Tailboards – Pre-Job Briefing
  - Load Securement
  - Back Feed Protection
  - Water-Jel Burn Kits
  - Pinch Points & Suspended Loads
  - Wood Pole Inspection & Use of Outdoor Spotters
  - Hydraulic Systems / Backing Collision Avoidance
  - Aerial Lift
  - Call Before You Dig
  - Step and Touch Potential
  - Traffic Control Assessment & Short Duration Traffic Control
  - Trailer Connections
  - Confined Space, Vaults (Respiratory Air Monitoring)
  - Atmospheric Testing
  - Chainsaw Operation
  - Rescue Techniques (Confined Space, Pole Top, Bucket & Trenches)
  - High Voltage Construction & Maintenance
  - Grounding – Inspections of Grounding
  - Minimum Approach Distance (regulations, best practices)
  - Electrical Gloves and Tools
  - Arc Hazard / Arc Flash Awareness (potential and response)
- Planning Department Skills
  - Civil Base Mapping
  - Planning & Design Techniques
  - Project Management

- Traffic Control & Permitting Processes (Lane Closures, Detour Plans)
- COVID-19 Mitigation Procedures
- Lift Trucks / Boom & Aerial Operation
- New Hire Job Site Training
- Powered Industrial Trucks (Fork Lift Training)
- Proper Lifting – Heavy Equipment and Tools
- Competent Driver & Equipment Operator Skills.
- Mechanics and Maintenance Skills
  - Abrasive, Sanding, Grinding, Welding, Cutting, Brazing
  - Aerial and Scissor Lift
  - Compressed Gas (storage and use)
  - Confined & Enclosed Spaces / Entry / Monitor
  - Electrical Hazards Awareness
  - Lockout / Tag / Block Potential Energy
  - Machine Guarding
  - Lifting Devices (Hoist, Chain, Sling)
  - Fleet Vehicle Maintenance (Oil, Transmission fluid, Wiper fluid)
  - Silica Awareness

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

**OSHA 10/30** (OSHA-Certified Trainer)

- OSHA 10
- OSHA 30

**Productive Lab Hours**

0- 60

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

- Construction Skills
- Job Skills Updates
- Dangerous Material Handling
- Equipment Maintenance
- Inspection Techniques
- Installing New Equipment
- Repairing Techniques
- Job Shadow Ride-Along / On-the-Job Training

**CBT**

0-50

**COMMERCIAL SKILLS**

- Arc Hazard Awareness (.5 hr)
- Asbestos Awareness (.5 hr)
- Barricading Vehicles (.5 hr)
- Confined & Enclosed Spaces / Entry (.5 hr)
- Control of Hazardous Energy (.5 hr)
- Electrical Hazards & Basic Safety (.5 hr)
- Emergency Action Plans (.5 hr)
- Fall Protection (.5 hr)
- Fire Prevention (.5 hr)
- Hazard Communications (.5 hr)



- Hearing Protection (.5 hr)
- Heat Illness Prevention Program (.5 hr)
- Hot Line Tools (.5 hr)
- Job Hazard Analysis / Pre-Job Tailboards (.5 hr)
- Line of Fire (.5 hr)
- Minimum Approach Distance (.5 hr)
- Personal Protective Equipment (.5 hr)
- Protective Grounding (.5 hr)
- Rigging (.5 hr)
- Rubber Protective Cover (.5 hr)
- Silica Awareness (.5 hr)
- Traffic Control (.5 hr)
- Trench & Shoring Competent Person (.5 hr)

### **COMPUTER SKILLS**

- Access 2007: Queries in Depth (2 hrs)
- Access 2010 New Features (0.5 hr)
- Access 2010 Power Shortcuts (3.75 hrs)
- Access 2010: Forms and Reports in Depth (3 hrs)
- Excel 2007: Financial Analysis (2.25 hrs)
- Excel 2010: New Features (1.75 hrs)
- Migrating from Outlook 2003 to Outlook 2007 (1 hr)
- Outlook 2007: Power Shortcuts (2 hrs)
- Outlook 2007: Time Management with Calendar and Tasks (2.5 hrs)
- Outlook 2010: Effective Email Management (1.75 hrs)
- Outlook 2010: Power Shortcuts (2.5 hrs)
- Outlook 2010: Time Management with Calendar and Tasks (2.5 hrs)
- PowerPoint 2010: Audio and Video in Depth (4.5 hrs)
- PowerPoint 2010: Real-World Projects (0.5 hr)
- PowerPoint Tips and Tricks for Business Presentations (3 hrs)
- Up and Running with HTML (4.5 hrs)

### **CONTINUOUS IMPROVEMENT**

- Active Listening (0.5 hr)
- A Motivators Toolkit 1.0 (.5 hr)
- Creative Problem Solving (.5 hr)
- Decision Making Excellence (.5 hr)
- Delegate to Save & Develop Others (.5 )
- Effective Delegation 1.0 (.5 hr)
- The Key to Delegation 1.0 (.5 hr)
- Leadership vs Coaching (.5 hr)
- Principles of Planning 1.0 (.5 hr)
- Strategic Planning at its Best (.5 hr)
- Tools and Knowledge for Successful Plans (.5 hr)
- 5 Steps to Problem Solving (.5 hr)

### **BUSINESS SKILLS**

- Communicating 1.0 (.5 hr)
- Communicating Effectively 2.0 (.5 hr)
- Communication Barriers (.5 hr)

- Conflict Management (.5 hr)
- Diffusing Upset Customers (.5 hr)
- Effective Meetings (1.5 hrs)
- Establishing Trust and Customers 1.0 (.5 hr)
- How to Avoid and Manage Conflict (.5 hr)
- Identifying the Causes of Conflict (.5 hr)
- Managing Conflict (.5 hr)
- Negotiation (0.5 hr)
- Objection Handling (.5 hr)
- Online Marketing (1.75 hrs)
- Overcoming Barriers to Workplace Communications (.5 hr)
- Productive Conflict Resolution (.5 hr)
- Project Management (2 hrs)
- Sales Skills Fundamentals (1.25 hrs)

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

**PATRICK LAVIN**  
Business Manager  
Financial Secretary

***International  
of Electrical***



***Brotherhood  
Workers***

**TYRONE CHAMOIS**  
President

600 N. Diamond Bar Blvd, Diamond Bar, CA 91765  
(909) 860 -IBEW (4239) Fax: (909) 860-2136  
Web Page: [www.ibew47.org](http://www.ibew47.org)

Dispatch Office:  
1405 Spruce St., Suite H, Riverside, CA, 92507  
(951) 784-7507 Fax: (951) 784-4818

May 14, 2020

Mr. Cooper, ETP Director  
Mr. Robert Jackson  
Employment Training Panel  
1065 E. Hillsdale Blvd. #415  
Foster City, CA 94404

EMAIL COMMUNICATION: [Robert.jackson@etp.ca.gov](mailto:Robert.jackson@etp.ca.gov)

Reference: Herman Weissker Power, Inc. – 19-0864

Dear Mr. Cooper,

IBEW Local #47 supports the training program and partnership proposed between the company referenced above and the State of California's ETP program. Our 69 members of #47 employed by Herman Weissker Power, Inc. will benefit from this companies' efforts to focus on leadership, improved practices and safety.

If you should have any questions, please do not hesitate to contact me at (951) 218-9800.

Sincerely,

Patrick Lavin  
Business Manager/Financial Secretary

Cc: Sandy Dennis, Contract Administration  
[sdennis@merueloenterprises.com](mailto:sdennis@merueloenterprises.com)  
Rebeca Christy, Meruelo Group  
[rchristy@meruelogroup.com](mailto:rchristy@meruelogroup.com)  
Shawn Rosenberger, President  
[srosenberger@merueloenterprises.com](mailto:srosenberger@merueloenterprises.com)

PL:ma



**Training Proposal for:**  
**Herman Weissker, Inc.**  
**Contract Number: ET21-0111**

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** San Francisco Regional Office

**Analyst:** R. Jackson

**PROJECT PROFILE**

Contract Attributes:	Retrainee SET Priority Rate Veterans	Industry Sector(s):	Construction (C) Services (61, 71, 72, 81, 92)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No IUOE Local 12; Cement Masons' Local 600; U.A. Local 250; Teamsters Local 986; Construction Teamsters Local 166; Operating Engineers Local 3		
Number of Employees in:	CA: 501	U.S.: 536	Worldwide: 536
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution:</b>
\$696,525

<b>Total ETP Funding</b>
\$435,183

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET Priority Rate	Comm'l. Skills, Cont. Imp, Computer Skills, Business Skills, OSHA 10/30, HAZWOPER, PL- Comm'l. Skills	350	8-200	0-50	\$1,219	\$25.01
				Weighted Avg: 53			
2	Retrainee SET Priority Rate Veterans	Comm'l. Skills, Cont. Imp, Computer Skills, Business Skills, OSHA 10/30, HAZWOPER, PL- Comm'l. Skills	7	8-200	0-50	\$1,219	\$25.01
				Weighted Avg: 53			

**Minimum Wage by County:** Job Numbers 1 & 2 (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 \$2.50 per hour may be used to meet the Post-Retention Wage

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1: Retrainee</b>		
Operations Staff		5
Finance Staff		5
Construction Staff		140
Engineers		80
Foreman		90
Project Leads		30
<b>Job Number 2: Veterans</b>		
Construction Staff		2
Engineer		1
Foreman		3
Project Lead		1

## **INTRODUCTION**

Founded in 1959 and headquartered in Riverside, Herman Weissker, Inc. (HWI) ([www.hermanseissker.com](http://www.hermanseissker.com)) specializes in electrical and gas underground-system installation and provides planning, construction, engineering, design and management services for large scale public and private projects serving the gas, electric, and telecommunications' services. Its parent company, Meruelo Enterprises, Inc., is not participating in the project. HWI's customer base includes private and public sector companies such as Southern California Edison, SoCal Gas, and Phillips 66. ETP training will be delivered at HWI's facilities in Riverside, Bakersfield, Long Beach, Visalia, Arroyo Grande and Ventura.

This will be HWI's first ETP-funded Contract. ETP funds will support training for frontline workers determined to be critical following company-wide assessments. HWI identified specific skills' gaps within job classifications, and it has set goals to lessen errors and injury rates contributing to operational related delays or costs. ETP training will add skills to increase efficiency, speed, and precision on construction projects to increase competitiveness. The proposed training will equip workers with additional-transferable skills and compliments existing on-the-job training with supplemental-vocational training.

### **Veterans Program**

In this proposal, HWI has committed to include seven Veterans (Job Number 2). The Company actively works with a local Unions that utilize programs like Helmet to Hardhats and Hire a Vet to identify and offer fast-track processes to become apprentices. HWI also lists open job announcements with EDD, which has veteran-based referral programs that gives veterans priority opportunities to apply for its recently listed positions.

### **Women's Program**

HWI currently doesn't have an outreach program for women's recruitment in the Company, but many of the unions involved in this proposal do actively recruit women apprentices in the trades.

### **Union Support**

The training project is supported by IUOE Local 12; Cement Masons' Local 600; U.A. Local 250; Teamsters Local 986; Construction Teamsters Local 166; Operating Engineers Local 3. Unions represent the Construction Worker, Foreman, Engineers, and some Project Lead occupations within this proposal, and the unions have submitted letters of support for this training project.

## **PROJECT DETAILS**

To remain competitive, HWI is offering employees that are traditionally skilled specialists in one trade area an opportunity to learn other trades to diversify the assignments employees can take on and lessen downtimes on its worksites. ETP training will offer upward mobility while providing a pathway to promotion into higher paid positions within HWI. Overall, this ETP training aims to increase efficiency within the Company by lessening periods of time needed to complete projects.

### **Training Plan**

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

**Business Skills:** Training will be offered to Operation Staff, Project Leads and Engineers in Workplace Communication Skills, Account Management, and Planning Skills to improve the

tracking of projects and ensure proper budgets, expense reporting and procedures are followed. This training is anticipated to lower operating costs and increase cost savings.

**Commercial Skills:** Training will be offered to Construction Workers, Foremen and Project Leads in Underground Construction Best Practices, Planning and Design and Occupational Hazard Procedures. Training will focus on all aspects of construction, planning and design.

**Computer Skills:** Training will be offered to Engineers, Finance Staff, Operations Staff, and Project Leads in Spectrum, AutoCad, and Intuit Quickbase Software. Training supports addressing the need for customizing databases, spreadsheets, reports, charts, graphs and professional presentation materials for clients. Upgrading staffs designs skills for more detailed analysis on an array of construction related projects is anticipated to improve efficiency and improved bidding capabilities.

**Continuous Improvement:** Training will be offered to Finance Staff, Operation Staff, and Project Leads in Leadership/Coaching Essentials, Problem Solving/Process Innovation and Project Management Skills to enhance productivity.

### **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.

Construction Staff will receive approximately 60 hours of PL- Commercial Skills training. PL training will utilize an experienced trainer to specify the scope of work, explain the process and needed equipment, and verify that the trainee understands standards and specifications. The trainer will observe the PL trainees perform the task, provide feedback, assist with re-work if necessary, and ensure that the task has been performed correctly to ensure that the employee understands the process and reaches competency.

PL trainer-to-trainee ratio will not exceed 1:3. This ratio is necessary as it is common for tasks to be performed in teams at worksites to safely use equipment. However, the majority of PL training will be delivered at a 1:1 ratio.

### **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. Trainees will not receive 40 hours unless they work full-time onsite at the clean-up location.

## **Computer-Based Training**

CBT will be provided to supplement Class/Lab training, which is a more convenient means of delivering basic training. Trainees will receive up to 50 hours of CBT.

## **Special Employment Training**

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

### **➤ Wage Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$33.34 to \$25.01). The Company requests this modification.

## **High Unemployment Area**

Some trainees (Job Number 1 & 2) work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in Bakersfield and Visalia are in an HUA. For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. However, the Company is not requesting any additional wage modifications.

## **Alternate Retention**

HWI is requesting an additional retention option of 500 hours within 272 as some occupations are customarily not employed 90-consecutive days like Construction Staff.

## **Recordkeeping**

Due to COVID-19, the Company will use an approved alternate recordkeeping.

## **Commitment to Training**

Annually, the Company invests approximately \$342,000 per California facility on training. Training includes introductory computer skills, manager skills, company policies and procedures, new-hire orientation, personal roles and responsibility, out-of-state employee training seminars and conferences and anti-harassment training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### **➤ Training Infrastructure**

The Director of Safety (dedicated administrator) and one additional Safety Coordinator or Foreman per site will administrator the project. HWI has seven in-house experts to deliver ETP training. Some training will be delivered by vendors as needed. The Company has retained California Training Administration (CTA) to assist with administrative duties and with ETP's online systems.

## **Impact/Outcome**

ETP training will reinforce HWI's market position and growth strategies while assisting with the following goals: efficiency improvements over next 24 months for increased cost savings,



improved workplace safety, and improved bidding capabilities; cross training to broaden skills to reduce downtime and provide upward mobility in advanced occupations; lower operating costs, while increasing construction schedules as a result of a more skilled and flexible workforce; and, an estimated 35 Project Leads, Foreman, Construction Workers, and Engineers will be certified or recertified in OSHA 10/30 or HAZWOPER safety-related training.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

CTA in Rocklin assisted with development for a flat fee of \$2,500.

### **ADMINISTRATIVE SERVICES**

CTA will also perform administrative services for a fee not to exceed 10% of payment earned.

### **TRAINING VENDORS**

M.R.S. OSHA Safety Inc. in Lake Elsinore has been retained to provide OSHA 30 training for an estimated fee of \$18,000.

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:

**BUSINESS SKILLS**

- Contracts - Advanced Skills
- Managing Multiple Tasks in a Timely Manner
  - Managing Multiple Priorities
- Workplace Communications Skills
  - Business/Report Writing Skills
  - Creating Effective Presentations
  - Presentation Skills
  - Proposal Writing
  - Marketing/Sales Techniques
  - Strategic Seller/Strategic Planning Training
  - Customer Service
- Support Skills and Updates
  - Support Skills – Customer, Supplier, Sales
  - Budgeting Techniques/Financial Reports
  - Accounting & Finance Processes
  - Technical Field Support
  - System and Workplace Security Awareness
- Account Management
  - Client Relationship Management
  - Sales Skills
  - Contract Management
  - Handling Objections & Closing
  - Negotiation Skills
- Marketing Skills
  - Search Engine Optimization
  - Email Marketing
  - Social Media

**COMPUTER SKILLS**

- Field Software or Reporting System
- Intuit Quick Base
- Spectrum
- AutoCAD/Design Tools
- Performance Management – Labor Cost Tracking System
- Sales-Ops Training (Sales Software & Platform Tools)
- Microsoft Programs (Advanced/Intermediate)
  - Word
  - Excel
  - PowerPoint
  - Access
  - Publisher
- System Upgrades/New Systems Training
- Customer Relationship Management
- Resource Planning System

- Accounts Payable/Receivable
- Cash Management
- Document Management
- Equipment Management
- Inventory
- Job Billing/Job Cost
- Material Pre-Construction
- Sales/Payroll Processes
- Pre-Construction
- Project Management
- Purchase Orders
- Subcontract Ledger
- Computer and/or Internet Navigation
- Google Applications
- Workday System (not HR /discipline)
  - Reporting & Analytic
  - Reviewing Configuration Requirements
  - Perform Administrative Activities
- NetSuite Systems Training
- Programming Languages
  - Cascading Style Sheets Language
  - Java Language
  - Structured Query Language (SQL)
- PowerTrack (software)
- E-Compliance (software)
- Pinion (software)

### **CONTINUOUS IMPROVEMENT**

- Building Effective Work Teams
- Four Styles of Communication
- Quality Control Certifications
- Quality Inspection Program
- Safety for Office Workers
- High Performance Team Training
- Building a Positive Work Environment
- Workflow and Schedules
- Problem Solving/Process Innovation
- Efficiency & Quality Improvements
- Project Management Skills
- Goal Setting
- Train-the-Trainer Skills
- Leadership/Coaching Essentials
  - Coaching for Performance
  - Giving/Receiving Feedback
  - Identifying and Training High-Potential Employees
  - Influence without Authority
  - Leading through Change
  - Motivating and Inspiring Others
  - Preparation & Planning for Leaders

**COMMERCIAL SKILLS**

- Underground Construction Best Practices
  - Asphalt Grinding and Paving
  - Concrete Sawing
  - Conductor in Conduit (CIC)
  - Conduit Rodding and Cleaning
  - Inner-Duct Placing
  - Installing/Replace Hand-Holes and Pull Boxes
  - Installing Conduit
  - Vault and Manhole Installation/Repair
- GAS/OIL – Transmission & Distribution Skills
  - Earthwork Equipment and Tools
  - High Sensitivity to Environmental Concerns
  - Pipe Fabrication
  - Pipeline Inspection Techniques
  - Piping and Equipment Layout
  - Structural Support Skills
- Planning and Design Skills
  - AutoCAD Drafting
  - Civil Base Mapping
  - Pipe Fabrication
  - Planning & Design Techniques
  - Plant Betterment
  - Project Management
  - Traffic Control & Permitting processes (Lane Closures, Detour Plans)
- Construction Skills
  - Cross-Functional Equipment Training
  - Elevated Platforms/Aerial Devices
  - Equipment Maintenance
  - Fork Lift Training/Lift Trucks (non-license based training)
  - Operator Qualification *Veriforce* Certification
  - Heavy Equipment Operator Training
  - Hoisting and Rigging Training
  - Fall From Height Prevention
  - Insulate/Isolate Techniques
  - Lead Awareness/Lead-In Construction
  - Power Tool Operation
  - Trenching & Shoring Competent Person
  - Cranes & Other Hoisting Equipment
  - Electrical Awareness
  - Excavation, Trenching & Shoring
  - Rescue Techniques (Confined Space, Enclosed Space & Trenches)
  - Hot Line Tools
  - Job Site Analysis and Mitigation (JSA)
  - Daily Job Hazard Analysis (JHA)
  - Personal Protective Equipment (PPE)
  - Proper Lifting of Heavy Tools and Equipment
  - Scaffolding Construction
  - Competent Driver & Equipment Operator Skills (not leading to license or testing)
  - Tool & Equipment Handling
  - Traffic Control & Flagging Procedures

- Wildfire Prevention & Mitigation Training
- Work Area Assessment
- Working near Overhead Power Lines
- Working with Ladders / Portable Ladders
- Hazardous Communications

**OSHA 10/30** (OSHA-Certified Trainer)

- OSHA 10
- OSHA 30

**HAZWOPER (OSHA 40)**

- Spill Prevention, Control and Remediation
- Hazardous Waste Clean-Up

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

**Productive Lab Hours**

0-60

**COMMERCIAL SKILLS** (1:3 Ratio)

- Construction Skills
- Cross Training/Job Skill Updates
- Dangerous Material Handling
- Equipment Maintenance
- Inspection Techniques
- Installing New Equipment
- Repairing Techniques
- Job Shadow Ride-Along

**CBT**

0-50

**COMMERCIAL SKILLS**

- Arc Hazard Awareness (.5 hr)
- Asbestos Awareness (0.5 hr)
- Barricading Vehicles (0.5 hr)
- Confined & Enclosed Spaces/Entry (0.5 hr)
- Control of Hazardous Energy (.5 hr)
- Electrical Hazards & Basic Safety (.5 hr)
- Emergency Action Plans (.5 hr)
- Fall Protection (.5 hr)
- Fire Prevention (.5 hr)
- Hazard Communications (.5 hr)
- Hearing Protection (.5 hr)
- Heat Illness Prevention Program (.5 hr)
- Injury Prevention (.5 hr)
- Job Hazard Analysis/Pre Job Tailboards (.5 hr)
- Line of Fire (.5 hr)
- Minimum Approach Distance (.5 hr)
- Personal Protective Equipment (.5 hr)

- Protective Grounding (.5 hr)
- Rigging (.5 hr)
- Rubber Protective Cover (.5 hr)
- Silica Awareness (.5 hr)
- Traffic Control (.5 hr)
- Trench & Shoring Competent Person (.5 hr)

### **COMPUTER SKILLS**

- Excel 2010: New Features (1.75 hrs)
- Excel 2007: Financial Analysis (2.25 hrs)
- Outlook 2010: Time Management with Calendar and Tasks (2.5 hrs)
- Outlook 2010: Power Shortcuts (2.5 hrs)
- Outlook 2010: Effective Email Management (1.75 hrs)
- Outlook 2007: Time Management with Calendar and Tasks (2.5 hrs)
- Outlook 2007: Power Shortcuts (2 hrs)
- Migrating from Outlook 2003 to Outlook 2007 (1 hr)
- PowerPoint Tips and Tricks for Business Presentations (3 hrs)
- PowerPoint 2010: Audio and Video in Depth (4.5 hrs)
- PowerPoint 2010: Real-World Projects (0.5 hr)
- Access 2010: Forms and Reports in Depth (3 hrs)
- Access 2010 Power Shortcuts (3.75 hrs)
- Access 2010 New Features (0.5 hr)
- Access 2007: Queries in Depth (2 hrs)
- Up and Running with HTML (4.5 hrs)

### **CONTINUOUS IMPROVEMENT**

- 5 Steps to Problem Solving (.5 hr)
- A Motivators Toolkit 1.0 (.5 hr)
- Act Slim in the Workplace (.5hr)
- Active Listening (0.5 hr)
- Creative Problem Solving (.5 hr)
- Decision Making Excellence (.5 hr)
- Delegate to Save and Develop Others (.5 )
- Effective Delegation 1.0 (.5 hr)
- Golden Shovel (.5 hr)
- Leadership vs Coaching (.5 hr)
- Principles of Planning 1.0 (.5 hr)
- Risk Tolerance (.5 hr)
- Strategic Planning At Its Best (.5 hr)
- The Key to Delegation 1.0 (.5 hr)
- Tools and Knowledge for Successful Plans (.5 hr)

### **BUSINESS SKILLS**

- Communicating 1.0 (.5 hr)
- Communicating Effectively 2.0 (.5 hr)
- Communication Barriers (.5 hr)
- Conflict Management (.5 hr)
- Diffusing Upset Customers (.5 hr)
- Effective Meetings (1.5 hrs)
- Establishing Trust and Customers 1.0 (.5 hr)

- How to Avoid and Manage Conflict (.5 hr)
- Identifying the Causes of Conflict (.5 hr)
- Managing Conflict (.5 hr)
- Negotiation (0.5 hr)
- Objection Handling (.5 hr)
- Online Marketing (1.75 hrs)
- Overcoming Barriers to Workplace Communications (.5 hr)
- Productive Conflict Resolution (.5 hr)
- Project Management (2 hrs)
- Sales Skills Fundamentals (1.25 hrs)

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



# *International Union of Operating Engineers*

Southern California & Southern Nevada

AFL-CIO



**RONALD J. SIKORSKI**  
Business Manager  
and  
General Vice President

May 6, 2020

Mr. Cooper, ETP Director  
Mr. Robert Jackson  
Employment Training Panel  
1065 E. Hillsdale Blvd. #415  
Foster City, CA 94404

EMAIL COMMUNICATION: [Robert.jackson@etp.ca.gov](mailto:Robert.jackson@etp.ca.gov)

Reference: Herman Weissker Inc. – 19-0870

Dear Mr. Cooper:

This letter is to confirm support by the International Union of Operating Engineers, Local Union No. 12 for Herman Weissker Inc. proposed training to be submitted to Employment Training Panel.

Sincerely,

Ronald J. Sikorski, Business Manager  
I.U.O.E., Local Union No. 12 and  
General Vice President

RJS:va

Cc: Sandy Dennis, Contract Administration  
[sdennis@merueloenterprises.com](mailto:sdennis@merueloenterprises.com)  
Rebeca Christy, Meruelo Group  
[rchristy@meruelogroup.com](mailto:rchristy@meruelogroup.com)





# Cement Masons' Local No. 600

Operative Plasterers' and Cement Masons  
International Association of the United States and Canada, AFL-CIO

---

February 27, 2020

Robert Jackson  
Employment Training Panel  
1065 E. Hillsdale Blvd. # 415  
Foster City, CA 94404

**Re: Herman Weissker Inc. and Doty Bros. Equipment Co., Inc.**

Dear Mr. Jackson:

This letter will affirm that Cement Masons Local Union 600 is in support of ETP funding for the above referenced companies. 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 these companies over the years, we know that our members will greatly benefit from the additional safety and training, therefore will continue to ensure these companies remain successful industry leaders.

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

Best regards,

Fitzgerald Jacobs  
Business Manager &  
Financial Secretary

cc: Sandy Dennis, Contract Admin  
Rebeca Christy, Meruelo Group

5811 E. Florence Avenue ♦ Bell Gardens California 90201-4685 ♦ Tel: (323) 771-0991 Fax: (323) 771-2631  
Fitzgerald Jacobs, Business Manager & Financial Secretary

# Local Union 250

PETER WOHLGEZOGEN  
President

GLENN J. SANTA CRUZ  
Business Manager/  
Financial Sec'y-Treas.

BEN CLAYTON  
Assistant Business Manager

RUDY RODRIGUEZ, SR.  
PAC Chairman

STEAM - REFRIGERATION - AIR CONDITIONING - PIPE FITTERS, WELDERS AND APPRENTICES  
OF THE UNITED ASSOCIATION OF THE UNITED STATES AND CANADA



18355 SOUTH FIGUEROA STREET, GARDENA, CA 90248-4217  
Bus. Mgr. (310) 660-0035 / Fin. Sec'y (310) 660-0042 / Ref. Div. (310) 660-0045  
S.F. Appren. (310) 323-4475 / Ref. Appren. (213) 747-0291  
Fax (310) 329-2465

## Business Representatives

RAY CAMACHO  
HECTOR CARBAJAL  
OSCAR DELCIDSEGUNA  
DAVID GRIGGS  
HERB KLEEMAN  
TOM MORTON  
BRANDON MORTORFF  
GUS TORRES

## Organizers

CRYSTAL LEWIS  
RUDY RODRIGUEZ, SR.

March 2, 2020

Mr. Cooper, ETP Director  
Mr. Robert Jackson  
Employment Training Panel  
1065 E. Hillsdale Blvd. #415  
Foster City, CA 94404

EMAIL COMMUNICATION: Robert.jackson@etp.ca.gov

Reference: Herman Weissker Inc. – 19-0870  
Doty Bros. Equipment Co., Inc. – 19-0871

Dear Mr. Cooper,

The UA Local 250 supports the training program and partnership proposed between the companies referenced above and the State of California's ETP program. Members of our union will benefit from these companies' efforts to focus on leadership, improved practices and safety.

If you should have any questions, please do not hesitate to contact me at (310) 660-0035.

Sincerely,

Glenn J. Santa Cruz  
Bus. Mgr./Fin. Sec'y. Treas.

GJS/ew  
opeiu537/afl-cio

Cc: Sandy Dennis, Contract Administration  
sdennis@merueloenterprises.com  
Rebeca Christy, Meruelo Group  
rchristy@meruelogroup.com

# TEAMSTERS LOCAL UNION NO.986

AFFILIATED WITH THE INTERNATIONAL BROTHERHOOD OF TEAMSTERS

*General Teamsters, Airline, Aerospace and Allied Employees, Warehousemen, Drivers, Construction, Rock and Sand*



May 5, 2020

Mr. Cooper, ETP Director  
Mr. Robert Jackson  
Employment Training Panel  
1065 E. Hillsdale Blvd. #415  
Foster City, CA 94404

EMAIL COMMUNICATION: [Robert.jackson@etp.ca.gov](mailto:Robert.jackson@etp.ca.gov)

Reference: Herman Weissker Inc. – 19-0870  
Doty Bros. Equipment Co., Inc. – 19-0871  
Tidwell Excavation Acquisition Co., Inc. – 19-0873

Dear Mr. Cooper,

The Teamsters supports the training program and partnership proposed between the companies referenced above and the State of California's ETP program. Members of our union will benefit from these companies efforts to focus on leadership, improved practices and safety.

If you should have any questions, please do not hesitate to contact me at (626) 3650-9860 extension 131.

Sincerely,

*Caesar Borjas*

Caesar Borjas  
Business Representative  
Teamsters Local 986

Cc: Sandy Dennis, Contract Administration  
[sdennis@merueloenterprises.com](mailto:sdennis@merueloenterprises.com)  
Rebeca Christy, Meruelo Group  
[rchristy@meruelogroup.com](mailto:rchristy@meruelogroup.com)







# CONSTRUCTION TEAMSTERS APPRENTICESHIP PROGRAM OF SOUTHERN CALIFORNIA

*Co-Sponsored by Management and Labor*

**"Building Tomorrow's Journeyman Through Our Apprentices Today"**

15732 Slover Avenue • Fontana, CA 92337 • (909) 900-8150 • FAX (909) 349-0567

Andrew Nichols  
*Director*

May 6, 2020

John Davidson  
*Coordinator*

Mr. Cooper, ETP Director

Mr. Robert Jackson

Carly Reed  
*Office Manager*

Employment Training Panel

1065 E. Hillsdale Blvd. #415

Foster City, CA 94404

EMAIL COMMUNICATION: [Robert.jackson@etp.ca.gov](mailto:Robert.jackson@etp.ca.gov)

Reference: Herman Weissker Inc. – 19-0870  
Doty Bros. Equipment Co., Inc. – 19-0871  
Tidwell Excavation Acquisition Co., Inc. – 19-0873

Dear Mr. Cooper,

The Teamsters supports the training program and partnership proposed between the companies referenced above and the State of California's ETP program. Members of our union will benefit from these companies efforts to focus on leadership, improved practices and safety.

If you should have any questions, please do not hesitate to contact me at 909-900-5270.

Sincerely,

John Davidson  
Apprenticeship Coordinator  
Local 166

Cc: Sandy Dennis, Contract Administration  
[sdennis@merueloenterprises.com](mailto:sdennis@merueloenterprises.com)  
Rebeca Christy, Meruelo Group  
[rchristy@meruelogroup.com](mailto:rchristy@meruelogroup.com)



May 6, 2020

Mr. Cooper, ETP Director  
Mr. Robert Jackson  
Employment Training Panel  
1065 E. Hillsdale Blvd. #415  
Foster City, CA 94404

EMAIL COMMUNICATION: [Robert.jackson@etp.ca.gov](mailto:Robert.jackson@etp.ca.gov)

Reference: Herman Weissker Inc. – 19-0870  
Doty Bros. Equipment Co., Inc. – 19-0871  
Tidwell Excavation Acquisition Co., Inc. – 19-0873

Dear Mr. Cooper,

Operating Engineers Local 3 supports the training program and partnership proposed between the companies referenced above and the State of California's ETP program. Members of our union will benefit from these company's efforts to focus on leadership, improved practices and safety.

If you should have questions, please do not hesitate to contact me at [dreding@oe3.org](mailto:dreding@oe3.org)

Sincerely,

Dan Reding  
Business Manager  
International General Vice President

Cc: Sandy Dennis, Contract Administration  
[sdennis@merueloenterprises.com](mailto:sdennis@merueloenterprises.com)  
Rebeca Christy, Meruelo Group  
[rchristy@meruelogroup.com](mailto:rchristy@meruelogroup.com)



**Training Proposal for:**  
**Peterson Holding Company**

**Contract Number: ET21-0116**

**Panel Meeting of:** June 26, 2020

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

**Analyst:** S. Wang

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee Veterans	Industry Sector(s):	Other (J) Professional, Scientific Technology (54) Management of Companies Enterprises (55)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, Santa Clara, Sonoma, Mendocino, Humboldt, Shasta, Butte, Solano	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Union of Operating Engineers International, AFL-CIO Operating Engineers, Local 3		
Number of Employees in:	CA: 639	U.S.: 1,401	Worldwide: 1,401
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	18%		

**FUNDING DETAIL**

<b>In-Kind Contribution:</b>
\$375,000

<b>Total ETP Funding</b>
\$299,000

**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	Adv. Tech., Business Skills, Commercial Skills, Computer Skills, Mgmt. Skills	300	8-200	0-152	\$690	\$18.34
				Weighted Avg: 30			
2	Retrainee Priority Rate	PL – Commercial Skills	25	8-200	0-152	\$2,944	\$18.34
				Weighted Avg: 128			
3	Veterans Retrainee Priority Rate	Adv. Tech., Business Skills, Commercial Skills, Computer Skills, Mgmt. Skills	10	8-200	0-152	\$1,840	\$18.34
				Weighted Avg: 80			

**Minimum Wage by County:** Job Numbers 1-3: Alameda and Santa Clara County - \$20.00 per hr.; Sonoma, Mendocino, Humboldt, Shasta, Butte, and Solano County - \$18.34 per hr.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1: Retrainee</b>		
Administrative Staff		120
Managers / Supervisors		60
Parts / Sales Staff		60
Technicians		50
Warehouse Staff		10
<b>Job Number 2: Retrainee</b>		
Entry–Level Technicians		25
<b>Job Number 3: Veterans</b>		
Technicians		10

**INTRODUCTION**

Founded in 1936 and headquartered in San Leandro, Peterson Holding Company (PHC) ([www.petersonholding.com](http://www.petersonholding.com)) provides administration, accounting, human resources, environmental, health and safety, continuous improvement programs, and employee training for

its subsidiaries. In this proposal, PHC will act as the parent company to train employees under its corporate umbrella. The following subsidiaries will receive ETP training in this project:

- Peterson Tractor Company - a dealer of Caterpillar, Inc.'s (CAT) earthmoving equipment and a designer and manufacturer of custom-modified machines and accessories for earthmoving equipment such as buckets, thumbs, and grinders.
- Peterson Power Systems - a dealer of CAT power equipment and a designer and installer of emergency and power-generation installations.
- Peterson Truck Company - a dealer of CAT and International on-highway medium and heavy-duty trucks.
- SITECH NorCal - a dealer of CAT, Trimble, laser, optical, and GPS systems.

ETP-funded training will be delivered to employees working in the Alameda, Santa Clara, Sonoma, Mendocino, Humboldt, Shasta, Butte, and Solano counties. The majority of the training will be conducted at the Peterson University in San Leandro with some training at PHC's facilities throughout northern California.

PHC's customer base includes earthmoving contractors, governmental agencies, building-construction companies, renewable power-generation companies, high-tech manufacturing and internet-service providers such as data centers and server farms, marine and fisheries, and trucking and supply chain services.

This will be PHC's second ETP Contract, the first in the last five years. In its previous proposal, the Company trained its employees in new truck lines and earthmoving equipment. In this proposal, employees will be trained on new products, systems, and advanced-technology (AT) training to further upskill frontline workers' knowledge within the Company. Additionally, Entry-Level Technicians will be receiving Productive Lab (PL) and Computer-Based Training (CBT) to enhance classroom knowledge to apply on the production floor.

## **Veterans Program**

In this proposal, PHC will train 10 Veterans (Job Number 3). The Company posts all job opportunities with the state's employment departments, which actively promote and give preferential treatment to veterans. The State of California has a period where veterans are the only job seekers that can view the posting. Additionally, PHC interacts with and hires veterans at colleges and schools where job fairs are held. This year, the Company's recruitment team had plans to go to Camp Pendleton and Fort Lewis for career fairs, but plans got postponed due to COVID-19. The Company plans to attend this career fair in the future.

## **PROJECT DETAILS**

PHC subsidiaries' equipment and systems are always being updated, and some of the new and updated equipment include: Hydraulics II, CAT Electric Power II and III, HVAC, Electronic Monitoring Control Panel (EMCP), and many more. ETP training is needed to upskill trainees, so that they are able to repair and diagnose each piece of equipment that is leased to customers.

## **Training Plan**

The following ETP-funded training will be delivered via Class/Lab, E-Learning, PL, and CBT:

**Advanced Technology (AT):** Training will be delivered to Technicians utilizing PHC's proprietary earthmoving and power generating equipment. The equipment includes: 988XE, CAT Electric Power II and III, CV Truck Training, and Diamond Logic Builder Training. After receiving this AT training, Technicians will be qualified to repair and diagnose the equipment from the manufacturer to better serve customers.



PHC reports that AT training will be provided by highly skilled (in-house) Technicians in a laboratory setting costing more than \$12,500 per month. The trainer-to-trainee ratio will be capped at 1:10 to allow in-depth coverage and personal attention from the AT instructor.

**Business Skills:** This training will be offered to all occupations on courses like Communication Skills, Negotiation Skills, Non-Technical Electronics, and Presentation Skills. This training will ensure that staff are familiar with the proper techniques when assisting customers.

**Commercial Skills:** This training will be offered to Technicians on courses like Air Conditioning (A/C), Electric Power Generation Foundational, Electronic Diagnostics, and Engine Repair to ensure staff have the knowledge of each product and service.

**Computer Skills:** This training will be offered to Managers / Supervisors and Administrative Staff on courses like Adaptive Insight Software, Human Resources Software – Workday, and Microsoft Office 365 Suite (Intermediate / Advanced) for staff to efficiently operate systems.

**Management Skills:** This training will be offered to Managers / Supervisors on the course topic of Leader as Brand Ambassador to ensure staff knows the way to lead the team.

### **Productive Laboratory (PL- Commercial Skills)**

At PHC, Entry-Level Technicians are required to properly repair and diagnose all equipment and systems through a company program. The Company will use PL training to deliver CAT, Agricultural Welding, and Hydraulics training to approximately 25 Entry-Level Technicians. Courses delivered through PL- Commercial Skills training requires 448 hours for competency. The Company is requesting ETP funding for 128 hours of this PL training, and the remaining 320 hours will be delivered at the Company's expense.

Additionally, PHC is requesting a trainer-to-trainee ratio of 1:3 when delivering PL training due to the size of the equipment as some will require a maximum of three trainees to operate efficiently. Experienced Technicians with a minimum of four-and-a-half years in the industry will deliver PL training. To determine if competencies are met, PL trainers will communicate with trainees on a daily basis and review outcomes of completed tasks.

### **Retention Modification**

For trainees in Job Number 2, PHC is requesting a retention modification of 500 hours within 272 days. Upon completion of the PL training, all Entry-Level Technicians must complete an eight-to-nine-week course at a community college. During this time, trainees are on a leave of absence in order to complete the program which can affect the normal 90-day retention.

### **Commitment to Training**

PHC's annual statewide training budget is approximately \$2,000,000. ETP funds will not displace the existing financial commitment to training. The Company funds all orientation, basic-job skills' training, OSHA, and FDA-mandated safety regulations. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### **➤ Training Infrastructure**

PHC's Training Manager (dedicated administrator) will oversee the ETP project. Along with the Training Manager, there will be a Training Coordinator and an Employee Development Coordinator to assist in scheduling training, collect rosters, and other internal administrative duties. In addition, PHC retained California Manufacturers & Technology Association to assist with administrative duties and to assist with ETP's online systems.

**Impact/Outcome**

Following ETP training, staff will attain documented certification of competency for each commercial and advanced-technology tool and/or procedure learned. Certifications will be from Caterpillar and Navistar product and system leading to master certifications like Cat Power Analyst and International Diamond Level certification. All certificates earned are transferable.

**Green/Clean Operations**

PHC promotes green/clean operations throughout its subsidiaries. At Peterson Power Systems, a remanufacturing option is offered in conjunction with CAT in which replaced parts are returned to the factory for retooling and reuse. Additionally, Peterson Power Systems is now a certified Bay Area Green Business, which reduces impact on the environment with the following programs: solid-waste reduction, energy efficiency, water conservation, and pollution prevention.

**Union Support**

Technicians are represented by Operating Engineers Local 3. The union has submitted a letter of support for this training project.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

PHC retained California Manufacturers & Technology Association (CMTA) in Sacramento to assist with development of this proposal for a flat fee of \$9,500.

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

To Be Determined

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

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Communication Skills
- Negotiation Skills
- Non-Technical Electronics
- Non-Technical Engines
- Non-Technical Hydraulics
- Non-Technical Power Generation
- Non-Technical Power Trains
- Presentation Skills

**COMMERCIAL SKILLS**

- Air Conditioning (A/C)
- Electric Power Generation Foundational
- Electronic Diagnostics
- Engine Repair
- Hydraulics
- Power Trains
- Troubleshooting Concepts

**COMPUTER SKILLS**

- Adaptive Insight Software
- Human Resource Software - Workday
- Microsoft Office 365 Suite (Intermediate / Advanced)

**MANGAGEMENT SKILLS**

- Leader as Brand Ambassador

**Productive Lab Hours**

0-128

**PL- COMMERCIAL SKILLS (1:3 Trainer-to-Trainee Ratio)**

- Agricultural Welding – AGEGR 21
- Caterpillar Service Industry – CAT 80
- Caterpillar Engine Fundamentals – CAT 81
- Fundamentals of Hydraulics – CAT 82
- Caterpillar Engine Fuel Systems – CAT 83
- Fundamentals of Electrical Systems – CAT 84
- Caterpillar Air Conditioning – CAT 85
- Fundamentals of Caterpillar Power Trains – CAT 86
- Caterpillar Machine Hydraulics Systems – CAT 87
- Caterpillar Undercarriage and Final Drives – CAT 90
- Caterpillar Machine Electronics – CAT 91

**CBT Hours**

0-152

**COMMERCIAL SKILLS**

- Air Conditioning (2 hrs.)
- Brakes (5 hrs.)
- CAT Electric Power I (13 hrs.)
- CV (4 hrs.)
- Diamond Logic Builder (DLB) (2 hrs.)
- Electrical (22 hrs.)
- Engine Performance (9 hrs.)
- Engine Repair (14 hrs.)
- Fall Prevention and Protection (28 min.)
- Floor and Walkway Safety (40 min.)
- Hydraulics (24 hrs.)
- Ladder Safety (23 min.)
- Lockout Tagout for Affected Employees (18 min.)
- Module 1: National Fire Protection Agency (NFPA) Intro (55 min.)
- Module 10: Energized Electrical Work Permits (45 min.)
- Module 2: Intro to Shock Hazard (1 hr. 15 min.)
- Module 3: Intro to ARC Flash (55 min.)
- Module 4: NFPA 70E OSHA Qualified Person Requirements (45 min.)
- Module 5: NFPA 70E OSHA Unqualified Person Requirements (45 min.)
- Module 6: ARC Flash Risk Assessment (35 min.)
- Module 7: Establishing an Electrical Safety Program (40 min.)
- Module 8: Logout Tagout (45 min.)
- Module 9: Personal Protective Equipment Requirement (30 min.)
- N13 / A26 (9 hrs.)
- Navistar A/C (7 hrs.)
- Navistar Basics (7 hrs.)
- Navistar Electronics / Electricals (4 hrs.)
- Navistar Foundation (6 hrs.)
- OSHA Logout Tagout (29 min.)
- Pallet Jack Safety (30 min.)
- Performance Preventative Maintenance (1 hr.) Power Trains (10 hrs.)
- Shoulder Injury Prevention (32 min.)
- Slips, Trips, and Falls (44 min.)
- Spill Control and Countermeasures (50 min.)
- Warehouse and Loading Dock Safety (31 min.)

**AT Hours**

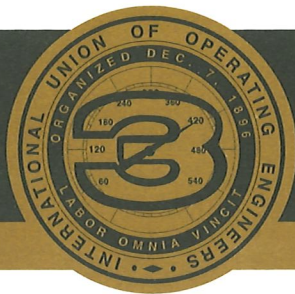
8-200

**ADVANCED TECHNOLOGY (1:10 Trainer-to-Trainer)**

- 988XE
- Advanced Electronics Diagnostics
- CAT Electric Power II
- CAT Electric Power III

- CV Truck Training
- Diamond Logic Builder (DLB) Training
- E/F Excavators
- Electronic Monitoring Control Panel (EMCP) 3
- EMCP 4.1/4.2
- Heat Ventilating Air Conditioning (HVAC) Training
- Hydraulics II
- K Series Wheel Loaders
- M Series Motor Graders
- Mini Hex
- N13 / A26 Engine Training
- Next Gen Hex
- Tier 4 Final
- Tier 4 Interim

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



*April 24, 2020*

Peter Cooper  
Deputy Director  
Employment Training Panel  
1100 J Street, 4<sup>th</sup> Floor  
Sacramento, CA 95814

**Re: Letter in Support of Employment Training Panel – Peterson Holding Company**

Dear Mr. Cooper:

I am writing on behalf of the Operating Engineers Local Union No. 3 in support of the proposed training – funded in part by the Employment Training Panel. The training will be covered under Peterson Holding Company's Single Employer Training contract. The proposed training will assist our union members in developing new skills, necessary for them to complete their jobs.

Thank you for your time and consideration.

Sincerely,

Dan Reding  
Business Manager  
IUOE General Vice President



**Training Proposal for:  
Select Electric, Inc.**

**Contract Number: ET21-0107**

**Panel Meeting of:** June 26, 2020

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

**Analyst:** K. Lappen

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee SET		Industry Sector(s):	Construction (c)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego, Los Angeles		Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Brotherhood of Electrical Workers (IBEW), AFL-CIO Local Union Numbers 11, 441, & 477 International Union of Operating Engineers AFL-CIO (Local Union No. 12) Southern California District Council of Laborers Affiliated with Laborers' International Union of North America, AFL-CIO			
Number of Employees in:	CA: 365	U.S.: 365	Worldwide: 365	
<u>Turnover Rate:</u>	15%			
<u>Managers/Supervisors:</u> (% of total trainees)	6%			

**FUNDING DETAIL**

<b>In-Kind Contribution: (100% of Total ETP Funding Required)</b>
\$212,750

<b>Total ETP Funding</b>
\$212,750

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Priority Rate Retrainee SET	Commercial Skills, OSHA 10/30 HAZMAT Business Skills, Computer Skills, Continuous Improvement Skills, PL- Commercial Skills	110	8-200	0-50	\$1,150	\$25.01
				Weighted Avg: 50			
2	Priority Rate Retrainee SET	Commercial Skills, OSHA 10/30 HAZMAT Business Skills, Computer Skills, Continuous Improvement Skills, PL- Commercial Skills	75	8-200	0-50	\$1,150	\$25.01
				Weighted Avg: 50			

**Minimum Wage by County:** Job Numbers 1 & 2 (SET Modified Wage/Statewide): \$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 \$2.50 per hour for Job Number 1 may be used to meet the Post-Retention Wage. This amount has been verified in the collective-bargaining agreement (CBA) wage tables.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1 (SEI):</b>		
Administration Staff (HR, IT, Administration, Accounting / Finance, Customer Service, Sales/Marketing)		5
Laborer, Field Worker		60
Foreman, Estimator, Electrician		35
Project Management Staff (Project Manager, Project Engineer, Project Coordinator)		10
Superintendent/Leads/Frontline Supervisor		5
<b>Job Number 2 (NEA):</b>		



Administration Staff (HR, IT, Administration, Accounting / Finance, Customer Service, Sales/Marketing)		5
Laborer, Field Worker		22
Foreman, Estimator, Electrician		20
Project Management Staff (Project Manager, Project Engineer, Project Coordinator)		15
Superintendent/Leads/Frontline Supervisor		3

## **INTRODUCTION**

Founded in 1974 and headquartered in Vista, Select Electric, Inc. (SEI) ([www.selectelectricinc.com](http://www.selectelectricinc.com)) serves the electrical-construction market in the San Diego region. SEI has a sister company- Neal Electric Corp. located in Cerritos (NEA) that will be participating in this project. SEI and NEA are both affiliates of Meruelo Enterprises, Inc., which is the parent company. Both NEA and SEI primarily focus on transportation-infrastructure projects including lighting systems for public infrastructure, traffic signals, and transit and commuter rail systems. ETP training will be delivered at the Vista and Cerritos facilities.

SEI's customer base includes Caltrans, City of San Diego (SD), City of Los Angeles (LA), and the outlying counties of both SD and LA. NEA's customer base includes Abbott Vascular, Inc.'s laboratory and office space, UCSD's Telemedicine building, Crenshaw / LAX transit-corridor project of an eight and a half mile light-rail line, and medical / nursing facilities.

This will be SEI first ETP project. With SEI forecasting a 10% growth over the next calendar year and with the Company's need to develop employee's skillsets to meet its customer's demands, new computer and software systems were recently purchased to enhance engineering designs. Its construction systems are extensive and require ongoing training for existing employees and full-scope training for newly hired employees.

### **Veterans Program**

Even though this proposal does not include a Veteran's Job Number component, SEI currently employs veterans. Yet, the Company does not have a specific veteran-outreach program. However, veterans are included as part of recruitment process of each of the union's efforts involved in this project.

### **Union Support**

The International Union of Operating Engineers, Southern California District Council of Laborers Affiliated with Laborers' International Union of North America, and IBEW represents Engineers, Field Workers, Estimators, and Electricians which is in support of this training program. The union-support letters have been received and on file with ETP for this proposal.

## **PROJECT DETAILS**

To stay competitive and keep pace with a rapidly growing industry, the Company will provide new and advanced skills in each functional area to improve employee efficiency. ETP training will help keep productivity up, reduce turnover, improve quality, and help promote employees within the Company instead of laying off and hiring people who have the needed skills. ETP funds will also help the Company develop a training plan that will enable it to retrain high-skilled workers.

## Training Plan

ETP-funded training will be delivered via Class/Lab, E-Learning, and Productive Lab (PL) in the following:

**Business Skills:** This training will be offered to all occupation on courses like Contracts - Advanced Skills, DISC – Advanced (Assessment Management), Workplace Communications Skills, Support Skills, and Account Management.

**Commercial Skills:** This training will be offered to Field Workers, Foremen, Estimators, Electricians, Project Management Staff, Superintendent/Leads/Frontline Supervisors on courses like Project Management, Construction Best Practices, and Industrial Electrical/Construction Skills.

**Computer Skills:** This training will be offered to all occupations on courses like CRM - Customer Relationship Management, Field Software or Reporting System (Spectrum), Performance Management – Labor Cost Tracking System, and Microsoft Programs (Intermediate/Advanced).

**Continuous Improvement:** This training will be offered to all occupations on Building Effective Work Teams, Customer Service, Efficiency & Quality Improvements, and Problem Solving.

## 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. The equipment is expensive and some equipment requires three trainees to operate and produce the product. Therefore, a 1:3 trainer-to-trainee ratio is requested to be used to deliver PL training.

The Company requests up to 60 hours (per trainee) of PL training to be delivered to 30-120 trainees including Laborers, Field Workers, Foremen, Estimators, and Electricians to reach competency in the following equipment: Backhoes, Boom Lifts, Bucket Trucks, Jack Hammers, Bore Rigs, Locators, Rock Saws, Trenchers, and Mud Vacs. PL trainers are at the Supervisor level or higher with hands-on experience and competency in the subject matters. PL training will be closely supervised by the trainer.

## Certified Safety Training

1. OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
2. Hazardous Materials (HAZMAT). This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Field Worker, Foreman, Estimator, Electrician, Project Management Staff, Superintendent/ Leads/ Frontline Supervisor will receive up to 24 hours of training. Field training may be required, although not funded by ETP. Completion of the training results

in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and Caltrans. There are various certification entities for the coursework and instructors. In this proposal, the certification entity has not yet been determined.

### **Special Employment Training**

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

#### ➤ Wage Modification

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$33.34 to \$25.01). The Company requests this modification.

### **Commitment to Training**

SEI spends approximately \$312,375 on training annually in California and includes basic training to new Trainees. 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 SVP of Risk Management (dedicated administrator) and Site Coordinator will oversee the project with its third-party administrator, California Training Administration (CTA), assisting with ETP administration and coordination with ETP staff. ETP-funded training will be delivered by four internal trainers and by outside-training vendors when needed. Training vendors will be identified for ETP record-keeping purposes as they are retained.

### **Impact/Outcome**

ETP funds will develop skilled employees to increase output, while maintaining job skills and competencies. ETP-funded training will culminate in trainees obtaining Operator Quality Certification (Veriforce), Crane Certification, Railroad Training Certification, Forklift Certification, Traffic Control Certification, and Fiber Certification. These certifications will increase safety and productivity, which will help companies grow and provide workforce stability.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

The Company retained California Training Administration (CTA) in Rocklin to assist with development of this proposal for a flat fee of \$2,500.

### **ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

To Be Determined

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

8-200

Trainees may receive any of the following:

**COMMERCIAL SKILLS**

- Construction Best Practices
  - Asphalt Grinding and Paving
  - Boring Practices and Safety Procedures
  - Chipping, Concrete Encasement
  - Concrete Sawing
  - Conductor in Conduit (CIC)
  - Conduit Rodding and Cleaning
  - Inner-Duct Placing
  - Installing / Replace Hand-Holes and Pull Boxes
  - Installing Conduit
- Telecommunications Equipment and Services
  - Aerial / Underground Construction Practices
  - Cable Removal / Replacement Skills
  - Deteriorated Pole Replacement
  - Emergency Response Skills to Repair Systems and Structures
  - Fiber Placement, Testing, and Splicing skills
  - Identifying Obstacles and Provide Solutions
  - Installing New Utility Systems
- Wildfire Prevention & Mitigation
  - Arborist Skills: Chain Saw, Ground Operations, Tree felling, Climber
  - Drone Management
  - Heavy Equipment Operation
  - Utility Line Clearing
- Industrial Electrical / Construction Skills
  - Cross-functional Equipment Training
  - Elevated Platforms / Aerial Devices
  - Emergency Repair Techniques
  - Equipment Maintenance
  - Forklift Training / Lift Trucks
  - Gas-Covered Tasks
  - Heavy Equipment Operator Training
  - High Voltage Construction & Maintenance
  - Hoisting and Rigging Training
  - Installing Renewable / Alternative Energy Systems
  - Insulate / Isolate Techniques
  - Lead Awareness / Lead-In Construction
  - Maintenance of Electrical Systems
  - Power Tool Operation
  - Storm Restoration Processes
  - Trenching & Shoring
  - Trolley, Train, & Track
  - Welding Operations / Welding Skills
  - Electrical Gloves and Tools
  - Pole Climbing
  - Proper Lifting of Heavy Tools and Equipment

- Smith System Driver's Training / Heavy Equipment Operator
- Job Hazards Analysis and Mitigation (JHA)
- Tailboards – Daily Work Instruction and Updates for Job-Site Hazards
- Work Area Assessment
- Working Near Power Lines
- Working with Ladders / Portable Ladders
- Trenching & Shoring Competencies
- Dispose & Contain Hazardous Electrical Equipment
- Rescue Techniques (Confined Space, Pole Top, Bucket, & Trenches)

**OSHA 10/30** (OSHA-Certified Trainer)

- OSHA 10
- OSHA 30

**HAZARDOUS MATERIALS**

- Asbestos Removal
- Blood-Borne Pathogens
- Chemical Handling
- Dept. of Transportation (DOT) Safety Procedures
- Hazardous Material Handling
- Hazardous Waste Cleaning
- Radiation / Cyanide
- Personal Protective Equipment (PPE)
- Respirator / Hearing PPE
- Spill Prevention, Control and Remediation
- Accident Investigations
- Behavior Based Safety
- Confined Space
- COVID-19 Mitigation Procedures

**BUSINESS SKILLS**

- Project Management
  - Management Multiple Task in a Timely Manner
  - Contracts- Advanced Skills
  - DISC – Advanced (Assessment Management)
- Account Management
  - Client Relationship Management
  - Sales Skills
  - Contract Management
  - Handling Objections & Closing
  - Negotiation Skills
- Marketing Skills
  - SEO (Search Engine Optimization)
  - Email Marketing
  - Social Media
- Support Skills and Updates
  - Support Skills – Customer, Supplier, Sales
  - Budgeting Techniques / Financial Reports
  - Accounting & Finance Processes
  - Technical Field Support
  - Cross-Functional Equipment Training

- System and Workplace Security Awareness
- Workplace Communications Skills
  - Business / Report Writing Skills
  - Creating Effective Presentations
  - Presentation Skills
  - Proposal Writing
  - Marketing / Sales Techniques
  - Strategic Seller / Strategic Planning Training

### **COMPUTER SKILLS**

- CRM - Customer Relationship Management
- Workflow Management Software
  - Delivery Workflows
- Field Software or Reporting System (Spectrum)
- Performance Management – Labor Cost Tracking System
- Microsoft Programs (Intermediate / Advanced)  
(Word, Excel, PowerPoint, Access, Publisher)
- Resource Planning System
  - Accounts Payable / Receivable
  - Cash Management
  - Document Management
  - Equipment Management
  - Inventory
  - Job Billing / Job Cost
  - Material Pre-Construction
  - Sales / Payroll processes
  - Pre-Construction
  - Project Management
  - Purchase Orders
  - Subcontract Ledger
- Data Management Software
  - Google Applications
  - Cloud Computing
- Sales-Ops Training (Sales Software & Platform Tools)
- System Upgrades/New Systems Training
- Workday System
  - Reporting & Analytic Functionality
  - Reviewing Configuration Requirements
  - Perform Administrative Activities

### **CONTINUOUS IMPROVEMENT**

- Building a Positive Work Environment
- Building Effective Work Teams
  - Team Meetings (Team Efficiency)
- Customer Service
- Efficiency & Quality Improvements
- Goal Setting
- Leadership / Coaching Essentials
  - Giving / Receiving Feedback
  - Preparation & Planning for Leaders
  - Influence without Authority

- Leading through Change
- Coaching for Performance
- Identifying and Training High-Potential Employees
- Motivating and Inspiring Others
- Managing Multiple Priorities
- Managing Workflow and Schedules
- Problem Solving/Process Innovation
- Project Management Skills
- Workplace Communications
- QIP – Quality Inspection Program
- Quality Control Certifications (Electricians, Equipment Operators, Forman)
- Train-the-Trainer
  - HAZMAT
  - Operator Quality
  - Crane
  - Railroad Training
  - Forklift
  - Traffic Control

**Productive Lab Hours** (1:3 Ratio)

0-60

Trainees may receive any of the following:

**COMMERCIAL SKILLS**

- Construction Skills
- Cross Training
- Dangerous Material Handling
- Equipment Maintenance
- Inspection Techniques
- Installing New Equipment
- Repairing Techniques

**CBT**

0-50

**COMMERCIAL SKILLS**

- Arc Hazard Awareness (.5 hr)
- Asbestos Awareness (0.5 hr)
- Barricading Vehicles (0.5 hr)
- Confined & Enclosed Spaces / Entry (0.5 hr)
- Control of Hazardous Energy (.5 hr)
- Electrical Hazards & Basic Safety (.5 hr)
- Emergency Action Plans (.5 hr)
- Fall Protection (.5 hr)
- Fire Prevention (.5 hr)
- Hazard Communications (.5 hr)
- Hearing Protection (.5 hr)
- Heat Illness Prevention program (.5 hr)
- Hot Line Tools (.5 hr)
- Injury & Illness Prevention (.5 hr)
- Job Hazard Analysis / Pre-Job Tailboards (.5 hr)
- Line of Fire (.5 hr)



- Minimum Approach Distance (.5 hr)
- Personal Protective Equipment (.5 hr)
- Protective Grounding (.5 hr)
- Rigging (.5 hr)
- Rubber Protective Cover (.5 hr)\*
- Silica Awareness (.5 hr)
- Traffic Control (.5 hr)
- Trench & Shoring Competent Person (.5 hr)

**COMPUTER SKILLS**

- Access 2007: Queries in Depth (2 hrs)
- Access 2010 New Features (0.5 hr)
- Access 2010 Power Shortcuts (3.75 hrs)
- Access 2010: Forms and Reports in Depth (3 hrs)
- Excel 2007: Financial Analysis (2.25 hrs)
- Excel 2010: New Features (1.75 hrs)
- Migrating from Outlook 2003 to Outlook 2007 (1 hr)
- Outlook 2007: Power Shortcuts (2 hrs)
- Outlook 2007: Time Management with Calendar and Tasks (2.5 hrs)
- Outlook 2010: Effective Email Management (1.75 hrs)
- Outlook 2010: Power Shortcuts (2.5 hrs)
- Outlook 2010: Time Management with Calendar and Tasks (2.5 hrs)
- PowerPoint 2010: Audio and Video in Depth (4.5 hrs)
- PowerPoint 2010: Real-World Projects (0.5 hr)
- PowerPoint Tips and Tricks for Business Presentations (3 hrs)
- Up and Running with HTML (4.5 hrs)

**CONTINUOUS IMPROVEMENT**

- 5 Steps to Problem Solving (.5 hr)
- A Motivators toolkit 1.0 (.5 hr)
- Active Listening (0.5 hr)
- Creative Problem Solving (.5 hr)
- Decision Making Excellence (.5 hr)
- Delegate to save & Develop others (.5 )
- Effective Delegation 1.0 (.5 hr)
- Leadership vs Coaching (.5 hr)
- Principles of Planning 1.0 (.5 hr)
- Strategic Planning at its Best (.5 hr)
- The Key to Delegation 1.0 (.5 hr)
- Tools and Knowledge for Successful Plans (.5 hr)

**BUSINESS SKILLS**

- Communicating 1.0 (.5 hr)
- Communicating Effectively 2.0 (.5 hr)
- Communication Barriers (.5 hr)
- Conflict Management (.5 hr)
- Diffusing Upset Customers (.5 hr)
- Effective Meetings (1.5 hrs)
- Establishing Trust and Customers 1.0 (.5 hr)
- How to Avoid and Manage Conflict (.5 hr)

- Identifying the Causes of Conflict (.5 hr)
- Managing Conflict (.5 hr)
- Negotiation (0.5 hr)
- Objection Handling (.5 hr)
- Online Marketing (1.75 hrs)
- Overcoming Barriers to Workplace Communications (.5 hr)
- Productive Conflict Resolution (.5 hr)
- Project Management (2 hrs)
- Sales Skills Fundamentals (1.25 hrs)

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

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



## RETRAINEE - JOB CREATION

Training Proposal for:

**VHSD ES, Inc. dba**

**Select Specialty Hospital – San Diego**

**Contract Number: ET21-0109**

**Panel Meeting of:** June 26, 2020

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

**Analyst:** E. Valladolid

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Medical Skills Training Job Creation Initiative SET	Industry Sector(s):	Service (G) Healthcare (62)  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: 5,000	U.S.: 47,596	Worldwide: 47,596	
<u>Turnover Rate:</u>	4%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

### FUNDING DETAIL

<b>In-Kind Contribution:</b>
\$878,600

<b>Total ETP Funding</b>
\$439,300

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate Medical Skills Training SET	Computer Skills, Cont. Imp., MS Clinical with Preceptor MS Didactic	236	8-200	0-200	\$1,725	\$25.01
				Weighted Avg: 75			
2	Priority Rate Job Creation Medical Skills Training SET	Computer Skills, Cont. Imp., MS Clinical with Preceptor MS Didactic	10	8-200	0-200	\$3,220	\$15.20
				Weighted Avg: 140			

**Minimum Wage by County:** Job Number 1: Modified Statewide Average Wage (SET) of \$25.01 per hour for San Diego County. Job Number 2: \$15.20 per hour for San Diego County

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

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 and 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1: Retrainee</b>		
Registered Nurses (RN)		144
Therapist		54
Therapy Assistant		9
Clinical Liaison		18
Case Manager		11
<b>Job Number 2: Job Creation</b>		
Licensed Vocational Nurses (LVN)		10

**INTRODUCTION**

Founded in 2019 and headquartered in Mechanicsburg, PA, VHSD ES, Inc. dba Select Specialty Hospital – San Diego (Select Specialty) ([www.selectspecialtyhospitals.com](http://www.selectspecialtyhospitals.com)) was formed by a joint venture between Vibra Healthcare LLC and Select Medical Corporation. As part of the joint venture, Vibra Healthcare LLC contributed its existing Vibra Hospital of San Diego (VHSD) while maintaining majority ownership. Select Medical Corporation is serving as the operating manager of the hospital. ETP-funded training will be delivered at Select Specialty's San Diego hospital.

Select Specialty provides highly skilled care for patients suffering from a broad range of conditions including amputation, arthritis, brain injury, orthopedics, hip fractures, joint replacements, major-multiple trauma, osteoporosis, neurological disorders, multiple sclerosis, Parkinson's disease, stroke, and spinal cord injury. Additionally, Select Specialty provides long-term acute care for the

medically complex patient requiring daily physician monitoring during and extended acute hospitalization. The Hospital's services depend on interdisciplinary teams that provide a coordinated and comprehensive treatment approach to a wide range of neurological, orthopedic, pulmonary, and complex medical conditions for patients who either need more acute care for recovery or rehabilitation from severe trauma. Some of these patients may not be prepared to be transferred to a lower level of care such as a skilled-nursing facility or sub-acute facility.

### **Veterans Program**

Even though this proposal does not include a Veterans' Job Number, Select Specialty is committed to veteran inclusion and encourages veterans to apply for positions within the company. Select Specialty participates in various job fairs in collaboration with the Employment Development Department (EDD) to serve job seekers, especially veterans. EDD operates a veterans' program via its Workforce Service Branch (WSB) who refers eligible applicants for announced positions.

### **PROJECT DETAILS**

This proposal will be the Company's first ETP Contract. ETP funds will help Select Specialty to better standardize and improve many crucial elements of its patient care through training in a clinical environment. Select Specialty will focus on upgrading the skills and competencies of its incumbent trainees, especially nurses and allied healthcare staff. With ETP training, all occupations will receive the necessary skills to ensure competency, maximize patient safety and satisfaction, practice proper medication management and administration, and much more.

### **Retrainee - Job Creation**

These trainees will be hired into "net-new jobs" as a condition of contract. Training for newly-hired employees will be subject to a lower post-retention wage.

The Company has experienced business-capacity growth due to an increase in its service demand. Select Specialty is experiencing a high demand in specialized nurses, especially those working in Critical Care, Intensive Care, and Geriatric fields. Due to the shortage of nurses, it is important for Select Specialty to deliver training on advanced competencies in critical care. This ETP training will help new LVNs demonstrate efficiencies of advanced-clinical processes including (but not limited to) rehabilitation-aide skills, respiratory care, and infection control.

### **Training Plan**

The following ETP training will be delivered via Class/Lab, E-Learning, and Didactic / Preceptor:

**Computer Skills:** This training will be offered to all occupations on courses like Microsoft Office (Intermediate / Advanced), Patient Bill and Accounts Receivable (PBAR) Tracking Skills, Electronic Medical Records Application Skills, and ICD-10.

**Continuous Improvement:** This training will be offered to all occupations on courses like Case Management / Discharge Planning, Communication Skills, Patient and Family Centered Care Skills.

**Medical Skills (Didactic / Preceptor):** This training will be offered to Registered Nurses (RN) and Licensed Vocational Nurses (LVN) courses like High Observation Unit Training, Intensive Care Unit/Critical Care Unit Training, and Rehabilitation Services Unit Training. A trainer-to-trainee ratio of 1:1 will be used to deliver Medical Skills with Preceptor training.

## **Commitment to Training**

Select Specialty has an estimated annual-training budget of over \$65,000 in California. The Company is committed to providing training to workers not included in this ETP proposal such as in proprietary-software training and manufacturing. 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

Select Specialty's Chief Nursing Officer and Nursing Development Specialist (dedicated administrator) will be responsible for oversight and administration of training. The Human Resource Manager will schedule classes, enroll trainees, verify rosters, track training hours, and resolve day-to-day issues. ETP training will be delivered by 15 internal subject-matter experts who will ensure training is delivered on time and according to ETP guidelines. A third-party vendor, National Training Systems, Inc. (NTS), was hired to perform administrative tasks and to assist with ETP's online systems.

## **Special Employment Training**

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

### ➤ Wage Modification

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$33.34 to \$25.01). The Company requests this modification.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **DEVELOPMENT SERVICES**

Select Specialty retained NTS of Ladera Ranch to develop this proposal for a flat fee of \$19,939.

## **ADMINISTRATIVE SERVICES**

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

## **TRAINING VENDORS**

To Be Determined

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

8–200

Trainees may receive any of the following:

**MEDICAL SKILLS – CLINICAL PRECEPTOR**

- High Observation Unit Training
  - Patient Assessment and Care
  - Critical Care Nursing Skills
  - Ventilator & Tracheotomy Care
  - Hemodynamic Monitoring
  - Total Parenteral Nutrition
  - Infection Control
  - COVID-19 Awareness
- Intensive Care Unit / Critical Care Unit Training
  - Critical Care Nursing Skills
  - Patient Assessment & Care
  - EKG & Cardiac Monitoring
  - Intra-Aortic Balloon Pump (IABP) Therapy
  - Intracranial Pressure Monitoring & Ventriculostomy
  - Hemodynamic Monitoring
  - Pre and Post-Operative Care
  - Care of Trauma Patient
  - Management of the Renal Transplant Surgical Patient
  - Ventilator & Tracheotomy Care
- Long Term Care Unit  
(Subacute, Skilled Nursing, Transitional Care & Hospice)
  - Patient Assessment & Care
  - Geriatric Nursing Skills
  - Medical / Surgical Nursing Skills
  - Pre and Post-Operative Care
  - Orthopedic Nursing Skills
  - Oncology Nursing Skills
  - Hospice Nursing Skills
- Rehabilitation Services Unit Training
  - Patient Assessment & Care
  - Medical/Surgical Nursing Skills
  - Occupational Therapy Skills
  - Physical Therapy Skills
  - Pre and Post-Operative Care
  - Post-Orthopedic Surgery Nursing Skills
  - Post-Trauma Injury Nursing Skills
  - Post-Neurological Injury Nursing Skills
  - Speech & Language Pathology Skills
- Telemetry Unit Training
  - Patient Assessment & Care
  - Critical Care Nursing Skills
  - Pre and Post-Operative Care
  - Cardiac Rehabilitation
  - Care of the Cardiac Patient
  - Care of Bariatric Patients

- EKG & Cardiac Monitoring
- Hemodynamic Monitor
- Telemetry Nursing Skills

**MEDICAL SKILLS TRAINING – DIDACTIC**

- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Advanced Nutrition for Rehabilitation
- Amputee Care
- Arterial Blood Gas (ABG) Interpretation
- Basic Life Support (BLS)
- Body Mechanics
- Cardiac Rehabilitation
- Care of Bariatric Patient
- Care of the Cardiac Patient
- Care of the Neurosurgical Patient
- Care of Patient on the Autism Spectrum
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Conscious Sedation
- COVID-19 Infection Prevention and Control
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds and mattresses, etc...)
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- High Observation Unit Training
- Infection Control
- Intravenous (IV) Insertion & Therapy
- Kinetic Therapy
- Laboratory Skills
- Medication Administration & Management
- Moderate Sedation
- Nursing Diagnosis Skills
- Nursing Process Skills
- Occupational Therapy Skills
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Pharmacy Skills
- Physical Therapy Skills
- PICC Line Insertion
- Prevention of Pressure Ulcers



- Pre / Post-Operative Care
- Prosthetic Limb Care
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Shock Prevention and Management
- Speech & Language Pathology Skills
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Ventilator and Tracheotomy Care
- Wound & Skin Care

**CONTINUOUS IMPROVEMENT**

- Case Management / Discharge Planning
- Charge Nurse Training / Frontline Leadership Skills
- Communications Skills
- Conflict Resolution Skills
- CORE Measures
- Crisis Prevention Intervention (CPI)
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Service Skills
- Documentation Skills
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Preceptor Skills (train-the-trainer)
- Performance & Quality Improvement
- Preventing Hospital Readmission
- Team Building Skills
- Utilization Review

**COMPUTER SKILLS**

- Microsoft Office (Intermediate and Advanced)
- Patient Billing and Accounts Receivable (PBAR) (MEDHOST Software)
- Electronic Medical Records (EMR) (Epic Software)
- ICD-10 (International Classification of Diseases, Tenth Revision)

**CBT Hours**

0–200

**MEDICAL SKILLS - DIDACTIC**

- A Guide for the Prevention of Catheter-Associated Urinary Tract Infections (CAUTIs) (.5 hour)
- ACT Series Training
  - ACT Series: Clinical Compliance (2.8 hours)
  - ACT Series: General Compliance (7.23 hours)
  - ACT Series: HIPAA Awareness (4.9 hours)
  - ACT Series: OSHA Safety (4.67 hours)
  - ACT Series: Select Medical Code of Conduct (.37 hour)
- Advanced Wound Management Principles (1.6 hours)
- Antimicrobial Stewardship Program (.42 hour)

- Basic Wound Management Principles (.67 hour)
- California ATD Exposure Control Plan (4.98 hours)
- California Consumer Protection Act (CCPA) (.2 hour)
- Case Management Handbook - New Case Managers (.17 hour)
- EPIC Training
  - Case Manager 100 Rehab (3.53 hours)
  - Downtime 100 (2.17 hours)
  - Nurse 100 (3.33 hours)
  - Nursing Assistant 100 (.75 hour)
  - Reporting 100 (.73 hour)
  - Therapy 100 Rehab (4.5 hours)
  - Therapy Scheduling 100 (2.13 hours)
- International Dysphagia Diet Standardization Initiative (IDDSI)
  - Introduction to Basic Concepts / Advanced (3.97 hours)
- INTERVENE for Nursing Assistants (.33 hour)
- INTERVENE for Registered Nurses (.33 hour)
- Introduction To Amputee Rehabilitation (9.33 hours)
- Introduction to Vision (1.3 hours)
- Introduction to Wound Prevention: NA, RT, and Therapy (5.2 hours)
- Inpatient Rehabilitation (IPR)
  - Clinical Liaison & DBD Orientation (1.72 hours)
  - Introduction to Spinal Cord Injury (SCI) (10.5 hours)
  - Introduction to Stroke (3.5 hours)
  - Introduction to Traumatic Brain Injury (TBI) (2.83 hours)
  - Rehab Services for Children and Adolescents (CARF) (7 hours)
  - Restraint Training (1.75 hours)
  - Safety and the Nursing Assistant (.5 hour)
- Inpatient Rehabilitation Facility (IRF)
  - Clinical Liaisons (6.4 hours)
  - Clinical Staff (2.83 hours)
  - Rehab (30 hours)
  - Nursing (46.15 hours)
  - Rehab & Nursing Assistant (IRF 2019) (3.38 hours)
- Medically Complex Series
  - Cancer Patients (6 hours)
  - Cardiopulmonary Patients (8 hours)
  - Transplant Patients (6 hours)
  - Understanding Lab Values (1.17 hours)
- NIOSH Hazardous Medication (.5 hour)
- Oral Infection Control 2020 (2.5 hours)
- Pharmacology Anticoagulants (1.95 hours)
- PPE Guidelines (2.2 hours)
- QI Assessment/intro for RN (7.22 hours)
- Quality Therapy Documentation (1.33 hours)
- Radiation Safety Training (.75 hour)
- Reducing the Risk of Medical Adhesive Related Skin Injury (MARSI) (.7 hour)
- Responder 5: Hardware (.17 hour)
- Responder 5: Whiteboard (.33 hour)
- Risk Assessment and Pressure Injury Prevention (.87 hour)
- Roche Accu-Chek Inform II Glucometer INITIAL ASSESSMENT (.5 hour)
- Safe Use of Restraints Quiz for IPR New Hires (2.57 hours)

- Select Medical Water Protocol (SMWP) (1.83 hours)
- Staging Pressure Injuries (.77 hour)
- Suicide Prevention (4.5 hours)
- Support Surfaces Overview (3.17 hours)
- Wound Assessment (CIRH & IRH) (.6 hour)
- Wound Care Digital Documentation Procedures (.6 hour)

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:

**Diamond Foods, LLC**

**Contract Number: ET21-0112**

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** Sacramento

**Analyst:** D. Jordan

### PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative HUA Veterans	Industry Sector(s):	Manufacturing (E)  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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No Teamsters 856 Food Processing Division		
Number of Employees in:	CA: 450	U.S.:500	Worldwide: 700
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	11%		

### FUNDING DETAIL

<b>In-Kind Contribution:</b>
\$542,850

<b>Total ETP Funding</b>
\$499,836

**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, Continuous Impr, HazMat, Mfg. Skills, OSHA 10/30	419	2-200	0	\$1,104	*\$13.76
				Weighted Avg: 48			
2	Retrainee Job Creation Initiative Priority Rate	Computer Skills, Continuous Impr, HazMat, Mfg. Skills, OSHA 10/30	15	2-200	0	\$1,748	*\$15.00
				Weighted Avg: 76			
3	Retrainee Veterans Priority Rate	Computer Skills, Continuous Impr, HazMat, Mfg. Skills, OSHA 10/30	10	2-200	0	\$1,104	\$18.34
				Weighted Avg: 48			

\*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/HUA):** \$13.76 per hour for San Joaquin County. **Job Number 2 (Job Creation):** \$15.00 per hour for San Joaquin County.

**Job Number 3 (Retrainee/Veterans):** \$18.34 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 Numbers 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1: Retrainee/HUA</b>		
Administrative Staff		5
Maintenance Staff		32
Customer Service Staff		5
Information Technology Staff		2
Warehouse Staff		103
Management Staff		51
Quality Control Technicians		10
Leads		16
Production Staff		195

<b>Job Number 2: Retrainee/Job Creation</b>		
Maintenance Staff		6
Customer Service Staff		6
Information Technology Staff		3
<b>Job Number 3: Retrainee/Veterans</b>		
Maintenance Staff		2
Management Staff		4
Customer Service Staff		4

## **INTRODUCTION**

Founded in 1912 and headquartered in Stockton, Diamond Foods, LLC (Diamond Foods) ([www.diamondfoods.com](http://www.diamondfoods.com)), produces and distributes an assortment of premium shelled and in-shell nut products. Products include walnuts, pecans, almonds, macadamias, pine nuts, hazelnuts, cashews, and pistachios produced in a variety of chop types under the brand name of Diamond of California. Products can be found in grocery stores and convenience stores throughout the country. Training will take place at the Company's location in Stockton. This is Diamond Foods' third ETP Contract and third in the last five years.

### **Veterans Program**

Diamond Foods employs a number of Veterans (Job Numbers 3) at its facility. In addition, the Company is establishing a working relationship with the VA to conduct outreach programs in the areas where its production facility is located.

## **PROJECT DETAILS**

In the previous contract, Diamond Foods' training focused on implementing a new Enterprise Resource Planning (ERP) software as well as new equipment training. In this contract, the Company will provide training on new processes, product line and equipment.

To remain competitive in the snack industry, Diamond Foods is adding a new "Better-For-You" product line, which includes six new products consisting of walnut snacks and organic walnuts. Diamond Foods recently signed with a global grocer to release this new signature line in Fall of 2020. This new product line will require training on new equipment such as Palletizer, Sorters, labeling and packaging equipment.

Additionally, staff will receive training on new processes. Trainees will train on business and process changes that have occurred due to COVID-19. These changes include the implementation of new safety processes for staff including handling products being produced for the public. The Company will also introduce new marketing processes that will address and identify consumer needs. Training will include Social Media Content and Website Creation training. Staff will also receive training on topics that include Communication, Quality Control, Inventory Control, Food Safety and Packaging Maintenance.

Some training topics may be repeated from prior projects and some trainees in this project participated in the previous contract. However, there will be no duplication of training in any course.

## 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.

To meet increased demand and remain competitive in the snack industry, Diamond Foods is adding a new product line. Diamond Foods is new to the healthy snacks sector but have realized the growth potential. Diamond Foods has committed to hiring 15 new employees (Job Number 2). The Company will hire Maintenance Staff, Customer Service Staff, and Information Technology Staff. 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.

## Training Plan

Training will be delivered via Classroom/Laboratory and Videoconference/E-Learning 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 focus on software skills, ordering and work order management and industry specific software and hardware. Training topics include Intermediate and Advanced Microsoft Office, Website Creation and Electronic Data Interchange Software.

**Continuous Improvement:** Training will be offered to all occupations. Training will focus on improving regulatory reporting, quality control and procedural changes. Training topics include Problem Solving, Safety Stand Downs, Leadership Skills and Communication.

**Hazardous Materials:** Training will be delivered to Production Staff, Warehouse Staff, Quality Control Technicians, Leads and Management Staff. Staff will learn the proper procedures for identifying, handling, storing and transporting hazardous materials. Training topics will include Hazardous Materials Identification/Labeling, Hazardous Materials Handling, Hazardous Materials Storage, and Hazardous Materials Clean-up.

**Manufacturing Skills:** Training will be offered to all occupations. Staff will receive training in all areas that include plant operations, equipment specifications and equipment start up and installation. Training topics include New Automation Implementation, Sorters, and Quality Systems Assurance.

## Certified Safety Training

1. OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
2. Hazardous Materials (HAZMAT). This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Production Staff, Warehouse Staff, Quality Control Technicians, Leads and Management

Staff will receive up to 24 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, the certification entity has not yet been determined.

### **COVID Waivers**

Diamond Foods is requesting the following waivers due to the effects of the COVID-19 pandemic on their company. Diamond Foods as a Food Manufacturing company is impacted by COVID-19 yet must maintain operations while keeping employees safe.

- Alternate Recordkeeping (requesting to keep a spreadsheet of training or a roster with attendee names –and emailed (not wet signature) to a record-keeper at the plant)
- Increase P1 to 50%
- Lower Minimum Training Hours to 2 Hours

### **Union Support**

Production Staff, Quality Control Technicians, Warehouse Staff, Maintenance Staff and Leads are represented by Teamsters 856 Food Processing Division. The union has submitted a letter of support for this training project.

### **High Unemployment Area**

Trainees in Job Numbers 1 - 3 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's location in San Joaquin 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. Diamond Foods requests a wage modification of \$18.34 per hour to \$13.76 per hour for Job Number 1.

### **Commitment to Training**

Diamond Foods budgets approximately \$103,000 annually for training for each facility which 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**

Diamond Foods has designated the Director of Human Resources and an additional staff member to plan and oversee all aspects of training. These are the same individuals who oversaw the administration in the prior contract. The Company already has a process in place to ensure all administrative duties are handled properly, with all unit managers aware of their responsibilities. Diamond Foods also retained the services of a third party subcontractor who will assist with all administrative requirements.



**RECOMMENDATION**

Staff recommends approval of this proposal.

**PRIOR PROJECTS**

The following table summarizes Contractor's performance under ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
18CS-0158-000	Stockton	12/18/17 – 12/17/19	\$371,087	\$320,287 (86%)
ET16-0118	Stockton	07/27/15 – 07/26/17	\$434,484	\$401,110 (92%)

**DEVELOPMENT SERVICES**

Diamond Foods retained Training Grants Intelligence Inc. in Suwanee, GA to assist with development for no fee.

**ADMINISTRATIVE SERVICES**

Diamond Foods also retained Training Grants Intelligence Inc. to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

**TRAINING VENDORS**

To Be Determined

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

2 - 200

Trainees may receive any of the following:

**COMPUTER SKILLS**

- Data Entry/Keyboarding/Interface
- ENewsletter
- Electronic Data Interchange Software
- Intermediate / Advanced Microsoft Office
- Marketing Online
- Productivity Reporting Software
- Social Media Content
- Software Skills
- Website Creation

**CONTINUOUS IMPROVEMENT**

- Budgeting
- Business Plans Annual Operations Plans
- Communication
- Decision Making
- Leadership Skills
- Problem Solving
- Project Management
- Quality Control
- Run Right Processes
- Safety Stand Downs
- Six Sigma Tools/LSS/ Kaizen Initiatives
- Team Building
- Team Development
- Time Management
- Train the Trainer

**MANUFACTURING SKILLS**

- Assembly Procedures: Shipper Assembly
- Bar Code Scanning System
- Changeovers
- Cross-Training Equipment and Processes
- Environmental Sustainability / Energy Conservation
- Equipment Operation and Troubleshooting
- Food Safety I
- Inspection
- Inventory Control
- Lab Equipment Trace Gains
- Maintenance Training
- Manufacturing Practices
- New Automation Implementation
- Operating (Packaging and Processing)
- Packaging Equipment

- Packaging Maintenance
- Palletizer
- Predictive Maintenance
- Preventive Maintenance
- Production Operations: Food Processing, Packaging
- Quality Systems Assurance:
- Reliability Processes
- Reporting
- Running Preventive Maintenance
- Safety
- Sorters
- Testing
- Warehousing
- Work Orders Management Part Management

**HAZARDOUS MATERIALS (HAZMAT)**

- HAZMAT – Annual Refresher (8 hours)
- HAZMAT – Complete Course (24 hours)

**HAZARDOUS MATERIALS**

- Hazardous Materials Handling
- Hazardous Materials Clean-up
- Hazardous Materials Storage
- Hazardous Materials Identification/Labeling
- Hazardous Materials Communications Skills
- Material Safety Data Sheets
- Chemical Usage Training
- Storm Water Pollution Prevention
- Hazardous Material Safety

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

- OSHA 10
- OSHA 30

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.
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# TEAMSTERS 856

FOOD PROCESSING DIVISION | 745 E MINER AVE. | STOCKTON, CA 95202

(209) 948 2800 | WWW.TEAMSTERS856FPD.ORG



**ASHLEY ALVARADO**

Local 856 Food Processing  
Division Director

May 18, 2020

Hector Bolaños  
Sr. Director of Human Resources  
Diamond Foods, LLC  
1050 S. Diamond St.  
Stockton, CA 95205

RE: ETP Training Program

Hello Hector,

Teamsters Local 856 supports government funded training programs for our members that provide training and education such as: training for new skills, learn to use new equipment, work safety, PPEs, and any training in general that protects their job, provides job opportunities and a safer work environment.

The commitment we want from Diamond is that the union will be involved and notified of when such training will occur and that the training will be offered by seniority, and the requirement of the job. The union will ask the Diamond's commitment to the union will be that no discrimination, favoritism, or disparate treatment will be tolerated. The Union will hold the company fully responsible if any of the above mentioned occur and no excuse will be acceptable as the company should fully ensure that the lower management personal are aware of these conditions. The training should be available for all employees at Diamond in the proper order of seniority.

I agree to the above terms you have our support.

Sincerely,

Maria Ashley Alvarado  
Director of The Food Processing Division  
Teamsters Local 856



## Training Proposal for:

**Baxalta US Inc.**

**Contract Number: ET21-0114**

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** PPU-Central Office

**Analyst:** A. Olazaba

### **PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Manufacturing (E) Biotechnology and Life Sciences (54+)  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: 988	U.S.: 10,000	Worldwide: 50,000	
<u>Turnover Rate:</u>	7%			
<u>Managers/Supervisors:</u> (% of total trainees)	4%			

### **FUNDING DETAIL**

In-Kind Contribution
\$632,150

Total ETP Funding
\$414,000

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, Mfg. Skills	450	8-200	0-9	\$920	\$19.05
				Weighted Avg: 40			

**Minimum Wage by County:** \$19.05/hr. 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

Employer may use health benefits of up to \$1.83 to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Engineer/Scientist Staff		36
Maintenance/Mechanic Staff		27
Manufacturing/Technician Staff		230
Operations Staff		65
Quality Control Staff		60
Supply Chain/Logistics Staff		16
Managers		16

**INTRODUCTION**

Founded in 1935, Baxalta US Inc. (Baxalta) is a biopharmaceutical company that develops, manufactures, and commercializes therapies for diseases and underserved conditions such as adults with primary immunodeficiency and difficult to treat cancers. The Company focuses its research and development efforts in four therapeutic areas: Oncology, Gastroenterology, Neuroscience and Rare Diseases. In addition, the Company researches plasma-derived therapies and vaccines, creating new treatment options for patients. Its customers are in the Healthcare industry and located worldwide. Takeda Pharmaceutical Company is Baxalta's parent company, but only Baxalta employees at its two manufacturing sites in California, Los Angeles and Van Nuys, will participate in ETP training. This will be Baxalta's first ETP Contract.

**Veterans Program**

Although Baxalta does not have a separate Job Number for Veterans, it has outreach programs to hire Veterans. The Company works with organizations such as Operation Gratitude, and outreach programs with Los Angeles and Ventura counties to recruit Veterans.

## **PROJECT DETAILS**

According to BioCom, a Life Science Association of California, there has been an 8% increase in the Biotech and Pharmaceutical industry statewide in the last five years. In the Los Angeles region there is significant job growth in the biopharmaceuticals and research sectors. To support this growth, Baxalta must have a workforce with advanced-technical skills to produce quality products to meet customer needs. As such, the Company is implementing a number of improvements to its operating software platforms and production processes to keep up with the growth and innovations in the industry.

In an effort to increase manufacturing efficiencies and product quality, the Company's Los Angeles site is implementing a new Electronic Batch Management System, Siemens Opcenter. The Siemens Opcenter platform will integrate scheduling, quality assurance and manufacturing processes to create dashboards for production analysis. This platform will allow the Company to create detailed production instructions so staff can ready products more efficiently in less time.

Baxalta is implementing a digitalization process which will use information sharing to improve manufacturing procedures and products. Digitalization will create systems integration through connected devices in order for staff to understand and predict consumer demand, connect siloes and improve supply chain efficiency. This process will allow the Company to connect with its suppliers and distributors, to assist in the creation of counterfeit proof medications with serial numbers that are trackable across the supply chain. It also allows the Company to identify bottlenecks in the manufacturing line and increase throughput.

Further, in an effort to move away from paper-based records, Baxalta is investing in automation technologies. To accomplish this goal, the Company is working to implement an electronic manufacturing system to improve regulatory compliance and capacity. In addition to training on new technologies for all staff, the Company must also provide training on technical manufacturing skills including Clinical Development Skills, Research Development Skills to ensure that the Production Staff are up to date with pharmaceutical industry standards. This will also include ongoing training in Continuous Improvement including Lean Manufacturing Change Management and Product Quality and Business Skills.

### **Training Plan**

Training will be delivered by in-house experts and vendors as needed via Class/Lab, E-Learning and Computer-Based Training in the following:

**Business Skills:** Training will be offered to all occupations to implement the new processes and products for Baxalta. Training topics include Audit/Documentation, Business Process and Reporting/Documentation.

**Computer Skills:** Training will be offered to all occupations in Building Automation System, Data Analytics/Database System, and Enterprise Resource Management Skills.

**Continuous Improvement:** Training will be offered to all occupations to provide an overview of Baxalta's operations model to provide better customer service. Training include Risk Management, Troubleshooting/Root Analysis and Quality System Processes.

**Hazardous Materials:** Training will be offered to all occupations to ensure that the employees handle the materials properly. Topics include Hazard Communication/ Disposal Skills.

**Manufacturing Skills:** Training will be offered to Manufacturing and Quality Control Staff to provide the skills necessary to manufacture products to meet the pharmaceutical manufacturing standards. Training includes Cross Training-Process/Automation, Equipment Skills and Welding/Milling Skills.

**Computer-Based Training (CBT)**

CBT will be provided to supplement class/lab which is a more convenient means of delivering training. Trainees will receive up to 9 hours of CBT.

**Commitment to Training**

Baxalta spends approximately \$200,000 on training annually in California in OSHA and FDA-mandated safety regulations; basic job skills; workplace ethics, diversity, and anti-harassment. 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**

Director of Human Resources at the Los Angeles location will oversee all ETP-funded training. Administrative Staff will be responsible for scheduling, delivering, and documenting training at each training site. In addition, Baxalta retained Training Funding Partners to assist with administration of the project.

**Learning Management System**

Staff has reviewed and approved the Company's Learning Management System.

**Green/Clean Operations**

Baxalta is reducing its environmental impacts, through proactive CO2 reduction and has incorporated metrics for reduction into its operations. In addition, the Company makes investments in photovoltaic technologies including Electrical Vehicle Charging Stations, Fuel Cell Electricity Generation and Waste-To-Energy Strategies

**Nanotechnology**

Baxalta partners with BioSurfaces, a nanotechnology provider, to develop new therapeutic devices to treat gastrointestinal diseases.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

Training Funding Partners in Fountain Valley assisted with development for a flat fee of \$33,120.

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

To Be Determined



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

8-200

Trainees may receive any of the following:

**MANUFACTURING SKILLS**

- Advanced Safety Skills
- Change Control
- Clinical Development Skills
- Cross Training – Process/Automation
- Equipment Skills
- Good Documentation Practices
- Inspection Skills
- Laboratory Skills
- Lean Manufacturing Tools/Skills
- New/Updated Processes/Systems/Products
- Product Lifecycle/Product Training
- Quality Assurance/Quality Control
- Research and Development Skills
- Welding/Milling Skills
- Work Process Skills

**BUSINESS SKILLS**

- Audit/Documentation Skills
- Business Acumen
- Business Process Skills
- Communication/Conflict Resolution Skills
- Finance/Accounting Skills
- Marketing Sales/Skills
- Pharma Industry Skills
- Presentation Skills
- Reporting/Documentation Skills
- Train-the-Trainer

**CONTINUOUS IMPROVEMENT**

- Business Intelligence Skills
- Change Management
- Coaching/Feedback
- Decision Making
- Delegation Skills
- Engineering Process/Design Skills
- ISO Skills
- Leadership Skills
- Lean Management/Process Improvement
- Problem Solving Skills
- Product Quality Planning/ Product Liability
- Project/Program Management
- Quality System Processes
- Risk Management

- Team Building
- Troubleshooting/Root Cause Analysis

**COMPUTER SKILLS**

- Baxalta Proprietary Software Skills
- Building Automation System Skills
- Cybersecurity Skills
- Data Analytics/Database Systems
- Electronic Manufacturing Execution System
- Enterprise Resource Management Skills
- Intermediate/Advanced Microsoft Office
- Lab Systems
- SolidWorks Skills

**HAZARDOUS MATERIALS**

- Hazardous Communication/Disposal

**CBT Hours**

0-9

**MANUFACTURING SKILLS**

- Lockout/Tagout (1 hour)
- Resource Conservation and Recovery part 1 (1 hour)
- Resource Conservation and Recovery part 2 (1 hour)
- Incident Investigation (1 hour)
- Machine Guarding (1 hour)
- Powered Industrial Truck Operations (1 hour)
- Fall Protection (1 hour)
- Process Safety Management Training (1 hour)

**HAZARDOUS MATERIALS**

- Hazardous Communication (1 hour)

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:

**Land O'Lakes, Inc.**

**Contract Number: ET21-0117**

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** PPU-Central Office

**Analyst:** C. Hoyt

### PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative Veterans HUA	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Tulare, San Joaquin, Stanislaus, Madera	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No United Brotherhood of Teamsters Local 517		
Number of Employees in:	CA: 746	U.S.: 8,628	Worldwide: 8,892
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	9%		

### FUNDING DETAIL

<b>In-Kind Contribution:</b>
\$664,039

<b>Total ETP Funding</b>
\$649,911

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee HUA Priority Rate	Cont. Imp., Computer Skills, HazMat, Mfg. Skills, OSHA 10/30	595	8-200	0	\$1,035	\$13.76*
				Weighted Avg: 45			
2	Retrainee Job Creation Priority Rate	Cont. Imp., Computer Skills, HazMat, Mfg. Skills, OSHA 10/30	8	8-200	0	\$1,932	\$15.00*
				Weighted Avg: 84			
3	Retrainee Veterans Job Creation Priority Rate	Cont. Imp., Computer Skills, HazMat, Mfg. Skills, OSHA 10/30	18	8-200	0	\$1,035	\$15.00*
				Weighted Avg: 45			

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

**Minimum Wage by County:** Job Number 1 (HUA): \$13.76 per hour for Stanislaus, Madera, Tulare and San Joaquin counties

Job Numbers 2 & 3 (Job Creation): \$15.00 per hour for Stanislaus, Madera, Tulare and San Joaquin counties

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Customer Service/Accounts		21
Administration		16
Engineering		5
Laboratory Lead		1
Laboratory Technician		3
Maintenance Mechanic		76
Management		31

Front Line Supervisor		22
Operators		141
Production		176
Quality Technician		7
Quality Assurance		28
Safety Specialist		3
Sanitation		8
Warehouse		57
<b>Job Number 2</b>		
Maintenance Mechanic		3
Front Line Supervisor		4
Production		1
<b>Job Number 3</b>		
Maintenance Mechanic		2
Manager		1
Operator		15

## **INTRODUCTION**

Founded in 1921 and headquartered in Arden Hills, Minnesota, Land O'Lakes, Inc. (Land O'Lakes) ([www.landolakes.com](http://www.landolakes.com)) produces and distributes a wide variety of dairy products including butter, milk powder and pudding. The Company also manufactures animal feed and animal premix. Land O'Lakes provides dairy products to retailers such as Costco, Walmart, Amazon and Sam's Wholesale. Animal feed mix products are sold to Tractor Supply Co., Cattle Farmers, Dairy Farmers, and small and large retail feed stores. This is Land O'Lakes first ETP Contract.

Land O'Lakes has five locations in California that will be participating under this proposal. Each location houses a specific brand under the Land O'Lakes product umbrella which operate independently from one another. The locations include:

- One site in Tulare (Tulare County) manufactures dairy products (Land O'Lakes brand);
- Two sites in Turlock (Stanislaus County) manufactures pudding (Kozy Shack brand);
- One site in Acampo (San Joaquin County) manufactures animal feed products for calves (Calva brand); and
- One site in Madera (Madera County) manufactures animal feed for livestock and pets (Nutrablend brand).

## **Veterans Program**

Land O'Lakes is committed to attracting, and retaining Veterans. The Company expects to hire and retain at least 18 veterans under this proposal (Job Number 3). To assist in Veteran recruitment, job postings are made directly to the job site Indeed which partners with the group Joining Forces to connect employers to Veterans. Further, the Company attends Veteran job fairs and works with Veteran organizations such as RecruitMilitary, The American Legion and Vet Jobs.

## **Union Support**

Maintenance Mechanics, Operators, and Warehouse staff are represented by Teamsters Local 517. The union has submitted a letter of support for this training project.

## **PROJECT DETAILS**

Land O'Lakes must keep up with demand as consumer tastes and preferences change. To respond, the Company is bringing new products to the market in 2020 including oatmeal and refrigerated snacks. In addition, the Company has shifted to utilizing more health conscious and value-added foods in the manufacturing process such as grass-fed meats, organic dairy products, and nuts and natural oils. These products are becoming more popular as consumers look for more than just flavor and price when making purchasing decisions. In order to create these products, the Company recently invested in \$9.3 million in new automation equipment. This includes packaging, palletizer, bagger and filler machines. This new equipment will be installed in some facilities based on need. Training on the equipment must be provided to Operators and Warehouse Staff which will include operating parameters and standard operating procedures.

As a result of adding new products and equipment to the manufacturing process, the Company needs to implement Continuous Improvement efforts. Two of these efforts include digitization and Change Architect. Digitization will enable Land O'Lakes to receive continuous feedback and monitoring throughout the manufacturing process. This will allow the Company to efficiently keep up with customers' demands. Change Architect is a comprehensive Lean program, which will extend to all areas of company operations. To implement, teams will be assigned at each location for up to a year to perform diagnostics of operating processes.

The need for safety and training has become increasingly important during the COVID-19 pandemic. The Company must provide training to maintain health of employees, consumers and vendors. Land O'Lakes is requesting to add training for food safety, sanitation and handling of food products. This includes training on incoming raw materials with added measures of prevention and precaution due to the spread of COVID-19. The Company is focused on limiting exposure of the virus and training to protect the products, employees, and public. Training will focus on cross-training processes for as many employees as possible to develop skills on process, equipment, and production across multiple departments.

## **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 launching of new products to keep up with consumer demand, Land O'Lakes is adding new equipment, new automation, and new innovation procedures and technology. The Company will hire 26 new employees (Job Numbers 2 & 3). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

## **Training Plan**

Training will be delivered via Class/Lab and E-Learning methodologies by in-house experts in the following:

**Computer Skills:** Training will be offered to all occupations and focus on SAP Software Systems and Server and Hardware Upgrades. While integration of existing software systems generates accurate and up-to-date reports for management, providing financial and operational visibility is

critical to growth. Training will also focus on equipment and software innovation, new hardware and configuration.

**Continuous Improvement:** Training will be offered to all occupations and focus on improving processes by embedding best practices throughout the company structure and generating solutions that will save time, money and resources, while also reducing waste. Training will focus on Change Architect, customer service, communication, decision making and best practices.

**Manufacturing Skills:** Training will be offered to all occupations and focus on implementing cross-training among all departments with Food Safety and Quality at the forefront of training. New equipment and cross-training platforms will be integrated throughout some departments.

**Hazardous Materials:** Training will be offered to all Production and Warehouse Staff on hazardous materials. Training will focus on compliance, pathogens and biohazards and hazardous waste operations.

### **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 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.

### **Safety Training Cap Request**

ETP’s regulations state the Panel may fund training that is directly related to a piece of equipment or process recently acquired, or that employees are not familiar with. Land O’Lakes is requesting an increase in safety training from 10% to 25% due to new training processes brought on by COVID-19. Training will be comprehensive with added focus on clean production and sustainability that includes precautions that protects product, employees and overall health. An internal working group has been established within the Company and is meeting daily to assess situational developments, implications on business here and abroad and identifying how to institute additional reactive and proactive protocols.

### **High Unemployment Area**

All trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. All locations included in this proposal are located 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. Land O’Lakes is requesting a wage modification from \$18.34 per hour to \$13.76 per hour for Job Number 1.

Although trainees in Job Number 2 and 3 are also in an HUA location, the Company is not requesting a wage modification for those job numbers. Maintenance Mechanics, Operators, and Warehouse staff are covered by a collective bargaining agreement and as such are not required to increase wages for those trainees.

### **Commitment to Training**

Land O'Lakes current annual California training budget is \$225,000 for all locations. Training includes new hire orientation safety training and anti-harassment. 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 overseen by the Plant Director of the Turlock location, who has prior ETP experience. Plant Directors from other locations will coordinate training goals and objectives along with assigned teams at each plant to administer training. Each site team will coordinate training schedule activities with training leads, managers/leads, and supervisors. The Plant Director in Turlock will be assigned to meet with ETP staff and be present during any ETP monitoring. All recordkeeping will be house in the Turlock location. The Company has also retained Training Grants Intelligence, Inc., (TGI) to assist and perform administrative services.

**Alternative Recordkeeping**

Due to COVID-19, Land O'Lakes requests alternate recordkeeping.

**Impact/Outcome**

A focus on Operational Excellence as a new plant wide training initiative will allow employees to gain transferrable skills while also improving efficiency in manufacturing of the products. Operators will learn how to troubleshoot maintain equipment in conjunction with the Company guidance team.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

TGI in Canton, Georgia, assisted with development for a flat fee of \$12,998

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

N/A



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

8-200

Trainees may receive any of the following:

**COMPUTER SKILLS**

- + Intermediate/Advanced Software Systems
- + Microsoft Applications Reporting
- + Systems Applications and Processing
- + Equipment Software and Automation
- + Server & Hardware Configurations
- + New Hardware

**CONTINUOUS IMPROVEMENT**

- + Continuous Improvement Techniques
- + Team Building
- + Change Architect
- + Pre-Lean
- + COVID19
- + Conflict Resolution
- + Quality Concepts
- + Decision Making
- + Problem Solving
- + Best Practices
- + Communication Skills
- + Business Strategies
- + Customer Service Skills
- + Leadership
- + Performance Management
- + Sales & Marketing for Growth

**MANUFACTURING SKILLS**

- + Operational Excellence
- + Mixing, Label requirements, Wash Station
- + Food Safety and Testing
- + Total Productive Manufacturing
- + Equipment Maintenance
- + Environmental Standards
- + Equipment Operation
- + Research & Development
- + Sanitation
- + Churn
- + Bagger/Packaging Equipment
- + Good Manufacturing Processes
- + Quality
- + Product Inspection training
- + Food Safety Processes
- + Shipping and Receiving
- + Labeling

- ✚ Packaging
- ✚ Tools – Hand and Power Tools
- ✚ Cross Training
- ✚ Assembly Skills
- ✚ Warehouse Skills
- ✚ Production Skills

### **HAZARDOUS MATERIALS**

- ✚ Classification of Hazardous Products,
- ✚ Product Identification
- ✚ Product Packing
- ✚ Product Marking/Labeling
- ✚ Documentation
- ✚ Shipping Precautions
- ✚ Creating a Security Plan
- ✚ Incident Report
- ✚ Haz/Com - Safety Data Sheets
- ✚ Spill Prevention
- ✚ Blood Borne Pathogens/Biohazards
- ✚ Small Quantity Generator of Haz/Waste
- ✚ Wood Dust
- ✚ Pesticides
- ✚ Waste Management
- ✚ Flammable/Combustible Materials
- ✚ Universal Waste
- ✚ Means of Egress
- ✚ Bulk Delivery and Mixing Vehicles
- ✚ Contract Employer Responsibilities
- ✚ Mechanical Integrity
- ✚ Hazardous Waste Operations and Emergency Response,
- ✚ New Technology Programs
- ✚ Personal Protective Equipment
- ✚ Respiratory Protection
- ✚ Materials Handling and Storage
- ✚ Truck Cranes Electrical Safety
- ✚ Confined and Enclosed Spaces

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

- ✚ OSHA 10
- ✚ OSHA 30

Safety Training cannot exceed 25% of total training hour's per-trainee

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



## **TEAMSTERS LOCAL UNION No. 517**

AFFILIATED WITH THE INTERNATIONAL BROTHERHOOD OF TEAMSTERS

Creamery Employees and Drivers,  
Madera, Fresno, Tulare and Kings Counties; and  
Public, Professional and Medical Employees,  
Madera, Fresno, Tulare, Kings, Kern and Inyo Counties, California

512 W. Oak Ave. – Visalia, CA 93291

Phone: (559) 627-9993 – Fax: (559) 627-9039

**GREG LANDERS – SECRETARY-TREASURER**

[www.teamsterslocal517.com](http://www.teamsterslocal517.com)

3/23/2020

Employment Training Panel  
1100J Street  
Sacramento, CA 95814

Dear Panel Members:

We understand Land O' Lakes, Inc. is requesting an Employment Training Panel contract with your office. This letter confirms the IBT 517 supports Land O' Lakes, Inc. regarding their application for funding from the Employment Training Panel. We also support Land O' Lakes, Inc's effort to increase the capabilities of their employees and our members.

Sincerely,

Greg Landers  
Teamsters, Local 517  
Secretary Treasurer



**Training Proposal for:**  
**Greater San Fernando Valley Chamber of Commerce**  
**Contract Number: ET21-0118**

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee SB <100 Cannabis	Industry Sector(s):	MEC (H) Agriculture (11) Construction (23) Manufacturing (33) Aerospace Related Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$560,832		\$38,608 8%		\$599,440

In-Kind Contribution:	50% of Total ETP Funding Required	\$1,048,512
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Improv.	400	8-200	0	\$1,180	\$18.34
				Weighted Avg: 48			
2	Retrainee SB <100	Business Skills, Computer Skills, Cont. Improv.	108	8-200	0	\$1,180	\$18.34
				Weighted Avg: 48			

**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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administration Staff		100
Operator		115
Production Worker		100
Engineer		20
Manager/Supervisor		20
Shop Lead		50
Customer Service Staff		48
Technician		50
Owner (Job Number 2 only)	N/A	5

**INTRODUCTION**

Founded in 1911 and located in Van Nuys, the Greater San Fernando Valley Chamber of Commerce (the Chamber) ([www.sanfernandovalleychamber.com](http://www.sanfernandovalleychamber.com)) is a nonprofit membership organization whose mission is to create and foster a sustainable business environment in the San Fernando Valley region through networking opportunities, advocacy, promotion and community projects. The Chamber partners with other chambers within Los Angeles County, including Valley

Industry & Commerce Association and The Valley Economic Alliance. These partnerships help identify the needs of manufacturers and connect employers to the tools needed to help them become more successful. Many of these companies need training to upgrade the skills of their workforce to help them grow and stay competitive in California.

Serving local business community for over 21 years, the Chamber has connected this diverse market with potential customers through its Latino Expo, drawing over 25,000 people to the event annually. The Chamber is actively involved in promoting business interests, with programs targeted to small, large, micro, women and minority-owned businesses as well as the Latino market. The Chamber sees a greater need for making the existing businesses more competitive, not only in the local community but also in surrounding cities and regions.

The Chamber is focused on economic growth, job creation and retention in the San Fernando Valley and neighboring cities/counties. Its goal for the next 24 months is to work collaboratively with regional economic development partners to create best practices in job creation and retention. One project includes identifying at-risk businesses and working with the city councilmembers representing those areas to determine how to assist these businesses.

### **Veterans Program**

Although there is not a Veterans component, the Chamber's participating employers actively recruit Veterans for training.

### **PROJECT DETAILS**

This is the Chambers third ETP Contract, and the third in the last five years. Participating employers have expressed a need to improve social media, provide best business practices and keep up with new technological advances in order to stay competitive and meet customer demands. The core group of employers represents over 100% of requested funding for this proposal, and have made firm commitments to participate upon Panel approval. The proposed training will be offered to employers statewide. The Chamber anticipates 100% of training will be conducted at participating employer locations.

### **Training Plan**

The Chamber's curriculum is designed to serve the needs of a diverse workforce by allowing each company to customize training. The Chamber conducts interview with employers and training experts to maintain a comprehensive curriculum that is relevant and responsive to employer needs. In addition, participating employers are encouraged to complete course evaluations. This feedback is used by the Chamber to measure the quality of training and how certain modules can be improved. The proposed training will provide trainees with sufficient Business, Computer Skills and Continuous Improvement needed to work more efficiently and effectively, keep up with current technology, and successfully manage and grow their businesses.

The Chamber confirms that no trainees from previous participating employers will receive duplicate training in any subject matters. Customized training will be delivered by qualified instructors through Class/Lab and Video Conference methods. Training is scheduled to begin the week of July 1, 2020.

**Business Skills:** Training will be offered to all occupations to improve communication skills, customer relations, business writing skills and business problem solving.

**Computer Skills:** Training will be offered to all occupations to effectively use applications and software to design, program, implement, and troubleshoot new computer software programs such as social media, accounting software and Microsoft suite.

**Continuous Improvement:** Training will be offered to all occupations to promote teamwork, improve workflow, troubleshoot and problem solving. Training includes process mapping, Lean Enterprise topics, and ISO Auditor compliance training.

### **Cannabis Industry Licensing**

This Training Proposal is subject to ETP's internal processing procedures concerning the cannabis industry. Accordingly, the Chamber represents that all participating employers shall be in compliance with all state, county, and local licensing and regulatory requirements, ordinances, and laws concerning any and all cannabis operations at all times during the performance of this project. The Chamber has one participating employer in the core group of employers and anticipates additional participating employers during the term of the Contract.

### **Commitment to Training**

Most of the participating employers lack the resources and funding to conduct formal and structured training, especially small companies. The majority provide on-the-job, one-on-one training to new employees, safety, and off-site seminar training. ETP funding will enable these companies to provide a larger number of employees with a broader spectrum of skills development, introduce new business practices and services to sustain growth and remain competitive. The Chamber will only provide training to participating employers in subjects that are outside of their expertise.

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

#### ➤ Training Infrastructure

Training will begin upon Panel approval. The Chamber and administrative subcontractor will perform the required administration services of the ETP Contract.

### **Trainer Qualifications**

A large portion of the training will be provided by Custom Corporate Communications in Redondo Beach, Western Training Group in Playa Del Rey. Other vendors may be identified as needed.

### **Training Coordinator**

The CEO and one staff member will be responsible for all administrative responsibilities, including scheduling training, collecting and reviewing attendance rosters, enrollment, recording and tracking training. The Chamber will utilize a third party vendor with ETP experience to aid in this endeavor (see Administrative Services below).

### **Impact/Outcome**

The Chamber anticipates assisting participating employers to prepare for certification programs such as ISO, Lean Enterprises and Six Sigma that are typically awarded based on training and

internal improvement. These certifications often lead to new market opportunities, new customers, and increased sales, which will ultimately help companies grow and provide workforce stability.

### **Marketing and Support Costs**

The Chamber has established relationships with other chambers, community members, Valley Industry & Commerce Association, The Valley Economic Alliance and collaborative networks of businesses. The Chamber hosts monthly meetings and uses newsletters, websites, and email communication to promote business opportunities, procurement news, government-assisted programs, and various networking events. The Chamber has three employees dedicated to marketing, recruiting, assessment, scheduling, and training; therefore, the Chamber requests, and staff supports, 8% support costs to fund extensive marketing efforts to recruit additional participating employers and assessment activities of employers.

### **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 the Chamber's performance under an active ETP Contract.

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET20-0112	\$749,300	08/05/19 – 08/04/21	635	520	520

Based on ETP Systems, 30,304 reimbursable hours have been tracked for potential earnings of \$744,895 (94% of approved amount). The Chamber projects final earnings of 100% based on training currently completed through 03/06/20.

### **PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET18-0136	Statewide	10/30/17 – 10/29/19	\$603,464	\$580,886 (96%)

### **DEVELOPMENT SERVICES**

The Chamber retained DLI & Associates LLC in San Juan Capistrano to assist with development of this proposal at no cost.



**ADMINISTRATIVE SERVICES**

DLI & Associates LLC will also perform administrative services in connection with this proposal for a fee not to exceed 10% of payment earned.

**TRAINING VENDORS**

Custom Corporate Communications in Redondo Beach will provide Continuous Improvement training for a fee of approximately \$250,000.

Western Training Group in Playa Del Rey will provide Business Skills and Computer Skills training for a fee of approximately \$250,000. Additional outside training vendors maybe identified and retained during the term of the Contract.

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

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Business Writing Skills
- Communication Skills
- Customer Service
- Sales Skills
- Social Media Marketing
- Project Management
- Leadership Skills
- Finance for Non-Finance People
- Goal Setting
- Managing Change
- Performance Management Skills
- Problem Solving
- Team Building
- Time and Priority Management

**COMPUTER SKILLS**

- E- Commerce
- QuickBooks and Accounting Software
- Search Engine Optimization
- Social Media Networking Training
- Microsoft Office Suite (Word, Excel, Access, PowerPoint)

**CONTINUOUS IMPROVEMENT**

- ISO Auditor Training
- Quality Engineering
- Six Sigma
- Statistical Process Control Team Building
- Lean Enterprise
- Lean Manufacturing
- Lean Office
- Kaizen 7S
- Process Improvement
- Process Mapping
- Problem Solving
- Root Cause Analysis
- Set Up Time Reduction

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

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

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Greater San Fernando Valley Chamber of Commerce

CCG No.: ET21-0118

Reference No: 20-0421

Page 1 of 3

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: AMAX

Address: 1565 Reliance Way

City, State, Zip: Fremont, CA 94534

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 60

Total # of full-time company employees worldwide: 160

Total # of full-time company employees in California: 160

Company: Bentley Mills

Address: 14641 E. Don Julian Rd.

City, State, Zip: City of Industry, CA 91746

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 400

Total # of full-time company employees in California: 320

Company: Bergen Logistics

Address: 16012 Arthur Street

City, State, Zip: Cerritos, CA 90703

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 60

Total # of full-time company employees worldwide: 800

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

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 Contract: 100

Total # of full-time company employees worldwide: 1,060

Total # of full-time company employees in California: 816

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Greater San Fernando Valley Chamber of Commerce  
Reference No: 20-0421

CCG No.: ET21-0118  
Page 2 of 3

Company: Cockram USA

Address: 605 8<sup>th</sup> Street

City, State, Zip: San Fernando, CA 91340

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 272

Total # of full-time company employees in California: 272

Company: General Sealants

Address: 300 S Turnbull Canyon Rd.

City, State, Zip: City of Industry, CA 91745

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 36

Total # of full-time company employees worldwide: 99

Total # of full-time company employees in California: 99

Company: Goodridge USA, Inc.

Address: 529 Van Ness Ave

City, State, Zip: Torrance, CA 90501

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 250

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

Company: Kush Alley Inc.

Address: 16733 Schoenborn Street

City, State, Zip: North Hills, CA 91343

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 70

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

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Greater San Fernando Valley Chamber of Commerce

CCG No.: ET21-0118

Reference No: 20-0421

Page 3 of 3

Company: Plaskolite

Address: 2225 E. Del Amo Road

City, State, Zip: Compton, CA 90220

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 42

Total # of full-time company employees in California: 42

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 Contract: 80

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 92001

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 60

Total # of full-time company employees worldwide: 99

Total # of full-time company employees in California: 99

Company: Tire Stickers LLC

Address: 8103 Orion Ave.

City, State, Zip: Van Nuys, CA 91406

Collective Bargaining Agreement(s): no

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

Total # of full-time company employees worldwide: 15

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



**Training Proposal for:**  
**San Bernardino Community College District**

**Contract Number: ET20-0356**

**Panel Meeting of:** June 26, 2020

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

**Analyst:** R. Jackson

**PROJECT PROFILE**

Contract Attributes:	Retrainee SB <100 Priority Rate	Industry Sector(s):	MEC (H) Manufacturing (33) Transportation and Warehousing (48-49) Construction (23)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$701,176		\$47,829 8%		\$749,005

In-Kind Contribution:	50% of Total ETP Funding Required	\$1,003,280
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, OSHA 10/30 Manufacturing Skills, Management Skills, Literacy Skills	888	8-200	0	\$516	\$18.34
				Weighted Avg: 21			
2	Retrainee	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, OSHA 10/30, Manufacturing Skills, Management Skills, Literacy Skills	52	8-200	0	\$385.	\$18.34
				Weighted Avg: 18			
3	SB < 100	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, OSHA 10/30, Manufacturing Skills, Management Skills, Literacy Skills	689	8-200	0	\$393.	\$18.34
				Weighted Avg: 16			

**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

Up to \$2.50 per hour of a participating employer's health benefits may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Manufacturing Staff		350
Maintenance / Technician Staff		392
Warehouse / Distribution Staff		491
Administrative Staff		115
Managers / Supervisors		281

## **INTRODUCTION**

Founded in 1926, San Bernardino Community College District (SBCCD) ([www.sbccd.org](http://www.sbccd.org)) is one of 72 college districts in the State of California. SBCCD consists of two colleges- Crafton Hills College in Yucaipa and San Bernardino Valley College. The College provides academic instruction leading to a certificate, terminal degree, or transfer to a four-year college. In addition to the physical campuses, SBCCD also operates and manages the Economic Development & Corporate Training (EDCT). Also located in the City of San Bernardino, EDCT provides customized not-for-credit training to incumbent workers employed by local businesses.

This is SBCCD's eighth ETP proposal, and its fifth in the last five years. This training proposal differs from previous requests by focusing on delivering training to Retraitees only. Training in this proposal extends to companies located statewide through partnerships with five other community colleges including: Cerritos Community College District, Napa Valley Community College District, Rancho Santiago Community College District, San Diego Community College District and Saddleback Community College District under separate subagreements as training providers. ETP training will be delivered at SBCCD's two colleges in Yucaipa and San Bernardino, the other participating college's training centers statewide, and at employer's worksites depending on the Participating Employers' (PE) workforce needs.

ETP-funded training will further the PE's goals to remain competitive in California as a high-performance workplace and meet several initiatives including: 1) certified training; 2) improving communications and Management Skills; and, 3) meeting evolving industry and code standards (OSHA 10/30 and ISO) related to manufacturing, electrification technology, constructions, warehouse and transportation.

### **Veterans Program**

Although a specific Veterans' Job Number is not created in this proposal, SBCCD represents a number of its PEs partner with the Employment Development Department (EDD) to recruit employees including veterans by listing available job openings with EDD. EDD operates a veteran's program via its Workforce Services Branch, which refers eligible applicants for announced positions. It is unknown at this time how many veterans will be trained.

### **Women's Program**

In the current contract, SBCCD has trained 41% women. Many of the participating employers reportedly have programs or make specific efforts to recruit more women. For example, some companies report using internal Women's Networks to identify and recruit women into vacant positions. Others are members of associations such as International Association of Operative Millers, a Milling Industry Association that has committees and programs that work to increase women's participation. Groups like Women In Mining (WIM), Women Business Enterprise National Council (WBNC), National Women's Business Council (NWBC), and National Association of Woman Business Owners (NAWBO) were also listed as resources for increasing equity in roles for women in the workplace.

### **Employer Demand**

SBCCD is a member of the Inland Empire Manufacturer's Consortium which has over 60 local area manufacturing and logistics companies as members. Of those member companies, an estimated 26 have confirmed interest in participating in this proposed project. SBCCD represents no collateral agreements exist with PEs.



The proposed training targets frontline workers and managers from an estimated 26 small businesses, large priority, and standard non-priority businesses with out-of-state competition.

Over 80% of the requested trainees in this proposal have been verified by ETP staff with approximately 42% of trainees coming from small businesses. The majority (55%) of participating employers are represented by SBCCD as being priority industries. The Retraitees are coming from a variety of sectors including Manufacturing, Construction, Warehouse and Transportation.

## **PROJECT DETAILS**

SBCCD has identified training needs including developing manufacturing, construction, mechanical, electrical, and welding skills. SBCCD represents employers are committed to delivering training that enables them to become high-performance workplaces, develop leadership skills, and train employees in new technology and procedures to become more efficient. Training also aids support to participating employers that are working to meet or exceed energy-efficiency goals and other industry-related mandates such as California Public Utilities Code, California Health and Safety Code and Title 24, California Code of Regulation.

### **Training Plan**

The following training will be delivered via Class/Lab and E-Learning to approximately 1,629 frontline, supervisory, and management staff employed in manufacturing, construction, distribution, and transportation industries:

**Business Skills** – This training will be provided to all occupations on topics such as Goal Setting, Communication Skills, and Financial Strategies to generate business and financial reports, improve written and verbal communication skills, increase product knowledge, develop leadership skills, and improve customer service.

**Commercial Skills** – This training will be provided to Maintenance / Technicians Staff and Managers / Supervisors on topics like Construction Management Skills, HVAC, and Traffic Control to adopt new and emerging technologies in construction management and HVAC including applications to meet lower emissions' (energy-efficiency) requirements and compliance needs of a business or residence.

**Computer Skills** – This training will be provided to all occupations on topics like Adobe Applications, Microsoft Office (Intermediate & Advanced), and Computer-Aided Drafting (CAD) due to software upgrades and new technology role outs across industries such as inventory and document control and equipment used in construction and manufacturing.

**Continuous Improvement** – This training will be provided to all occupations on topics like Lean / 5S, Six Sigma, ISO Standards, and High Performance Workplace to reach production goals, increase efficiency, improve quality, and develop teamwork strategies to enhance performance and business processes.

**Literacy Skills** – This training will be provided to Manufacturing Staff, Maintenance / Technicians Staff, Warehouse / Distribution Staff, and Administrative Staff on topics like Basic Writing & Reading, Vocational English as a Second Language (VESL), and Language Comprehension to improve job skills and communication with internal and external customers.

**Management Skills** – This training will be provided to Managers / Supervisors on topics like Certified Logistics Manager, Strategic Planning for Managers, Communication and Teambuilding for Managers to support the development and improvement of operation-management skills and leadership techniques.

**Manufacturing Skills** – This training will be provided to Manufacturing Staff, Maintenance / Technicians Staff, Supervisors / Managers, and Warehouse / Distribution Staff on topics like Manufacturing Practices and Procedures, Parts and Products Manufacturing, Equipment Maintenance and Repair to improve productivity, increase efficiency, improve product quality, and reduce waste. These skills will help improve employee skill levels and empower staff to identify and resolve production problems and improve processes.

### **Certified Safety Training**

1. OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 or 30 hours of classroom or CBT training for frontline workers or 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.

### **Impact/Outcome**

ETP training will result in the following (estimated number) certifications: Six Sigma certifications (75); ISO 9001, 14001, 45001, 22000, and 27001 certifications (20); OSHA 10/30 certifications (95); and, welding certificates (12). Additionally, an estimated 15 trainees in the Mechanical Craft Applications’ course will receive eligibility for the National Center for Construction Education and Research certification. Along with targeted management and frontline technical-skill upgrades, these certifications increase the frontline workers’ ability to achieve higher wages and to progress on career ladders.

### **Commitment to Training**

Training provided through this Agreement will not circumvent any existing training ordinarily provided to staff by the participating employer. Employers will continue to deliver state mandated and on-the-job training alongside ETP-funded 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**

SBCCD’s Director, EDCT (dedicated administrator) will lead administration for the ETP project, and it will be administered (in-house) by EDCT’s division staff. EDCT has coordinated and implemented ETP Contracts for over 15 years. Five full-time and one part-time staff will be responsible for marketing, recruitment, needs assessments, data entry, scheduling of training, and ETP recordkeeping. Training will be delivered by subject-matter experts from the various colleges, and outside training vendors will be retained to deliver ETP-funded training when needed as identified below.

### **Trainer Qualifications**

Trainers employed by SBCCD are qualified instructors with the education and experience to train in the topics delivered. SBCCD represents any required certifications or licenses needed to deliver any training will be maintained as mandated. For instance, OSHA 10/30 will be delivered by OSHA-certified trainers. Training vendors are qualified instructors and subject-matter experts.

## **Marketing and Support Costs**

SBCCD provides economic and workforce training to local area employers and has been a member of the Inland Empire Manufacturer's Consortium for over 14 years. SBCCD is also part of a rapid response team coordinated by the San Bernardino Workforce Investment Board (WIB) that was created to respond to the immediate training needs of the local employers experiencing a critical need for skill-upgrade training. SBCCD will continue to market and recruit additional trainees as needed utilizing all recruitment channels including presentations at trade associations and mailings from the colleges' distribution list.

SBCCD is requesting 8% support costs for this proposal to cover the cost of recruiting additional employers and assessing employer-specific job-training requirements. Assessment activities and employer recruitment will continue to take place throughout the duration of the Contract. Staff recommends approval of 8% for support costs.

## **Training Agency Certification**

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

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

- Certification by Western Association of Schools and Colleges (WASC)
- Successful past performance with ETP (see Prior Project table)

Additionally, SBCCD represents its curriculum and the curriculum delivered by the following participating colleges are all currently certified: Cerritos Community College District, Napa Valley Community College District, Rancho Santiago Community College District, San Diego Community College District, and Saddleback Community College District.

## **Curriculum Development**

SBCCD's curriculum was developed in consultation with curriculum advisory members of Inland Empire Manufacturer's Consortium. The District also conducts direct meetings with local employers to identify unique training needs. These curriculum development relationships have enabled SBCCD to develop an overall-training model that is customizable by the employer. Students and employers are surveyed following training to confirm that course content and instructors have proven beneficial and relevant to employer and employee needs. Based on this feedback, the training curriculum can be adjusted as necessary.

## **Tuition Reimbursement**

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

## **Union Support**

SBCCD will not commence training for any represented employees until respective union support letters have been provided to ETP.

## **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
ET19-0225	\$1,799,648	10/8/2018 – 10/07/2020	2,648	TBD	TBD

Based on ETP systems as of May 2020, 50,519 potentially reimbursable hours have been tracked for potential earnings of \$1,403,728 (78% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through July 2020 of final training.

## **PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0421	San Bernardino	3/1/17 – 2/28/19	\$949,897	\$945,533 (99%)
ET16-0111	San Bernardino	8/1/15 – 7/31/17	\$949,960	\$918,717 (97%)
ET15-0214	San Bernardino	8/4/14 – 9/3/15	\$374,614	\$347,387 (93%)

## **TRAINING VENDORS**

Developing Leaders, Inc. of Fontana has been retained to provide Business Skills training for an estimated fee of \$100,000.

Universal Personnel Services of San Bernardino has been retained to provide Management Skills training for an estimated fee of \$25,000.

Michael R. Brady of Corona has been retained to provide Continuous Improvement training for an estimated fee of \$15,000.

Eagelson Alternative Dispute Resolution of Berar Lake has been retained to provide Business Skills training for an estimated fee of \$25,000.

Dream 2 Inspire of Cucamonga has been retained to provide Business Skills training for an estimated fee of \$15,000.

Modern Clericy of Murietta has been retained to provide Continuous Improvement Skills training for an estimated fee of \$90,000.

ETP staff has also requested and obtained a sub-agreement template from the participating colleges, which reflects the intention to act as training vendors. These are available for review upon request by the Panel, per Title 22 California Code of Regulation, section 4413 Subagreements.

Other trainers will be identified for ETP record-keeping purposes, as they are retained.

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

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- + Budgeting, Cost Control and Accounting
- + Business Reports
- + Business Strategies
- + Business Writing Skills / Writing Procedures
- + Change Management
- + Communication Skills
- + Conflict Management
- + Costs and Analysis
- + Crisis Management
- + Customer Service
- + Employee Accountability (Including remote work self-accountability)
- + Financial Strategies
- + Goal Setting
- + Leadership Skills
- + Negotiation
- + Performance Management
- + Presentation Skills
- + Professional in Human Resources Preparation Course (non-credentialing)
- + Project Management
- + Sales & Marketing
- + Strategic Planning For Frontline Workers
- + Supervisory Skills (for non-managers)
- + Time Management
- + Understanding Work Group Dynamics

**COMMERCIAL SKILLS**

- + Construction Management Skills
- + Drone Technology Skills
- + HVAC (Heating, Ventilation, & Air Condition) Tools and Procedures
- + Traffic Control
- + Electrical Skills
- + Blue Print & Schematic Drawings
- + Welding Skills

**COMPUTER SKILLS**

- + Adobe Applications
- + Computer Networking
- + Computer-Aided Drafting (CAD)
- + Computer-Aided Manufacturing (CAM)
- + Cost Tracking and Analysis
- + Database Mgmt.
- + Document Control
- + Google Documents

- ✚ Microsoft Office (Intermediate & Advanced)
- ✚ Inventory Control
- ✚ Online Communication Applications including Zoom, Microsoft Teams, Skype for Business, etc.
- ✚ Purchase Order Tracking
- ✚ Shipping Solutions and Related Logistic Software
- ✚ Solid Works Modeling
- ✚ Agile and Scrum Software Certification
- ✚ Cyber Security

### **CONTINUOUS IMPROVEMENT**

- ✚ 6 Sigma
- ✚ Basic Logistics Standard Practices
- ✚ Decision Making / Critical Thinking
- ✚ High Performance Workplace
- ✚ Human Centered Design (HCD)
- ✚ Internal and External GFSI Audits
- ✚ Inventory Control
- ✚ ISO & AS Standards
- ✚ Just-in-Time Manufacturing (JIT)
- ✚ Lean / 5-S
- ✚ Managing Risk
- ✚ Manufacturing Resource Planning
- ✚ Material Resource Planning
- ✚ Problem Solving
- ✚ Process Improvement
- ✚ Root Cause Analysis
- ✚ Strategic Process Control (SPC)
- ✚ Supply Chain Elements & Management
- ✚ Teambuilding
- ✚ TQM – Total Quality Management
- ✚ Tracking and Monitoring Production
- ✚ Workflow & Scheduling

### **OSHA 10/30** (OSHA-Certified Trainer)

- ✚ OSHA 10
- ✚ OSHA 30

### **MANAGEMENT SKILLS** (management trainees only)

- ✚ Certified Logistics Manager (CLM)
- ✚ Coaching and Mentoring
- ✚ Communicating and Teambuilding for Managers
- ✚ Manager Skills Training
- ✚ Project Management
- ✚ ROOT Cause Analysis for Managers
- ✚ Strategic Planning for Managers

### **MANUFACTURING SKILLS**

- ✚ 3D Printing Skills
- ✚ Advanced Mechanical Crafts
- ✚ Computer Numerical Controlled Machinery (CNC)
- ✚ Equipment Maintenance and Repair
- ✚ Equipment Operation

- ✚ Forklift Training Certification
- ✚ Food Safety Modernization Act (FSMA) Preventive Controls for Human and Animal Foods
- ✚ Food Safety Preventive controls Alliance (FSPCA) for Human Food Compliance
- ✚ Hazard Analysis Critical Control Point (HACCP) for Manufacturing
- ✚ Implementing Safe Quality Food (SQF)
- ✚ Intermediate Mechanical Crafts
- ✚ Lubrication / Reliability
- ✚ Manufacturing Practices and Procedures
- ✚ Manufacturing Skills
- ✚ Nanotechnology Technician's Training
- ✚ Parts and Products Manufacturing
- ✚ Production & Machinery
- ✚ Production Maintenance Mechanic
- ✚ Production Operations
- ✚ Programmable Logic Controllers (PLC)
- ✚ Safe Quality Food (SQF) Program Advanced Practitioner
- ✚ Safe Quality Food (SQF) Program Quality Systems for Food Manufacturers
- ✚ Shop Math
- ✚ Warehousing

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

#### **LITERACY SKILLS**

- ✚ Basic Math, Writing & Reading
- ✚ Language Comprehension
- ✚ Vocational English as a Second Language (VESL)

Literacy Training cannot exceed 45% of total-training hours per trainee

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

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: San Bernardino Community College District

CCG No.: ET20-0356

Reference No: 20-0431

Page 1 of 7

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Ardent Mills LLC

Address: 19684 Cajon Blvd.

City, State, Zip: San Bernardino, CA 92407

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 63

Total # of full-time company employees worldwide: 2,000+

Total # of full-time company employees in California: 105

Company: Dirt Cheap, Inc. dba DCG Fulfillment

Address: 1060 Wineville Ave.

City, State, Zip: Ontario, CA 91764

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 70

Total # of full-time company employees worldwide: 280

Total # of full-time company employees in California: 280

Company: Farmdale Creamery

Address: 1049 W. Baseline

City, State, Zip: San Bernardino, CA 92411-2310

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: Fireblast Global Inc.

Address: 545 Monica Circle

City, State, Zip: Corona, CA, 92880

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 32

Total # of full-time company employees worldwide: 32

Total # of full-time company employees in California: 32



## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: San Bernardino Community College District	CCG No.: ET20-0356
Reference No: 20-0431	Page 2 of 7
Company: Gerard Daniel Worldwide	
Address: 13055 Jurupa Ave.	
City, State, Zip: Fontana, CA 92337	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Agreement: 33	
Total # of full-time company employees worldwide: 350	
Total # of full-time company employees in California: 80	
Company: Impact Fulfillment Services, LLC	
Address: 1409 S. Lilac Ave.	
City, State, Zip: Rialto, CA 92316	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Agreement: 15	
Total # of full-time company employees worldwide: 500	
Total # of full-time company employees in California: 100	
Company: Ingram Micro Inc.	
Address: 12510 Micro Drive	
City, State, Zip: Eastvale, CA 91752	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Agreement: 176	
Total # of full-time company employees worldwide: 22,520	
Total # of full-time company employees in California: 1,109	
Company: Innocor, Inc.	
Address: 310 S. Tippecanoe Ave.	
City, State, Zip: San Bernardino, CA 92408	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Agreement: 16	
Total # of full-time company employees worldwide: 1,700	
Total # of full-time company employees in California: 16	

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: San Bernardino Community College District	CCG No.: ET20-0356
Reference No: 20-0431	Page 3 of 7
Company: Lynam Industries, Inc.	
Address: 13050 Santa Ana Ave.	
City, State, Zip: Fontana, CA 92337	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Agreement: 60	
Total # of full-time company employees worldwide: 120	
Total # of full-time company employees in California: 120	
Company: Mapei Corporation	
Address: 5415 Industrial Parkway	
City, State, Zip: San Bernardino, CA 92407	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Agreement: 77	
Total # of full-time company employees worldwide: 4,000+	
Total # of full-time company employees in California: 77	
Company: Martinez & Turek Inc.	
Address: 300 S. Cedar Ave.	
City, State, Zip: Rialto, CA 92376	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Agreement: 43	
Total # of full-time company employees worldwide: 110	
Total # of full-time company employees in California: 110	
Company: Myers Power Products Inc.	
Address: 2950 E. Philadelphia Street	
City, State, Zip: Ontario, CA 91761	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Agreement: 100	
Total # of full-time company employees worldwide: 675	
Total # of full-time company employees in California: 275	

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: San Bernardino Community College District	CCG No.: ET20-0356
Reference No: 20-0431	Page 4 of 7
Company: NFI Interactive Logistics	
Address: 6725 Kimball Ave.	
City, State, Zip: Chino, CA 91708	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Agreement: 200	
Total # of full-time company employees worldwide: 12,600	
Total # of full-time company employees in California: 2,000	
Company: NRI USA LLC	
Address: 13169 Slover Ave., Suite A	
City, State, Zip: Fontana, CA , 92337	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Agreement: 24	
Total # of full-time company employees worldwide: 1,100	
Total # of full-time company employees in California: 550	
Company: ODW Logistics Inc.	
Address: 27334 San Bernardino Ave., Suite 1	
City, State, Zip: Redlands, CA 92374	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Agreement: 174	
Total # of full-time company employees worldwide: 800	
Total # of full-time company employees in California: 200	
Company: PETCO Animal Supplies Inc.	
Address: 4345 Parkhurst Street	
City, State, Zip: Mira Loma, CA 91752	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Agreement: 6	
Total # of full-time company employees worldwide: 9,000	
Total # of full-time company employees in California: 3,000	

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: San Bernardino Community College District	CCG No.: ET20-0356
Reference No: 20-0431	Page 5 of 7

Company: P&R Paper Supply Co.

Address: 1898 E. Colton Ave.

City, State, Zip: Redlands, CA 91737

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 300

Total # of full-time company employees in California: 250

Company: Qycell Corporation

Address: 600 S. Etiwanda Ave.

City, State, Zip: Ontario, CA 91761

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 21

Total # of full-time company employees in California: 21

Company: Reliable Source, Inc.

Address: 11109 Jasmine Street

City, State, Zip: Fontana, CA 92337

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 9

Total # of full-time company employees worldwide: 18

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

Company: Reyes Coca Cola

Address: 10670 6<sup>th</sup> Street

City, State, Zip: Rancho Cucamonga, CA 91730

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 60

Total # of full-time company employees worldwide: 6,500

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

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: San Bernardino Community College District	CCG No.: ET20-0356
Reference No: 20-0431	Page 6 of 7
Company: Soren McAdam LLP	
Address: 2068 Orange Tree Lane, Suite 100	
City, State, Zip: Redlands, CA 92374	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Agreement: 20	
Total # of full-time company employees worldwide: 77	
Total # of full-time company employees in California: 47	
Company: Spectra Premium Corp.	
Address: 2220 Almond Ave.	
City, State, Zip: Redlands, CA 92374	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Agreement: 115	
Total # of full-time company employees worldwide: 1,200	
Total # of full-time company employees in California: 115	
Company: Staples	
Address: 450 S. Cactus Ave.	
City, State, Zip: Rialto, CA 92376	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Agreement: 50	
Total # of full-time company employees worldwide: 46,000	
Total # of full-time company employees in California: 1,000	
Company: States Logistics Services, Inc.	
Address: 5650 Dolly Ave.	
City, State, Zip: Buena Park, CA 90621	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Agreement: 141	
Total # of full-time company employees worldwide: 670	
Total # of full-time company employees in California: 600	

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: San Bernardino Community College District	CCG No.: ET20-0356
Reference No: 20-0431	Page 7 of 7

Company: Superform USA

Address: 6825 Jurupa Ave

City, State, Zip: Riverside, CA 92505

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 60

Total # of full-time company employees in California: 60

Company: Villa Park Orchards Association

Address: 859 Center Street

City, State, Zip: Riverside, CA 92507

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 220

Total # of full-time company employees in California: 220



**Training Proposal for:**  
**California Tire Dealers Association, Incorporated**

**Contract Number: ET20-0302**

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

**PROJECT PROFILE**

Contract Attributes:	HUA Retrainee SET SB <100	Industry Sector(s):	Services (G) Retail (44-45)  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$176,946		\$12,085 8%		\$189,031

In-Kind Contribution:	50% of Total ETP Funding Required	\$197,800
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee	Business Skills, Comm'l. Skills, Computer Skills	274	8-200	0	\$470	\$18.34
				Weighted Avg: 22			
2	Retrainee HUA	Business Skills, Comm'l. Skills, Computer Skills	69	8-200	0	\$470	\$13.76*
				Weighted Avg: 22			
3	Retrainee SET HUA	Business Skills, Comm'l. Skills, Computer Skills	12	8-200	0	\$470	\$13.76*
				Weighted Avg: 22			
4	Retrainee SB < 100	Business Skills, Comm'l. Skills, Computer Skills	29	8-200	0	\$541	\$18.34
				Weighted Avg: 22			
5	Retrainee SB < 100 HUA	Business Skills, Comm'l. Skills, Computer Skills	5	8-200	0	\$541	\$13.76*
				Weighted Avg: 22			
6	Retrainee SET SB < 100 HUA	Business Skills, Comm'l. Skills, Computer Skills	7	8-200	0	\$541	\$13.76*
				Weighted Avg: 22			

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

**Minimum Wage by County: Job Numbers 1 & 4:** \$20.00 for Alameda, Contra Costa, Marin, San Francisco, San Mateo and Santa Clara counties; \$19.05 for Los Angeles County; \$18.39 for Orange County; \$18.34 for all other counties

**Job Numbers 2, 3, 5 & 6 (HUA):** \$15.00 for Alameda, Contra Costa, Marin, San Francisco, San Mateo and Santa Clara counties; \$14.29 for Los Angeles County; \$13.79 for Orange County; \$13.76 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 up to \$2.50 per hour in health benefits to meet the Post-Retention Wage.



<b>Wage Range by Occupation</b>		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Administrative Staff		68
Sales Staff		63
Service Technicians		143
<b>Job Number 2</b>		
Administrative Staff		20
Sales Staff		9
Service Technicians		40
<b>Job Number 3</b>		
Administrative Staff		5
Sales Staff		1
Service Technicians		6
<b>Job Number 4</b>		
Administrative Staff		7
Sales Staff		6
Service Technicians		16
<b>Job Number 5</b>		
Administrative Staff		1
Sales Staff		2
Service Technicians		2
<b>Job Number 6</b>		
Administrative Staff		3
Sales Staff		1
Service Technicians		3

## **INTRODUCTION**

Established in 1944, California Tire Dealers Association, Incorporated (CTDA) ([www.catiredealers.com](http://www.catiredealers.com)) is a non-profit member association representing 127 tire dealers in California. CTDA was created to protect and promote the wellbeing of California tire industries and provide benefits and an interactive platform for members. CTDA provides employee development programs crucial to the success of preparing for and meeting requirements of the future workforce. This will be CTDA's first ETP Contract.

### **Veterans Program**

Under this Contract, CTDA is not marketing training opportunities specifically to Veterans.

## Need for Training

The California tire industries are experiencing significant competition from online and out-of-state competitors and seek training to enhance employee skills. Training will focus on industry standard automotive component installation for Service Technicians and accounting such as processing payments, withdrawals, and deposits for Administrative Staff. Service Technicians will receive training on auto repair knowledge, changes in regulations and requirements, and proper diagnoses on automotive problems. Staff will also receive training on solid communication skills and customer service skills as the tire industry competes with out-of-state tire dealers on a regular basis.

Administrative and Sales Staff will receive training to upgrade their current skills. In addition, Administrative Staff will receive cross-training in accounting and marketing.

CTDA's training plan will ensure participating companies have a skilled workforce to meet the needs of their customers and exceed the competition to remain competitive. Training will allow employers to bridge the skill gap of incumbent staff and respond to unique employer challenges and growth opportunities. CTDA also plans to have follow up reviews with the trainee to ensure the trainee retained the information obtained during the training. If the trainee does not pass the review, additional training will be provided to ensure the trainee's competencies are at par or greater than industry standards.

## PROJECT DETAILS

Customized training for individual employers will be provided at the employers' facilities. CTDA serves companies statewide. Each employer will be individually assessed to determine specific needs. Training will be provided via Class/Lab, Video Conferencing and E-Learning in the following:

**Business Skills:** Training will be offered to all occupations to effectively and efficiently maintain business operations. Training topics include Accounting, Customer Service and Time Management.

**Commercial Skills:** Training will be provided to Sales Staff and Service Technicians and include Advanced Tire Pressure Monitoring and Automotive Tires.

**Computer Skills:** Training will be offered to Administrative and Sales Staff to improve software skills. Training topics include Point of Sale Software and QuickBooks.

## Special Employment Training

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

### ➤ Wage Modification

Trainees in Job Numbers 3 and 6 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by 25%. These trainees qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage. The Panel may modify the ETP Minimum Wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages. CTDA is requesting a wage modification for trainees in Job Numbers 3 and 6 from \$33.34 per hour to \$13.76 per hour.

## **High Unemployment Area**

### **Wage Modification**

Trainees in Job Numbers 2 and 5 work in a HUA. For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. CTDA is requesting a wage modification from \$18.34 per hour to \$13.76 per hour for Job Numbers 2 and 5 to serve workers in lower-wage occupations.

### **Marketing and Support Costs**

Marketing activities include mail, email, and website marketing. Members will also market directly to their associates. Support costs of 8% will be used to recruit additional participating employers and assess employer specific job training requirements throughout the term of the project. Staff recommends the 8% support costs.

### **Commitment to Training**

Training varies by participating employers, is both job specific and companywide, and includes sexual harassment prevention, safety, legal compliance, product knowledge 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 Executive Director will oversee the administration of the ETP Contract. The Assistant Executive Director, Administrative Assistant, Communications Coordinator, Social Media Coordinator, and Events Coordinator will also assist in the scheduling of training and reviewing of rosters. CTDA has also retained Propel Consulting Group (PCG) to assist with administrative duties.

### **Trainer Qualifications**

Training will be delivered primarily at the participating employers' worksites, with occasional center-based classes for employers with similar training needs. All training will be delivered by in-house experts. In addition, some training may also be provided by experienced trainers who work for participating employers.

### **Impact/Outcome**

Training will develop skilled workers to produce more with less waste and aid California large and small tire businesses in gaining more business, which will lead to more jobs.

### **Tuition Reimbursement**

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

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **DEVELOPMENT SERVICES**

PCG, in El Dorado Hills, assisted with development of this proposal for a flat fee of \$12,386.

## **ADMINISTRATIVE SERVICES**

PCG 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
- Budgeting
- Business Development
- Coaching and Motivation
- Communication Skills
- Conflict Resolution
- Customer Service
- Decision Making
- Financial Management
- Industry Standards
- Leadership Skills
- Marketing
- Problem Solving
- Sales
- Small Business Marketing
- Time Management

**COMMERCIAL SKILLS**

- Advanced Tire Pressure Monitoring
- Automotive Components
- Automotive Tires
- Commercial Tires
- CoVID Safety Training
- Properly Cleaning Auto Exterior
- Properly Cleaning Auto Interior
- Safety Training

**COMPUTER SKILLS**

- MS Office (Intermediate and Advanced)
- Net Driven
- Point of Sale Software
- Quickbooks
- Tire Registration Plus
- Tire Parts Management System
- Website Maintenance

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

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.
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**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: California Tire Dealers Association, Incorporated  
Reference No: 19-0133

CCG No.: ET20-0302  
Page 1 of 2

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: American Tire Depot, Inc.

Address: 4490 Ayers Ave.

City, State, Zip: Vernon, CA 90058

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 200

Total # of full-time company employees worldwide: 1,000

Total # of full-time company employees in California: 1,000

Company: Bruce's Tires

Address: 6144 Industrial Way

City, State, Zip: Livermore, CA 94551

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 80

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

Company: J&J Tire & Wheels

Address: 12820 Van Nuys Blvd.

City, State, Zip: Pacoima, CA 91331

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 20

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

Company: My Tire Pros

Address: 4445 East Route 66

City, State, Zip: Glendora, CA 91740

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 40

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

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: California Tire Dealers Association, Incorporated  
Reference No: 19-0133

CCG No.: ET20-0302  
Page 2 of 2

Company: South Valley Wholesale

Address: 970 Blossom Hill Road

City, State, Zip: San Jose, CA 95123

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 100

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

Company: Tahama Tire Service

Address: 525 Antelope Blvd.

City, State, Zip: Red Bluff, CA 96080

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 70

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

Company: United Tire Centers, LLC

Address: 1130 Simpson Way

City, State, Zip: Escondido, CA 92009

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 35

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



**Amendment Proposal #1 for:**  
**California Manufacturers and Technology Association**  
**Contract Number: ET20-0260**

**Amendment Effective Date:** February 4, 2020

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** PPU - Central Office

**Analyst:** C. Hoyt

**CURRENT PROJECT PROFILE**

Contract Type:	Critical Proposal Priority Rate SB <100 SET/Entrepreneurial Veterans HUA Multiple Barriers SET	Industry Sector(s):	Manufacturing (E) Professional, Scientific, Techn Aerospace Related Biotechnology and Life Science
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Counties Served:      Statewide

Repeat Contractor:      ☒ Yes    ☐ No

Union(s):      ☐ Yes    ☒ No

Priority Industry:      ☒ Yes    ☐ No

Current Contract Term: February 3, 2020 to February 2, 2022

Current Funding	In-Kind Contribution
\$749,429	\$831,000

**AMENDMENT FUNDING**

Requested Funding	Support Costs	Amendment Funding	In-Kind Contribution
+\$187,036	+\$12,961	+\$199,997	+\$245,000

Total Funding
\$949,426



**AMENDMENT TRAINING PLAN TABLE**

Job No.	Job Description (By Contract Type)	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imprv., HAZMAT, HAZWOPER, Literacy Skills, Mgmt Skills, Mfg Skills, PL - Mfg. Skills, OSHA10/30	762	8-200	0-200	\$590	\$18.34
				Weighted Avg: 24			
2	Retrainee SB <100	Business Skills, Computer Skills, Cont. Imprv., HAZMAT, HAZWOPER, Literacy Skills, Mgmt Skills, Mfg Skills, PL - Mfg. Skills, OSHA10/30	335	8-200	0-200	\$1,033	\$18.34
				Weighted Avg: 42			
3	Retrainee	Business Skills, Computer Skills, Cont. Imprv., HAZMAT, HAZWOPER, Literacy Skills, Mgmt Skills, Mfg Skills, PL - Mfg. Skills, OSHA10/30	56	8-200	0-200	\$427	\$18.34
				Weighted Avg: 20			
4	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Cont. Imprv., HAZMAT, HAZWOPER, Literacy Skills, Mgmt Skills, Mfg Skills, PL - Mfg. Skills, OSHA10/30	28	8-200	0-200	\$492	\$13.76
				Weighted Avg: 20			
5	Retrainee SB<100 HUA	Business Skills, Computer Skills, Cont. Imprv., HAZMAT, HAZWOPER, Literacy Skills, Mgmt Skills, Mfg Skills, PL - Mfg. Skills, OSHA10/30	46	8-200	0-200	\$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	0-200	\$648	\$18.34*
				Weighted Avg: 24			
7	Retrainee 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	0-200	\$492	\$0*
				Weighted Avg: 20			
8	New Hire Priority Rate SET Multiple Barriers Ex-Offender	Business Skills, Computer Skills, Cont. Imprv., HAZMAT, HAZWOPER, Literacy Skills, Mgmnt Skills, Mfg Skills, PL - Mfg. Skills, OSHA10/30	21	8-260	0-200	\$1,353	\$15.20*
				Weighted Avg: 55			
9	Retrainee Priority SET SB<100	Business Skills, Computer Skills, Cont. Imprv., HAZMAT, HAZWOPER, Literacy Skills, Mgmnt Skills, Mfg Skills, PL - Mfg. Skills, OSHA10/30	102	8-200	0-200	\$492	\$25.13*
				Weighted Avg: 20			

\*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 & 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 Number 8 (New Hire/Ex-Offender): \$15.20 for San Diego County. Job Number 9 (SET/Statewide Priority Average): \$25.13 Statewide

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

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

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 Support Staff	
Customers Service Representative	
Sales Staff	
Production Staff	
Technician	
Maintenance	
Analyst	\$
Owner	N/A
Engineer	
Manager	
Supervisor	

## **INTRODUCTION**

California Manufacturers and Technology Association (CMTA) ([www.cmta.net](http://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 works closely with 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 relationship that will lead to the creation and retention of high-wage, high-skilled jobs that will enhance the overall prosperity of California. CMTA promotes training programs and policies that help manufacturers achieve higher performance.

## **AMENDMENT DETAILS**

CMTA is requesting several changes to the ETP contract to better serve California businesses in the wake of COVID-19. All participating employers under CMTA's contract are critical and essential industries during the state-mandated shelter in place order. The Governor's Office of Business and Economic Development (GO-BIZ) has deemed CMTA a Critical Proposal. As such, the Contractor is requesting an additional \$199,997 in funding which adds funds to Job Numbers 1, 2, 8 and adds a new Job Number 9 for SET Small Businesses. Adding a new job number will allow for CMTA to better serve small businesses during the pandemic and expand economic development efforts throughout the state

Participating Employers are requesting more training as they adapt to changes from COVID-19 and CMTA is working to rapidly and efficiently meet those needs. Training allows for continued increase of skills for workers deemed essential in the state and ensures workers are implementing best practices. ETP staff has verified that there is an immediate training demand to support this request and that there is sufficient time remaining in the term of the Contract for delivery (18-month training period, three-month retention period).

### **Curriculum Topics, E-Learning, Original Rosters**

To ensure trainees remain safe during training, CMTA is requesting to add E-Learning to allow for distance learning pursuant to Governor Newsom's statewide shelter-in-place directive. In addition, CMTA is requesting to increase CBT hours for each job number to allow up to 200

hours of CBT per trainee. This change will allow trainees working from home to continue training and skill-building through online platforms such as Tooling U and Udemy. CMTA projects only 20 trainees needing 200 hours of CBT. CMTA also requests alternative recordkeeping to accommodate video conferencing and phone conferencing training through platforms like Zoom, while adhering to state and federal safety guidelines.

This Amendment will also remove priority designation from Job Numbers 2 & 5. Both of these Job Numbers serve small businesses and the removal of this designation will not change the reimbursement rate or the post-retention wages and give CMTA greater flexibility to serve more employers.

Training will begin upon Panel approval. As amended, the new funding will still be within the FY 2019/20 funding limitations and all job numbers will have post-retention wages consistent with the 2020 calendar year.

### **Employer Core Group/Support Costs**

The core group of participating employers consists of 7 existing employers and 15 new employers. Employers represent a cross section of priority and non-priority companies in the manufacturing, food and beverage, biotechnology, and professional science and technology industries including both small and large businesses. The employer demand represents over 100% of the requested Phase I funding. CMTA will continue to recruit employers and assess employer-specific job training requirements throughout the term of the project; the goal is to focus on priority industries and small businesses. Due to the intensive outreach efforts required to market the program, CMTA requests and ETP staff recommends 8% support costs.

This Amendment will:

- Add Job Number 9 for Small Business SET Priority Participating Employers
- Increase the Contract amount by \$199,997 (from \$749,341 to \$949,426);
  - Adds \$51,920 in funding to Job Number 1
  - Adds \$79,541 in funding to Job Number 2
  - Adds \$18,942 in funding to Job Number 8
  - Adds \$50,184 in funding to Job Number 9
- Increase the number of trainees by 280 (from 1,083 to 1,363)
  - Adds 87 trainees to Job Number 1
  - Adds 77 trainees to Job Number 2
  - Adds 14 trainees to Job Number 8
  - Adds 102 Trainees to Job Number 9
- Add E-Learning as a delivery method;
- Remove priority designation from Job Numbers 2 & 5;
- Increase the range of hours for CBT from 0-60 to 0-200 for Job Numbers 1-9

### **RECOMMENDATION**

Staff recommends approval of this Amendment.

### **SUMMARIZE PRIOR MODS/AMENDS**

N/A

**CURRENT CONTRACT PERFORMANCE**

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET20-0260	\$749,341	2/3/2020– 2/2/2022	1,083	0	0

To date, CMTA has delivered 0 hours of training (0% of contract amount). The contract has only been active for four months and uploading hours has been set back due to COVID-19 and the shelter in place orders in California.

**ACTIVE PROJECTS**

The following table summarizes performance by CMTA 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	1,159	488	786

Based on ETP Systems, 37,048 reimbursable hours have been tracked for potential earnings of \$948,098 (99% of approved amount).

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

8-200 (Job Numbers 1-7, 9)

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**

0-200

**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** (Managers & Supervisors Only)

- ✚ 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)
- ✚ Holemaking 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 **& 9**, 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 and Technology Association CCG No.: ET20-0260

Reference No: 20-0137

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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): None

Estimated # of employees to be retrained under this Contract: 28

Total # of full-time company employees worldwide: 81

Total # of full-time company employees in California: 81

Company: Abetch Technologies, Inc.

Address: 2042 Corte Del Nogal, Ste. D

City, State, Zip: Carlsbad, CA 92011

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 80

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

Company: Amax

Address: 1565 Reliance Way

City, State, Zip: Fremont, CA 94539

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 160

Total # of full-time company employees in California: 160

Company: American Jerky

Address: 2400 E Francis Street

City, State, Zip: Ontario, CA 91761

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 63

Total # of full-time company employees in California: 63

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: California Manufacturers and Technology Association CCG No.: ET20-0260

Reference No: 20-0137

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Company: Berber Food Mfg.

Address: 425 Hester Street

City, State, Zip: San Leandro, CA 94577

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Contract: 150

Total # of full-time company employees worldwide: 480

Total # of full-time company employees in California: 480

Company: CAMBRO

Address: 5801 Skylab Road

City, State, Zip: Huntington Beach, CA 92647

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 1060

Total # of full-time company employees in California: 816

Company: Cockram USA

Address: 605 8<sup>th</sup> Street

City, State, Zip: San Fernando, CA 91340

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 500

Total # of full-time company employees in California: 180

Company: Electronic Carbide, Inc.

Address: 13005 Loma Rica Drive, Suite 1

City, State, Zip: Grass Valley, CA 95945

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 21

Total # of full-time company employees in California: 21

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: California Manufacturers and Technology Association CCG No.: ET20-0260

Reference No: 20-0137

Page 3 of 6

Company: Fireclay Tile, Inc.

Address: 901 Brannan Street

City, State, Zip: San Francisco, CA 94103

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 48

Total # of full-time company employees in California: 48

Company: Fleetcrew, Inc.

Address: 29911 Niguel Road #7509

City, State, Zip: Laguna Niguel, CA 92607

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 80

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

Company: Gold Star Foods

Address: 1000 Vaughn Road

City, State, Zip: Dixon, CA 95620

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 480

Total # of full-time company employees in California: 480

Company: Hood Mfg.

Address: 2621 South Birch Street

City, State, Zip: Santa Ana, CA 92707

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 48

Total # of full-time company employees in California: 48



## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: California Manufacturers and Technology Association CCG No.: ET20-0260

Reference No: 20-0137

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Company: Next Level Energy Management

Address: 3350 E. 7<sup>th</sup> Street

City, State, Zip: Long Beach, CA 90804

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 75

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

Company: Plaskolite

Address: 2225 E Del Amo Road

City, State, Zip: Compton, CA 90220

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 42

Total # of full-time company employees in California: 42

Company: Prolacta Bioscience

Address: 757 Baldwin Park Blvd.

City, State, Zip: City of Industry, CA 91746

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 272

Total # of full-time company employees in California: 272

Company: RAKAR

Address: 1700 Emerson Ave.

City, State, Zip: Oxnard, CA 93033

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 25

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

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: California Manufacturers and Technology Association CCG No.: ET20-0260

Reference No: 20-0137

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Company: RSR Quemetco

Address: 720 S 7<sup>th</sup> Ave

City, State, Zip: City of Industry, CA 91746

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 262

Total # of full-time company employees in California: 262

Company: Sony Electronics

Address: 16535 Via Esprillo

City, State, Zip: San Diego, CA 92127

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Contract: 350

Total # of full-time company employees worldwide: 1,200

Total # of full-time company employees in California: 1,000

Company: Tesco

Address: 8440 Florin Road

City, State, Zip: Sacramento, CA 95828

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 480

Total # of full-time company employees in California: 480

Company: Tri-Tool

Address: 3041 Sunrise Blvd.

City, State, Zip: Rancho Cordova, CA 95742

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 110

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

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: California Manufacturers and Technology Association CCG No.: ET20-0260

Reference No: 20-0137

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Company: Valley Truck and Tractor Company

Address: 1003 Stabler Lane

City, State, Zip: Yuba City, CA 95933

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 170

Total # of full-time company employees in California: 170

Company: VIP Rubber

Address: 540 S. Cypress Street

City, State, Zip: La Habra CA, 90631

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 50

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



**Panel Amendment #1 Proposal for:**  
**CHA Hollywood Medical Center, L.P. dba**  
**Hollywood Presbyterian Medical Center**  
**Contract Number: ET19-0337**

**Amendment Effective Date:** May 11, 2020

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** M. Paccarelli

**CURRENT PROJECT PROFILE**

Contract Type:	SET Frontline - Retrainee Priority/Retrainee Medical Skills Training	Industry Sector(s):	Healthcare Services
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No SEIU Local 121RN Nurse Alliance; SEIU-UHW United Healthcare Workers	Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Current Contract Term:	December 10, 2018 to December 9, 2020	Substantial Contribution:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

**CURRENT FUNDING**

Current Funding
\$199,680

**AMENDMENT FUNDING**

Requested Funding	Total Funding
+\$92,000	\$291,680

**AMENDMENT TRAINING PLAN TABLE**

Job No.	Job Description (By Contract Type)	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class/ Lab	CBT		
1	Priority Rate SET Medical Skills	Continuous Impr., Computer Skills, MS-Didactic, MS-Preceptor	320	8-200	0	\$624	\$22.77
				Weighted Avg: 24			
2	PHASE II Priority Rate SET Medical Skills	Continuous Impr., Computer Skills, MS-Didactic, MS-Preceptor	250	8-200	0	\$368	\$25.01
				Weighted Avg: 16			

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

**Job Number 2(SET/Priority Industry/Phase II): \$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

Up to \$2.50 may be used to meet the Post-Retention Wage

Wage Range by Occupation	
Occupation Title	Wage Range
<b>Job Number 1 (Phase I):</b>	
Certified Nurse Assistant	
Registered Nurse	
Licensed Vocational Nurse	
Therapist	
Technician	
Administrative Staff	
<b>Job Number 2 (Phase II):</b>	
Certified Nurse Assistant	
Registered Nurse	
Licensed Vocational Nurse	
Therapist	
Technician	
Administrative Staff	

**INTRODUCTION**

Founded in 1924, CHA Hollywood Medical Center, L.P. dba Hollywood Presbyterian Medical Center (HPMC) is a 434-bed acute care hospital providing medical services such as emergency care, orthopedic surgery, cancer care, highly-specialized fetal surgery, and comprehensive cardiac care to the residents of Hollywood, Los Angeles and surrounding areas.

## **AMENDMENT DETAILS**

HPMC was approved by the Panel on December 7, 2018. Its training plan focused on new equipment and supplies. The Hospital invested \$1M in Surgical Robotic Machines for the Surgical Department, Ventilators for the Sub Acute Unit, Central Line Kits, PleurX Drainage System, and Wound Vac. HPMC also purchased a new simulation high-fidelity mannequin for its Stroke/Trach care.

HPMC was on track with its training plan until two significant events occurred - the closure of St. Vincent Medical Center, four miles from HPMC, in January 2020 and COVID-19. These events increased its census, requiring the need to accelerate training for healthcare staff and over 100 new nurses as the Hospital absorbs more patients in the area.

HPMC requests additional funding to continuously improve nursing skills and medical knowledge; successfully manage all levels of patient care, improve standard practices for outpatient and inpatient pharmacy, and implement new wound care practices. Trainees who completed training and retention in Job Number 1 will be enrolled in Job Number 2 for additional training. None of the trainees who completed 200 hours in Job Number 1 will participate in the Phase II training.

This Amendment will:

- Add Phase II training (Job Number 2) with 250 Retrainees with a weighted average of 16 hours
- Increase number to train from 320 to 570
- Increase contract amount by \$92,000, from \$199,680 to \$291,680

HPMC has been approved \$161,200 in earned final payment (81% of the contract amount), which meets the Panel's guideline for amendment for additional funds.

### **Union Support**

SEIU Local 121RN Nurse Alliance representing the Registered Nurses, and the SEIU-UHW United Healthcare Workers West representing the Licensed Vocational Nurses, Therapists, and Technicians have submitted support for the second Phase of training for the covered workers. There will be no change to the occupations in this Amendment and the same trainees in Phase I will be participating in the Phase II training. Attached are the updated Union letters of support.

## **RECOMMENDATION**

Staff recommends approval of this Amendment.

## **CURRENT CONTRACT PERFORMANCE**

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

Contract No.	Approved Amount	Term	No. Trainees Enrolled	No. Completed Training	No. Retained
ET19-0337	\$199,680	12/10/2018-12/09/2019	774	471	31

Based on ETP Systems, 20,736 reimbursable hours have been tracked, equivalent to \$199,680 in potential earnings (100% of approved amount).

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

8-200

Trainees may receive any of the following:

**CONTINUOUS IMPROVEMENT**

- Case Management/Discharge Planning
- Charge Nurse Training
- Communications Skills
- Conflict Resolution
- CORE Measures
- Crisis Prevention Intervention (CPI)
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Service
- Documentation Skills
- Frontline Leadership Skills
- Organization and Time Management Skills
- Preceptor Skills
- Performance and Quality Improvement
- Team Building

**COMPUTER SKILLS**

- Microsoft Office/Excel Skills (Intermediate and Advanced)
- Electronic Medical Records Application Skills
- HealthStream Online Learning Modules

**MEDICAL SKILLS TRAINING – DIDACTIC**

- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Basic Life Support (BLS)
- Body Mechanics
- Breast Feeding & Lactation
- Care of the Cardiac Patient
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginning & Advanced)
- Emergency Care of the Burn Patient
- Emergency Room Nursing Skills

- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds and mattresses, etc.)
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Infection Control
- Intravenous (IV) Insertion & Therapy
- Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Laboratory Skills
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support (NALS)
- Neonatal Infant Pain Scale (NIPS)
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider (NRP)
- New Graduate Nursing Skills
- Occupational Therapy Skills
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support (PALS)
- Perioperative Nursing Skills
- Physical Therapy Skills
- PICC Line Insertion
- Pre and Post-Operative Care
- Radiology Skills
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Simulation
- Speech Therapy Skills
- S.T.A.B.L.E.
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Triage Nursing Skills
- Trauma Nursing Skills
- Ventilator and Tracheotomy Care
- Wound & Skin Care

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

- **Emergency Department Training**
  - Emergency Room Nursing Skills
  - OB Trauma



- Triage Nursing Skills
- Care of Pediatric Patients
- Pain Management
- Infection Control
- **Intensive Care Unit/Critical Care Unit Training**
  - Critical Care Nursing Skills
  - Patient Assessment & Care
  - Intra-Aortic Balloon Pump (IABP) Therapy
  - Ventilator & Tracheotomy Care
  - Hemodynamic Monitoring
  - Pre and Post-Operative Care
  - Pain Management
  - Infection Control
- **Laboratory Services Unit**
  - Laboratory Skills
  - Bloodborne Pathogens
  - Venipuncture
  - Laboratory Testing Procedures
  - Infection Control
- **Long Term Care Unit (Subacute, Skilled Nursing, Transitional Care, and Hospice)**
  - Patient Assessment & Care
  - Medical/Surgical Nursing Skills
  - Total Parenteral Nutrition (TPN)
  - Ventilator & Tracheotomy Care
  - Pre and Post-Operative Care
  - Orthopedic Nursing Skills
  - Pain Management
  - Infection Control
- **Medical/Surgical Unit Training**
  - Patient Assessment & Care
  - Medical/Surgical Nursing Skills
  - Pre and Post-Operative Care
  - Orthopedic Nursing Skills
  - Equipment Skills
  - Infection Control
  - Medication Administration & Management
  - Pain Management
- **Operating Room & Post-Anesthesia Care Unit (PACU) Training**
  - Patient Assessment & Care
  - Trauma Nursing Skills
  - Perioperative Nursing Skills
  - Pre and Post-Operative Care
  - Equipment Skills
  - Infection Control
  - Malignant Hyperthermia
  - Medication Administration & Management
  - Pain Management

- **Pediatric Services Unit**
  - Care of Pediatric Patients (Acute Care, Intensive Care)
  - Patient Assessment & Care
  - Pre and Post-Operative Care
  - Equipment Skills
  - Infection Control
  - Patient Assessment & Care
  - Pediatric Advanced Life Support (PALS)
  - Medication Administration & Management
  - Respiratory Assessment & Care
  - Infection Control
- **Obstetrics Unit Training**
  - Patient Assessment & Care
  - Labor, Delivery and Postpartum Skills
  - Neonatal Nursing Skills
  - S.T.A.B.L.E .
  - Electronic Fetal Monitoring
  - Neonatal Resuscitation Provider (NRP)
  - Neonatal Advanced Life Support (NALS)
  - Respiratory Assessment & Care
  - Infection Control
- **Radiology Services Unit**
  - Radiology Skills
  - CT Skills
  - Ultrasound Skills
  - Equipment Skills
  - Patient Assessment & Care
  - Patient Fall Prevention
  - Infection Control
- **Rehabilitation Services Unit**
  - Physical Therapy Skills
  - Occupational Therapy Skills
  - Speech Therapy Skills
  - Patient Assessment & Care
  - Kinetic Therapy
  - Post-Operative Care
  - Care of the Stroke Patient
  - Care of Cardiac Patients
  - Patient Fall Prevention
  - Equipment Skills
  - Infection Control
- **Respiratory Services Unit**
  - Respiratory Assessment & Care
  - Code Blue Response & Procedures
  - Advanced Cardiac Life Support (ACLS)
  - Basic Life Support (BLS)
  - Patient Assessment & Care
  - Care of Pediatric Patients
  - Care of the Cardiac Patient

- Ventilator & Tracheotomy Care
- Neonatal Resuscitation Provider (NRP)
- Equipment Skills
- Infection Control
- **Telemetry Unit Training**
  - Care of the Cardiac Patient
  - EKG & Cardiac Monitoring
  - Dysrhythmia Interpretation
  - Telemetry Nursing Skills
  - Pre and Post-Operative Care
  - Intravenous (IV) Therapy
  - Equipment Skills
  - Infection Control

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.
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**Dr. Nina Wells, DNP, RN**  
President

**SYDNIE BOYLAN, RN**  
Vice President

**CAROLINE JACKS, RN**  
Secretary-Treasurer

**ROSANNA MENDEZ**  
Executive Director

May 29, 2020

Employment Training Panel  
C/O Linda Kim  
Hollywood Presbyterian Medical Center  
1300 N. Vermont Ave.  
Los Angeles, CA 90027

To Whom It May Concern:

SEIU 121RN is pleased to partner with Hollywood Presbyterian Medical Center to provide a structured training program for covered employees. Through this training program we hope to receive many benefits including:

- Core foundational skills to all employees allowing them to communicate better, handle conflict, think on their own, deal with customer service/patient issues and to work more harmoniously as a team.
- Elevate basic skills where they are able to assimilate best practices into everyday work situations.
- Adequately train registered nurse graduates and retain them in employment for at least 2 years after the program's conclusion.

We have provided input into the training topics that our members need to fulfill their everyday duties more successfully and look forward to favorable approval of Hollywood Presbyterian's approval by the Employment Training Panel.

Thank you for making a program like this available to California employers and employees.

Sincerely,

Tina Bordas, LVN  
Chief Negotiator/Arbitration Coordinator  
SEIU 121RN  
626-639-6150  
bordast@seiu121RN.org

1040 Lincoln Avenue  
Pasadena, CA 91103

Phone: (626) 639-6200  
Fax: (626) 395-7538

[www.seiu121rn.org](http://www.seiu121rn.org)





UNITED HEALTHCARE  
WORKERS WEST  
SERVICE EMPLOYEES  
INTERNATIONAL  
UNION, CLC

Dave Regan - President  
Stan Lyles - Vice President

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

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

www.SEIU-UHW.org



May 28, 2020

Employment Training Panel  
Hollywood Presbyterian Medical Center  
1300 North Vermont Avenue  
Los Angeles, California 90027

**RE: ETP GRANT**

To Whom It May Concern:

Service Employees International Union – United Healthcare Workers West (SEIU-UHW) is pleased to partner with Hollywood Presbyterian Medical Center to provide a structured training program for covered employees. Through this training program we hope to receive many benefits including:

- Core foundational skills to all employees allowing them to communicate better, handle conflict, think on their own, deal with customer service/patient issues and to work more harmoniously as a team.
- Elevate basic skills where they are able to assimilate best practices into everyday work situations.
- Adequately train registered nurse graduates and retain them in employment for at least two (2) years after the program's conclusion.

We have provided input into the training topics that our members need to fulfill their everyday duties more successfully and look forward to favorable approval of Hollywood Presbyterian's approval by the Employment Training Panel.

Thank you for making a program like this available to California employers and employees.

For the Union,

*Judith Bustamante*

Judith Bustamante  
Union Representative/Organizer - Hospital Division  
SEIU United Healthcare Workers – West  
5480 Ferguson Drive  
Los Angeles, California 90022  
Cell: (323) 337-4930  
Fax: (323) 721-3538  
Email: [jbustamante@seiu-uhw.org](mailto:jbustamante@seiu-uhw.org)

cc: George L. Leisher, Jr., Vice President of Human Resources  
Josie Fregoso-Luna, Hospital Division Coordinator



**Panel Amendment #1 Proposal for:  
Simpson Strong-Tie Company, Inc.  
Contract Number: ET19-0446**

**Amendment Effective Date:** May 1, 2020

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** San Diego

**Analyst:** S. Bailey

**CURRENT PROJECT PROFILE**

Contract Type:	Priority/Retrainee	Industry Sector(s):	Manufacturing
Counties Served:	Riverside	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No SMART Local 170; CWA Local 9415	Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Current Contract Term:	April 8, 2019 to April 7, 2021	Substantial Contribution:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

**CURRENT FUNDING**

Current Funding
\$198,900

**AMENDMENT FUNDING**

Requested Funding	Total Funding
\$140,415	\$339,315

**AMENDMENT TRAINING PLAN TABLE**

Job No.	Job Description (By Contract Type)	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Computer Skills, Cont. Imp., HazMat, Mfg. Skills, OSHA 10/30, PL - Mfg. Skills	150	8-200	0	\$1,326	\$17.70
				Weighted Avg: 51			
2	Retrainee Priority Rate Phase II	Computer Skills, Cont. Imp., HazMat, Mfg. Skills, OSHA 10/30, PL - Mfg. Skills	165	8-200	0	\$851	\$17.70
				Weighted Avg: 37			

Phase II wages reflect the ETP minimum wage requirements in effect when the amendment is 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: \$17.70/hr in Riverside;  
**Phase II - Job Number 2: \$17.70/hr in Riverside County. When CBA wage is lower than the ETP minimum wage, that wage will prevail.**

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

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage. This amount has been verified in the collective bargaining agreement wage tables.

Wage Range by Occupation	
Occupation Title	Wage Range
<b>Job Number 1</b>	
Maintenance/Tool Maker	
Welders	
Fabricators Tier I	
Fabricators Tier II	
Shippers Tier I	
Shippers Tier II	
Mechanics	
Production Staff	
Customer Service/Sales Staff	
Engineering/IT Staff	
Finance/AP Staff	
Managers	
<b>Job Number 2 (Phase II)</b>	
Maintenance/Tool Maker	
Welders	

Fabricators Tier I	
Fabricators Tier II	
Shippers Tier I	
Shippers Tier II	
Mechanics	
Production Staff	
Customer Service/Sales Staff	
Engineering/IT Staff	
Finance/AP Staff	
Managers	

## **INTRODUCTION**

Founded in 1956, and a subsidiary of Simpson Manufacturing Company, Inc. Simpson Strong-Tie Company, Inc. (SST) ([www.strongtie.com](http://www.strongtie.com)), creates structural products that help contractors build safer and stronger infrastructures for residential and commercial buildings. A leader in structural systems research and technology, SST is one of the largest suppliers of structural building products in the world. As of January 2019, SST's Riverside facility has become the sole manufacturer of its Steel Strong Walls product set responsible for supplying all of SST's US market customers. The Riverside facility is also the sole manufacturer of SST's Structural Steel Special Moment Frames (SMF) product set.

## **AMENDMENT DETAILS**

The ETP Contract was approved at the March 29, 2019 Panel Meeting to train 150 planned workers. The Company has exceeded the planned hours to train. Therefore, to support the continued increase in demand for its services, SST seeks a second phase of ETP funding to continue to deliver process improvement, software system, and new equipment training to its workforce. To date, ETP has confirmed 100% earnings of \$198,900. Phase II funding will amend the current ETP Contract as follows:

- Add an additional \$140,415 in training.
- Increase total Contract amount to \$339,315
- Create a New Job Number 2 for 165 priority retrainees with a weighted average hours of 37 hours

The additional training will include various course topics already listed under Computer, Continuous Improvement, and Manufacturing Skills. As such, there will be no changes in the Menu Curriculum of the ETP Contract. SST reports that training will be provided through the end of the training period, with the last date to deliver eligible training set for 01/07/21, as specified in the training schedule provided to ETP staff.

## **Union Support**

Sheet Metal Air Rail Transportation (SMART) Local 170; and Communications Workers of America Local 9415 have provided letters of support for the second phase of training, which includes the following occupations: Fabricators, Shippers, Mechanics and Production Staff.



**RECOMMENDATION**

Staff recommends approval of this Amendment for the requested additional Phase II funding.

**ACTIVE PROJECTS**

The following table summarizes performance by SST under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET20-0190	\$450,708	11/04/2019-11/03/2021	177	0	0
ET19-0446	\$198,000	4/08/2019 - 4/07/2021	150	168	168

ET20-0190 – (Stockton) At 33% into the 21-month training period, 5,666 reimbursable hours (equivalent to \$129,881 and 29% of approved amount) have been tracked in the ETP System.

ET19-0446 – (Riverside) Based on ETP the System, 8,496 reimbursable hours equivalent to \$198,900 (100% of approved amount) have been tracked and approved by ETP as earned.

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

8 – 200

Trainees may receive any of the following:

**COMPUTER SKILLS**

- CAD/CAM (Computer Aided Design/Computer Aided Manufacturing)
- Enterprise Resource Planning System (SAP Software)
- Microsoft Office/Applications (Intermediate/Advanced)
- Proprietary Reporting & Support Systems (DOS System)
- Server & Hardware Configurations

**CONTINUOUS IMPROVEMENT**

- Best Practices
- Business Strategies for Growth
- Continuous Improvement Techniques
- Customer Service Skills for Growth
- Frontline Decision Making & Problem Solving
- High Performance Workplace Systems
- ISO 9001:2008
- Leadership for Growth
- Lean Six Sigma
- Performance Management
- Quality Concepts
- Sales & Marketing for Growth
- Team Building

**HAZARDOUS MATERIALS**

- Blood borne Pathogens/Biohazards
- Classification of hazardous products, Compliance with federal hazardous material regulations.
- Creating a security plan
- Flammable/Combustible materials
- Haz/Com- Safety Data Sheets
- Hazardous products identification, packing, marking and labeling, documentation,
- How to package the material, and how to mark it properly.
- How to report an incident.
- Learning to assign proper shipping name, the division, the identification number, the proper warning label,
- Oily rags/Filters
- Pesticides
- Shipping papers, emergency response information, emergency telephone numbers, compatibility, blocking, placarding,
- Small Quantity Generator of Haz/Waste
- Spill Prevention
- Universal waste
- Waste management
- Wood dust Hazards

**MANUFACTURING SKILLS**

- Advanced Techniques for new products, industries & processes
- Assembly Skills
- Design & Engineering
- Equipment Maintenance
- Equipment Operation
- Logistics & Distribution Operations Training
- New Mid Rise Steel Line Operation
- Production Skills
- Quality Assurance, Control & Improvement Training
- Safe Operating Procedures with Equipment
- Use of High End Saw
- Use of High End Steel
- Use of IBEAM
- Use of Media Blaster
- Use of Plasma Cutter
- Warehouse Skills

**OSHA 10/30**

- OSHA 10
- OSHA 30

**PL Hours**

0 – 40

**MANUFACTURING SKILLS (1:3 trainer-to-trainee ratio)**

- Auto Press Machines
- Auto Punch and Cut Press
- Manual Press Machines
- Paint Line
- Specials Moment Frames
- Steel Strong Walls
- Use of Media Blaster
- Use of IBEAM
- Use of Plasma Cutter
- Use of High End Saw
- Use of High End Steel
- Welding Robots

Safety Training will be limited to 10% of total training hours, per-trainee.  
This cap does not apply to OSHA 10/30.

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



**Mario Vega**

Business Manager/ Financial Secretary

9101 East Whittier Blvd., 2nd Floor  
Pico Rivera, California 90660-2405

**Phone: 562-695-4066**

**Fax: 562-695-4807**

**Ruben Rico**

Business Representative



May 28, 2020

Andre El-Khoury  
Simpson Strong-Tie Company  
12246 Holly Street  
Riverside, Ca 92509

Dear Andre El-Khoury:

We are aware that employees of Simpson Strong-Tie Company will receive training funded through the Employment Training Panel (ETP) and we concur with the proposed training.

We feel that the ETP funded training will assist employees of Simpson Strong-Tie Company to obtain the skill to enable them to remain competitive in the manufacturing industry and improve the job security of their employees.

Sincerely,

A handwritten signature in black ink that reads "Mario Vega". The signature is fluid and cursive.

Mario Vega  
Business Manager

**May 28,2020**



**Communications  
Workers of America  
AFL-CIO**

**CWA Local 9415  
1831 Park Boulevard  
Oakland CA 94606**

**Ph:(510)834-9415  
Fax:(510)893-8275  
[www.cwa9415.org](http://www.cwa9415.org)**

Andre El-Khoury  
Simpson Strong Tie Company, Inc.  
12246 Holly Street  
Riverside, CA 92509

Dear Mr. El-Khoury,

The union is aware that the employees at Simpson Strong-Tie will receive training funded through the Employment Training Panel (ETP). We at the Communications Workers of America Local 9415 are in full agreement of said training.

The union supports Simpson Strong Tie Company, Inc. in this endeavor. Newly acquired skills for CWA members will help promote job satisfaction, enhance job security and make employees more effective and efficient in their present role and responsibilities.

In Unity,

A handwritten signature in blue ink, appearing to read 'D. Rhem', with a long horizontal flourish extending to the right.

Decovan Rhem,  
President CWA 9415  
510-759-9123 cell  
510-834-9415 office  
510-893-8275 fax



## RETRAINEE - JOB CREATION

Training Proposal for:

**Align Builders, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0344**

**Approval Date:** May 5, 2020

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** San Diego

**Analyst:** J. Lima

### PROJECT PROFILE

Contract Attributes:	SET SB <100 Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 35	U.S.: 35	Worldwide: 35
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution:** (100% of Total ETP Funding Required)

\$78,020

**Total ETP Funding**

\$44,528

<b>Small Business Only:</b>	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Occupations to be Trained:</b>	Project Managers, Administrative Staff, Superintendents, 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	SB<100 Retrainee Priority SET	Business Skills, Computer Skills, Comm'l. Skills, Cont. Imp., OSHA 10/30, PL-Comm'l. Skills	35	8-200	0-5	\$1,012	\$25.01
				Weighted Avg: 44			
2	SB<100 Job Creation Priority SET	Business Skills, Computer Skills, Comm'l. Skills, Cont. Imp., OSHA 10/30, PL-Comm'l. Skills	9	8-200	0-5	\$1,012	\$15.20
				Weighted Avg: 44			

**Minimum Wage by County:** Job Number 1 (SET/Priority Industry): \$25.01 per hour

Job Number 2 (SET/Job Creation): \$15.20 San Diego 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**

<b>Year Company Founded:</b>	2014	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location Carlsbad, CA
<b>Facility location(s) where training will occur</b>	<ul style="list-style-type: none"> <li>Carlsbad, CA (San Diego County)</li> </ul>	
<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Align Builders, Inc. (Align Builders) provides general contracting, pre-construction, design-build, and construction management at-risk services.</li> </ul>	

<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Align Builders clients are in Healthcare, Life Science, and higher Education institutions for the San Diego and Orange County regions. Some projects include UC San Diego, Scripps, Sharp, Rady Children's, illumina, Hoag Hospital, UC Irvine, Mira Costa Community College District, and Edwards Life Sciences.</li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>Align Builders is experiencing a high demand for its services resulting in a 55% increase in company growth over the past two years.</li> <li>The Company is making organizational changes to support this new growth. This includes a leadership initiative program to pair more experienced managers with less-experienced team members.</li> <li>Staff must be cross-trained to increase work output due to high demand.</li> <li>The Company seeks to increase its workforce, due to client demand, and expects to hire nine new staff over the next two-year period.</li> </ul>

### Training Plan:

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>Training will provide more sophisticated skill sets for its employees to handle more projects due to high demand and company growth. These skill sets will increase work output sufficient to maintain the increased demand for company services.</li> <li>To support its leadership initiative, Align Builders will train more experienced managers and staff with a variety of leadership skills to help train less-experienced staff. This restructure of a leadership initiative will also provide a benefit for less-experienced staff to further master industry specific software and construction-specific technical scope training. This will provide a stronger workforce with skills necessary to complete projects efficiently and safely.</li> <li>Cross-training will support various to maintain timely results for its increased demand of services. Project Managers and Superintendents will participate in cross-training. Additionally, cross-training will set staff up for rapid growth and advancement within the company when they become more effective in additional roles.</li> <li>Newly hired staff will receive training to help assimilate into their new roles at Align Builders and to complete projects efficiently and independently. New staff's training will be structured to focus on professional development necessary to help the company function efficiently during its' growth.</li> </ul>
---------------------------	--



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	Continuous Improvement

<b>Certified Safety Training</b>	<input checked="" type="checkbox"/> OSHA 10/30
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<b>Productive Laboratory</b>	<b>Justification:</b> <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input checked="" type="checkbox"/> Certification Standards
	<b>0-24 PL Hours per-trainee</b>
	<b>Occupations Receiving PL Training:</b> Project Managers, Administrative Staff, Superintendents, Owner
The PL instructor must be dedicated to training, at a ratio of 1:1.	

<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function
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## Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li><b>Project Oversight:</b>  The project will be overseen by the Director of Operations. The Contracts Administrator will assist in administering the training project. The Contracts Administrator will schedule training, collect training rosters, and upload training rosters.</li> </ul>
<ul style="list-style-type: none"> <li><b>Trainers:</b>   <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement  <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined           </li> </ul>
<ul style="list-style-type: none"> <li><b>Administration:</b>  The project's administrative tasks will be completed by Align Builder's Project Coordinator and Controller.  <input checked="" type="checkbox"/> In-house  <input type="checkbox"/> Subcontractor           </li> </ul>

**RECOMMENDATION**

Staff recommends approval of this proposal and modifications.

**SUBCONTRACTORS**

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Cost / %</b>
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendors	N/A	N/A	N/A

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

8-200            Trainees may receive any of the following:

**BUSINESS SKILLS**

- Critical Items Management
- Project Team Client Communication
- Creating Clarity and Earning Client Trust
- Time Blocking and Task Prioritization
- Email and Phone Etiquette
- Budgeting and Financial Management
- Project Goal Setting
- Communication Skills
- Technical Writing & Editing
- Leadership Skills
- Project Management
- Client Notification
- Risk Management
- Budget Training
- How to Manage a Team
- Strategic Planning Skills

**COMMERCIAL SKILLS**

- Microsoft Project for Construction
- Baseline Management
- Progress Reporting
- Critical Path Management
- Delay Tracking
- Leading a Mapping Session
- On-Site Trade Coordination
- Look Ahead Planning
- Advanced Pre-Task Planning
- Original Budget Creation
- Impacting the Budget through Change
- Budget Modifications
- Forecasting to Complete
- Projecting Fee at Complete
- Competent Person Fall Protection & Rescue
- Authorized User of Fall Protection
- Competent Inspector of Fall Protection
- Qualified Rigging and Signal Person
- Understanding Construction Contracts
- Writing Scopes of Work for Subcontracting
- Inspection Procedures

**COMPUTER SKILLS**

- Adobe Suite
- BlueBeam
- Box
- Sage 100
- Microsoft Office Suite
- Procore
- Microsoft Project
- Building Connected
- DocuSign

**CONTINUOUS IMPROVEMENT**

- Problem Solving
- Productivity Improvement
- Quality Assurance/Quality Control

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

- OSHA 10
- OSHA 30

**Productive Lab Hours** (Limited Ratio 1:1)

0-24 Trainees may receive any of the following:

**COMMERCIAL SKILLS**

- Small Equipment Operation
- Infection Control Plan Creation and Installations
- Firestopping and Fire Caulking Products Installation
- Tool-Specific Training
- Pre-Installation Planning
- Material Identification
- Inspection Procedures
- Leading a Mapping Session
- On-Site Trade Coordination
- Look Ahead Planning
- Advanced Pre-Task Planning
- Competent Person Fall Protection & Rescue
- Authorized User of Fall Protection
- Competent Inspector of Fall Protection
- Qualified Rigging and Signal Person

**CBT Hours**

0-5

**BUSINESS SKILLS**

- Microsoft Project for Construction (1hr)
- Baseline Management (1hr)
- Progress Reporting (1hr)
- Critical Path Management (1hr)
- Delay Tracking (1hr)

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.



**Training Proposal for:**

**Anderson & Howard Electric, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0346**

**Approval Date:** May 5, 2020

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** San Diego

**Analyst:** T. Philips

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SET	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange, Ventura, Los Angeles	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No IBEW Local 11 (Los Angeles County); IBEW Local 441 (Orange County)		
Number of Employees in:	CA: 230	U.S.: 230	Worldwide: 230
<u>Turnover Rate:</u>	11%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution:**

\$164,074

**Total ETP Funding**

\$74,520

<b>Occupations to be Trained:</b>	Project Manager, Assistant Project Manager, Foreman, Journeyman
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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 SET	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat Mgmt. Skills Mfg Skills PL – Comm Skills	72	8-200	0	\$1,035	\$25.01
				Weighted Avg: 45			

**Minimum Wage by County:** SET Modified Statewide Average Wage - \$25.01

**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**

<b>Year Company Founded:</b>	1967	<b>Company Headquarters:</b> <input type="checkbox"/> Single location Irvine, CA
<b>Total Number of Facility locations in California</b>	3	
<b>Facility locations where training will occur</b>	<ul style="list-style-type: none"> <li>Irvine, CA</li> </ul>	

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Anderson &amp; Howard Electric, Inc. (A&amp;H) (<a href="http://andh.com">andh.com</a>) provides electrical and low voltage services to a variety of industry sectors. A&amp;H services include layout and construction of power, lighting, and other electrical control systems. This includes installation of fiber and copper networks, security systems, fire life safety systems, audio/visual capabilities, digital antenna systems, and other miscellaneous electrical systems necessary for the successful operation and function of commercial real estate or major development project.</li> </ul>
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<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>• Commercial real estate industry</li> <li>• Higher education</li> <li>• Technology companies</li> <li>• Industrial sector</li> <li>• Healthcare industry</li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>• Commercial electric subcontracting projects are moving toward more computer-based planning applications to allow for project preplanning, specifically, to allow mapping of all underground layouts, conduit stubs, gear layouts, prefabrication shop drawings, and clash detection and reconciliation.</li> <li>• A&amp;H seeks to remain competitive within the industry by providing field staff and clients real time reporting capabilities to key job-related information.</li> <li>• Electric metering is shifting within the industry to more web reporting and cloud-based configuration. Cloud based document control is becoming more prevalent among A&amp;H's customer base.</li> </ul>

**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>• All A&amp;H staff in this project will receive training on the Trimble Robotic Total Station (RTS) system. A&amp;H is implementing the use of RTS to map out three-dimensional layouts for their electrical work on a project.</li> <li>• A&amp;H is implementing a new cloud-based enterprise resource system (ERP) by Construction Industry Solutions (COINS) which will manage all documents, contracts, budgets, and time reporting on company jobs. All staff associated with this project will receive training on the new COINS ERP system being implemented companywide.</li> <li>• All ETP project trainees will receive training on cloud-based metering systems and software in order to stay responsive to customerbase needs.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☐ E-Learning
 ☐ CBT
 ☒ Productive Lab  
☐ MS Preceptor
 ☐ MS Didactic

<b>Business Skills</b>	<b>Commercial Skills</b>	<b>Computer Skills</b>
<b>Continuous Improvement</b>	<b>HazMat or Hazwoper</b>	<b>Management Skills</b>
<b>Manufacturing Skills</b>		



<b>Productive Laboratory (PL)</b>	<b>Justification:</b> <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards
	<b>PL Hours per-trainee: 40</b>
	<b>Occupations Receiving PL Training:</b> Project Managers, Assistant Project Managers, Foreman, Journeyman
The PL instructor must be dedicated to training, at a ratio of 1:2.	
<b>Ratio Higher than 1:1</b>	Production and production process requires a team of workers.

### Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li><b>Project Oversight:</b></li> </ul> <p>This project will be overseen by the Company President with the assistance of an Operations Associate and two superintendents. The company has a training plan in place supported by six in-house trainers and outside trainers yet to be identified. Training will take place primarily in the Irvine headquarters and on job sites throughout Orange and Los Angeles counties. Training will take place on a monthly basis and will begin immediately upon project approval.</p>
<ul style="list-style-type: none"> <li><b>Trainers:</b></li> </ul> <p> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Hazardous Materials, Management Skills, Manufacturing Skills, PL – Commercial Skills  <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: TBD       </p>
<ul style="list-style-type: none"> <li><b>Administration:</b></li> </ul> <p>A&amp;H staff will collect and keep training rosters and required documentation in its Irvine facility.</p> <p> <input checked="" type="checkbox"/> In-house  <input type="checkbox"/> Subcontractor       </p>

### RECOMMENDATION

Staff recommends approval of this proposal.

### SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A		
Administrative	N/A		
Training Vendors	TBD		

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

8-200            Trainees may receive any of the following:

**BUSINESS SKILLS**

- Profit & Loss
- Balance Sheets
- Marketing
- Sales
- Operations
- Accounting
- Project Management
  - Forecasting
  - Risk Mitigation / Management
  - Cashflow
  - Billing
  - Change Orders
  - Budget Setup and Management
  - Customer Relationships
  - Contract / Scope

**COMMERCIAL SKILLS**

- Lighting
- Lighting Controls
- Fire Alarm
- Sound Masking
- Network Cabling
- Preplanning
- Prefabrication
- Detailing
- Switchgear

**COMPUTER SKILLS**

- Microsoft 360
- Bluebeam
- Navis
- Revit
- Outlook
- Mobile Technology
- Enterprise Resource Planning
- Building Information Modeling

**CONTINUOUS IMPROVEMENT**

- Agile Business Principles
- Operational Excellence
- ISO
- Change Management

**HAZARDOUS MATERIALS**

- MSDS (Material Safety Data Sheets)
- PPE (Personal Protective Equipment)
- Arc Flash

**MANAGEMENT SKILLS**

- Leadership
- Crew Structure
- Accountability
- Reporting

**MANUFACTURING SKILLS**

- LEAN Construction

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

**Productive Lab (PL) Hours (Limited Ratio 1:2)**

0-40

**COMMERCIAL SKILLS**

- Lighting Installation
- Lighting Controls Installation and Programming
- Network Cabling Installation
- Trimble Robotic Total Station
- Fiberoptic Fusion Splicing
- Distributed Antenna Systems Install and Programming
- Sound Masking Setup
- ArcFlash
- Fire Alarm Installation and Programming

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.
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# IBEW Local Union Number 11



INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS, AFL-CIO

JOEL BARTON – BUSINESS MANAGER / FINANCIAL SECRETARY

January 17, 2020

Employment Training Panel  
46440 Lankershim Blvd., Suite 311  
North Hollywood, CA 91602-1841

**Re: Anderson & Howard – Application for Funding**

To Whom it May Concern:

IBEW Local Union 11 represents workers employed by union contractor Anderson & Howard at locations throughout Los Angeles County. As workforce training improves upon the skills of the workers we represent, we support Anderson & Howard's application for funding from Employment Training Panel.

Please contact our office should you have any questions.

Sincerely,

A handwritten signature in black ink that reads "Joel Barton".

Joel Barton,  
Business Manager

JB/al  
opelu #537/afl-cio



*International  
Brotherhood of  
Electrical  
Workers*

**Local Union 441**

309 N. Rampart Street  
Suite M  
Orange, CA 92668-1855

(714) 939-3131  
(714) 939-3132 FAX  
www.ibewoc.com

**Neal H. Lauzon**  
Business Manager

Affiliated with:

Los Angeles/Orange Counties  
Building and Construction  
Trades Council

State Building and Construction  
Trades Council of California

California State Association of  
Electrical Workers

California Labor Federation

American Federation of Labor

Congress of Industrial  
Organizations

Orange County Federation  
of Labor, AFL-CIO



January 9, 2020

Employment Training Panel  
4640 Lankershim Blvd., Suite 311  
North Hollywood, CA, 91602-1841

**Re: Anderson & Howard – Application for Funding**

To Whom It May Concern:

IBEW Local Union 441 represents workers employed by union contractor Anderson & Howard at locations throughout Orange County. As workforce training improves upon the skills of the workers we represent, we support Anderson & Howard's application for funding from the Employment Training Panel.

Feel free to contact our office with any questions.

Sincerely,

A handwritten signature in black ink, appearing to be "N. Lauzon".

Neal H. Lauzon  
Business Manager

:nhl/jc  
OPEIU #537/AFL-CIO, CLC



## RETRAINEE - JOB CREATION

Training Proposal for:

**ASAP Holding Co. dba ASAP Drain Guys & Plumbing**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0345**

**Approval Date:** May 18, 2020

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** Sacramento

**Analyst:** J. Fetsch

### PROJECT PROFILE

Contract Attributes:	Retrainee SET Priority Rate Job Creation Initiative Veterans SB<100	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 61	U.S.: 61	Worldwide: 61
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution:** (100% of Total ETP Funding Required)

\$88,583

**Total ETP Funding**

\$74,520

<b>Small Business Only:</b>	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Occupations to be Trained:</b>	Technician, Administrative Staff, 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 SET SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat PL-Comm. Skills	49	8-200	0	\$1,035	\$25.01
				Weighted Avg: 45			
2	Retrainee Job Creation Priority SET SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat PL-Comm. Skills	11	8-200	0	\$1,035	\$15.20
				Weighted Avg: 45			
3	Retrainee Veterans Priority SET SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat PL-Comm. Skills	12	8-200	0	\$1,035	\$25.01
				Weighted Avg: 45			

**Minimum Wage by County: Job Number 1 (Retrainee):** \$25.01 per hour in San Diego County; **Job Number 2 (Job Creation):** \$15.20 per hour in San Diego County; **Job Number 3 (Veterans):** \$25.01 per hour in San Diego 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 for Job Numbers 1 & 3. Up to \$1.20 per hour may be used to meet the Post-Retention Wage for Job Number 2.

**OVERVIEW**

<b>Year Company Founded:</b>	2001	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location
<b>Facility location where training will occur</b>	<ul style="list-style-type: none"> <li>San Marcos, San Diego County</li> </ul>	
<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Commercial Plumbing construction</li> <li>Residential Plumbing construction</li> </ul>	

<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Commercial, local businesses and building companies</li> <li>Homeowners</li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>ASAP Holding Co. dba ASAP Drain Guys &amp; Plumbing (ASAP Holding Co.) is implementing newly purchased Service Titan Software.</li> <li>Due to increase in demand, ASAP Holding Co. has expanded by 15 jobs in the last two years and anticipates additional new jobs over the next two years.</li> <li>There is a lack of skilled plumbers in the workforce resulting in the Company extensively training new hires in order to maintain company standards.</li> <li>ASAP Holding Co. is currently developing and implementing an Operations Manual to ensure consistency throughout the company.</li> </ul>

**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>Due to an increase in the market, ASAP Holding Co. has developed a training plan focused on giving workers skills to work more productively.</li> <li>Training will allow the Company to standardize processes and quality standards.</li> <li>The Company is introducing Service Titan software to all staff. Trainees will learn how to conduct all business functions on the new software.</li> <li>Many new employees have limited skills in both plumbing and technology, resulting in extensive training.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☐ E-Learning
 ☐ CBT
 ☒ Productive Lab  
☐ MS Preceptor
 ☐ MS Didactic

<b>Business Skills</b>	<b>Computer Skills</b>	<b>Commercial Skills</b>
Continuous Improvement	HazMat	

<b>Productive Laboratory</b>	<b>Justification:</b> <input type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards
	<b>20 PL Hours per-trainee</b>
	<b>Occupations Receiving PL Training: Technician</b>
The PL instructor must be dedicated to training, at a ratio of 1:3.	



<b>Ratio Higher than 1:1</b>	ASAP Holding Co. will train in groups not more than 1:3 as production processes are in teams of three.
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<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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The following Modification(s) fall within Panel guidelines:

### Veterans Program

<b>Number of Veterans</b>	ASAP Holding Co. has included 12 Veteran trainees in this proposal.
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### Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li>• <b>Project Oversight:</b></li> </ul> <p>ASAP Holding Co. has a detailed training plan in place and is ready to implement upon approval. The Operations Manager with assistance from the Office Manager and Lead Technicians will be responsible for overseeing all aspects of the training project including scheduling, implementation, and logistics of training. The Company has also retained the services of an administrative subcontractor to assist staff to successfully complete this project.</p>
<ul style="list-style-type: none"> <li>• <b>Trainers:</b></li> </ul> <p><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Commercial Skills, Continuous Improvement and HazMat.</p> <p><input type="checkbox"/> Vendor</p>
<ul style="list-style-type: none"> <li>• <b>Administration:</b></li> </ul> <p>Operations Manager will be responsible for collecting rosters for administrative subcontractor to enter information into the tracking systems.</p> <p><input checked="" type="checkbox"/> In-house</p> <p><input checked="" type="checkbox"/> Subcontractor</p>

### RECOMMENDATION

Staff recommends approval of this proposal and modifications.

### SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$3,900
Administrative	Training Funding Source	Seal Beach	13% of earned amount
Training Vendors	To Be Determined		

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

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- + Budget
- + Coaching Skills
- + Communication
- + Contracts
- + Conflict Management
- + Customer Service
- + Developing New Opportunities
- + Leadership
- + Performance Management Planning
- + Product Knowledge
- + Risk Management
- + Schedule Coordination

**COMMERCIAL SKILLS**

- + Drains and Sewer
- + Equipment and Operations
- + Installation Techniques
- + Job Cost
- + Materials Handling and Storage
- + Painting
- + Power Tool Use and Guarding
- + Product and Service Knowledge
- + Prepping/Protecting Property
- + Refinishing/Renovate Techniques
- + Respiratory Protection
- + Site Logistics
- + Standard Operating Procedures (SOP)
- + Water Heater & Filtration
- + Work Procedures




**COMPUTER SKILLS**

- + Customer Relationship Management (CRM)
- + Service Titan
- + GPS Software
- + Microsoft Office- Intermediate/Advanced
- + QuoteWerks
- + QuickBooks
- + Time Tracking
- + Website Management

**CONTINUOUS IMPROVEMENT**

- + Process Improvement
- + Problem Solving/Decision Making
- + Productivity Improvement
- + Quality Systems and Procedures
- + Team Building




**HAZARDOUS MATERIALS**

-  Hazard Communication
-  Material Safety Data Sheet
-  Toxic Substances

**Productive Lab Hours**

0-20

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

-  Equipment Operations
-  Field Operational Procedures
-  Plumbing Installation

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.



## Training Proposal for: Blach Construction Company

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0324**

**Approval Date:** May 26, 2020

**Panel Meeting of:** June 26, 2020

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

**Analyst:** E. Valladolid

### **PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SET	Industry Sector(s):	Construction (C)  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: 155	U.S.: 155	Worldwide: 155	
<u>Turnover Rate:</u>	8%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

**In-Kind Contribution:** (100% of Total ETP Funding Required)

\$70,235

**Total ETP Funding**

\$24,334

<b>Occupations to be Trained:</b>	Project Engineer, Project Manager, Project Coordinator, Principal Estimator, Preconstruction Lead, Senior Estimator, Estimator, Senior BIM Engineer, Virtual Design & Construction Lead, MEP Lead, Marketing Staff, Senior Lead of Field Administration, and Senior Accounting Lead.
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### **TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SET	Business Skills, Computer Skills, Commercial Skills	46	8-200	N/A	\$529	\$25.01
				Weighted Avg: 23			

**Minimum Wage by County:** SET/Priority Industry \$25.01 per hour for Santa Clara 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**

<b>Year Company Founded:</b>	1970	<b>Company Headquarters:</b> <input type="checkbox"/> Single location San Jose and Monterey
<b>Total Number of Facility locations in California</b>	<ul style="list-style-type: none"> <li>San Jose (Santa Clara County) and Monterey (Monterey County)</li> </ul>	
<b>Facility location where training will occur</b>	<ul style="list-style-type: none"> <li>San Jose (Santa Clara County)</li> </ul>	
<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Blach Construction Co. (Blach) (<a href="http://www.blach.com">www.blach.com</a>) is a commercial general contractor comprised of collaborative builders.</li> <li>The Company's expertise lies in Design-Build, Preconstruction, Virtual Design/Construction, and Construction/Fabrication.</li> <li>Blach's portfolio includes construction of modern learning centers, seismic retrofitting, and upgrading to biomedical offices and warehouses.</li> </ul>	

<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>• Blach's projects are classified into four major project types: Education, Institutional, Mixed-Use and Workplace. Clients include:</li> <li>• Education: San Jose State University, Santa Clara University, and Cupertino High School;</li> <li>• Institutional: Monterey Bay Aquarium, Kaiser Permanente, Carmel Mission Basilica Church, and Allied Arts Guild;</li> <li>• Mixed-Use: Republican Urban Gateway, Preservation Partners, and Palo Alto Property Owner, LLC;</li> <li>• Workplace: US Venture Partners and Moore Foundation</li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>• Blach's customer base has a demand for a new construction-plan product that offers schools with state-of-the-art facilities, called Folia. The utilization of this product will provide the Company with additional innovation and increase business capacity.</li> <li>• To remain competitive within the industry, Blach seeks to improve overall business processes.</li> </ul>

**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>• ETP-funded training will allow Blach to upgrade workers' skills, standardize processes and procedures across all departments, while complying with current industry requirements.</li> <li>• Blach has developed an ETP training plan to provide employees skills needed to cross-train to increase technical concepts and improve deliverables.</li> <li>• Training will include a two-year program called Beyond Boot Camp. The Camp was intended to standardize the Company's procedures and streamline its processes. In addition, the Camp will enable Blach to deliver supplemental training to its frontline workers on Folia.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☒ E-Learning
 ☐ CBT
 ☐ Productive Lab  
☐ MS Preceptor
 ☐ MS Didactic

<b>Business Skills</b>	<b>Computer Skills</b>	<b>Commercial Skills</b>
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## Training Infrastructure & Administrative Plan

### Project Oversight:

- The HR Associate (dedicated administrator) will oversee the project with assistance from the Sr. HR Manager. The HR Associate will coordinate the training schedule, meetings with ETP staff, and be responsible for enrolling trainees and tracking ETP-funded training hours. Additionally, the HR Associate will act as a document control specialist while storing, managing and tracking all training documents. ETP training will be delivered by three in-house trainers who are subject-matter experts.

### Trainers:

- ☒ In-house – Types of Training: Business Skills, Computer Skills, and Commercial Skills.
- ☒ Vendor – Types of Training by vendor: Kaplan Law Group (Commercial Skills) and Miller, Morton, Caillat & Nevis, LLP (Commercial Skills)

### Administration:

**Contractor is performing all administration.**

- ☒ In-house

## 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	Kaplan Law Group Miller Morton Caillat & Nevis, LLP	Sacramento San Jose	\$4,000 \$4,000

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

8–200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Business Communication
- Project Financials
- Lighthouse Leadership
  - o Succession
  - o Strategic Planning
  - o Team Engagement
- Beyond Boot Camp (Business)
  - o Project Financials
  - o Contract Management
  - o Preconstruction
  - o Building Your Network
  - o Business Development

**COMPUTER SKILLS**

- Bluebeam Revu Software
  - o QA / QC (Quality Assurance / Quality Control)
  - o Document Management
  - o Project Handover
  - o RFI (Request for Information) Posting
- Configurable Mixed-Signal IC (CMiC) Software
  - o Job Initiation
  - o Forecast to WIP (Work In Progress)
  - o Change Management

**COMMERCIAL SKILLS**

- Lease Leaseback & Prime Agreements
- Skilled and Trained Workforce
  - o Site Selection
  - o Equipment Operations & Maintenance
  - o Construction Best Practice Skills
  - o Control Systems & Concepts
  - o 3D Modeling Skills
  - o Project Engineering Skills
- Beyond Boot Camp (Commercial)
  - o Mechanical & Plumbing Plan Reading
  - o Electrical Plan Reading
  - o Overview of Bid Process & Understanding Scope Statements
  - o Self-Perform Work & Folia
  - o Safety & Flex Session
  - o Scheduling

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:

**Capital Engineering Consultants, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0359**

**Approval Date:** June 10, 2020

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** Sacramento

**Analyst:** J. Fetsch

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100 Job Creation Initiative	Industry Sector(s):	Services (G) Construction (23)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Sacramento, 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: 54	U.S.: 57	Worldwide: 57
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

#### **In-Kind Contribution:**

\$70,000

#### **Total ETP Funding**

\$57,546

<b>Small Business Only:</b>	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Out-of-State Competition:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Occupations to be Trained:</b>	Drafting/Designer, Construction Administration, Administration Staff, Design Engineer, Project Engineer, Front-Line Manager

**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 Comm Skills	51	8-200	0	\$966	\$18.34
				Weighted Avg: 42			
2	Retrainee Job Creation Priority SB<100	Business Skills Continuous Impr. Computer Skills Comm Skills	6	8-200	0	\$1,380	\$15.00
				Weighted Avg: 60			

**Minimum Wage by County:** Job Number 1 (Retrainee): \$18.34 per hour is Sacramento County and \$19.05 per hour in Los Angeles County; Job Number 2 (Job Creation): \$15.00 per hour in Sacramento County and \$15.88 per hour in Los Angeles 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**

<b>Year Company Founded:</b>	1947	<b>Company Headquarters:</b> <input type="checkbox"/> Single location Sacramento, CA
<b>Facility Locations Outside CA</b>	<ul style="list-style-type: none"> <li>Washington</li> <li>Colorado</li> </ul>	

<b>Total Number of Facility locations in California</b>	<ul style="list-style-type: none"> <li>• 2</li> </ul>
<b>Facility locations where training will occur</b>	<ul style="list-style-type: none"> <li>• Sacramento, Sacramento County</li> <li>• Long Beach, Los Angeles County</li> </ul>

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>• Mechanical Engineering</li> <li>• Plumbing Engineering</li> <li>• Sustainable Design/Green Engineering</li> <li>• Foodservice Consulting and Design</li> <li>• Site Utilities and Infrastructure Engineering</li> <li>• Energy Management</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>• Municipalities</li> <li>• Schools and Universities</li> <li>• Commercial Developers</li> <li>• Agricultural Companies</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>• Capital Engineering Consultants, Inc. (CEC) is investing in software to standardize processes and services.</li> <li>• The Company is expected to add six new jobs to increase capacity and keep up with growth.</li> <li>• Business processes and communication are shifting to remote working. Software training is essential to make the shift successful in a highly technical market.</li> </ul>
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### Training Plan:

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>• CEC recently purchased four new software systems (Newforma, Revit, Microsoft 360, and Del Tek) which will require extensive training for full utilization across the employee population. These systems will be implemented in the Summer of 2020.</li> <li>• The Company will train Project Managers to increase efficiency and standardize projects from start to finish. Trainees will learn Project Management, Leadership Skills and LEAN Management.</li> <li>• State mandated Shelter in Place protocol has created and focus on different avenues of communication and teamwork. Microsoft 360 and Teambuilding classes will aid productivity and collaboration during this time.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- |   |  |                                      |   |
|---|--|--------------------------------------|---|
| <input checked="" type="checkbox"/> Class/lab | <input checked="" type="checkbox"/> E-Learning | <input type="checkbox"/> CBT         | <input type="checkbox"/> Productive Lab |
|   | <input type="checkbox"/> MS Preceptor          | <input type="checkbox"/> MS Didactic |   |

<b>Business Skills</b>	<b>Continuous Improvement</b>	<b>Computer Skills</b>
<b>Commercial Skills</b>		

<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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### Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	Job Number 2: 60 Hours
CEC to requesting 60 average training hours to train the new hire population. The Company trains extensively to provide the skills necessary to be successful at their job and to deliver a consistent results to the consumers.	

### Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li><b>Project Oversight:</b>  The Director of Building Optimization will oversee this project with the assistance of Strategic Business Solutions, LLC.</li> </ul>
<ul style="list-style-type: none"> <li><b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Continuous Improvement, Computer Skills, Commercial Skills</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: TBD</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><b>Administration:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> In-house</li> <li><input checked="" type="checkbox"/> Subcontractor</li> </ul> </li> </ul>

### RECOMMENDATION

Staff recommends approval of this proposal and modifications.

**SUBCONTRACTORS**

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Cost / %</b>
Development	Strategic Business Solutions, LLC	Visalia	\$3,864.00
Administrative	Strategic Business Solutions, LLC	Visalia	13% of Earned Amount
Training Vendors	To Be Determined	To Be Determined	To Be Determined

**Exhibit B: Menu Curriculum**

Trainees may receive any of the following:

**Class/Lab Hours/Videoconference/E-Learning**

8-200

**BUSINESS SKILLS**

- Business Development and Marketing
- Financial Accounting Practices
- Project Cost Accounting
- Project Management
- Sales and Marketing

**COMPUTER SKILLS**

- DelTek Vision Software
- Microsoft 360 Teams
- Newforma Software
- Revit Software

**CONTINUOUS IMPROVEMENT**

- Leadership Skills
- LEAN Processes
- Teambuilding

**COMMERCIAL SKILLS**

- Fire Sprinkler Systems Design
- HVAC Systems Design
- LEED Training (Leadership in Energy and Environmental Design)
- Plumbing Systems Design
- Sustainable Design/Green Engineering

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:**  
**Cart Mart, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0360**

**Approval Date:** June 12, 2020

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** San Diego

**Analyst:** T. Philips

**PROJECT PROFILE**

Contract Attributes:	SB <100 SET Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Trade & Wholesale (42)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	San Diego, Riverside, Orange, Los Angeles	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No N/A			
Number of Employees in:	CA: 90	U.S.: 90	Worldwide: 90	
<u>Turnover Rate:</u>	17%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

**In-Kind Contribution:**

**\$79,954**

**Total ETP Funding**

**\$39,330**

<b>Small Business Only:</b>	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Occupations to be Trained:</b>	Administrative Staff, Sales/Rental Staff, Service/Production Staff, Warehouse/Transportation Staff, 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	Priority Retrainee SET SB<100	Business Skills Computer Skills Continuous Impr. Mfg. Skills HazMat PL-Mfg. Skills Comm Skills	29	8-200	0-24	\$1,035	\$25.01
				Weighted Avg: 45			
2	Job Creation Retrainee Priority SET SB<100	Business Skills Computer Skills Continuous Impr. Mfg. Skills HazMat PL-Mfg. Skills Comm Skills	9	8-200	0-24	\$1,035	*\$15.00
				Weighted Avg: 45			

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

**Minimum Wage by County:** Statewide Average Hourly Wage (SET): \$25.01; Job Creation Initiative: \$15.00

**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**

<b>Year Company Founded:</b>	1959	<b>Company Headquarters:</b> <input type="checkbox"/> Single location
<b>Total Number of Facility locations in California</b>	5	
<b>Facility location(s) where training will occur.</b>	<ul style="list-style-type: none"> <li>• San Marcos, San Diego County (HQ)</li> <li>• Rancho Mirage, Riverside County</li> <li>• La Quinta, Riverside County</li> <li>• Lake Forest, Orange County</li> <li>• Burbank, Los Angeles County</li> </ul>	



<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>• Cart Mart, Inc. is a dealer of golf carts, commercial, and low speed vehicles. The Company serves the Southwest region of the United States, with five locations in Southern California. Cart Mart, Inc. specializes in the sales and service to new and used vehicles, onsite service delivery, preventative maintenance, replacement parts and special event rentals. Cart Mart, Inc. designs, manufactures, and fabricates car bodies for customers in the professional sports markets, university and college systems, as well as network sports television industry.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>• Universities and Colleges</li> <li>• Golf Courses/Clubs</li> <li>• PGA Tour</li> <li>• Sports Networks (e.g. ESPN, CBS Sports)</li> <li>• Major League Baseball</li> <li>• Major cities (e.g. San Diego, Irvine, etc.)</li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>• Cart Mart, Inc. is expanding operations into La Quinta and Los Angeles marketplaces in an effort to expand their customer base.</li> <li>• To remain competitive within the industry, Cart Mart, Inc. seeks to overhaul its customer delivery methodology and effectiveness through new software systems.</li> <li>• Cart Mart, Inc. is also looking to enhance its ability to track customer needs and sales/service metrics in real time in order to remain more responsive to market forces and shifts.</li> </ul>

### Training Plan:

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>• Cart Mart, Inc. will hire nine new sales and customer service staff in the La Quinta and Burbank locations and will need to train all job creation hires on product development, sales, customer service, and other associated training.</li> <li>• Cart Mart, Inc. has procured a new enterprise resources planning (ERP) software system by Lightspeed. The ERP system will allow for Cart Mart, Inc. to track 10 key business areas such as revenue, earnings before interest, taxes, and amortization (EBITA) and cash conversion cycles. The Company will target training with Lightspeed for this ETP project.</li> <li>• Cart Mart, Inc. is also purchasing and implementing a new Customer Relations Management (CRM) software system (Salesforce). Training on the new CRM system is a company focus in order to stay responsive to their customer base needs.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab

☒ E-Learning

☒ CBT

☒ Productive Lab

<b>Business Skills</b>	<b>Computer Skills</b>	<b>Commercial Skills</b>
<b>Continuous Improvement</b>	<b>Manufacturing Skills</b>	<b>OSHA 10/30</b>
<b>HazMat</b>		

<b>Certified Safety Training</b>	<input checked="" type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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<b>Productive Laboratory</b>	<b>Justification:</b> <input type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards
	<b>24 PL Hours per-trainee</b>
	<b>Occupations Receiving PL Training:</b> Service and Production Staff
The PL instructor must be dedicated to training, at a ratio of 1:1.	
<b>Ratio Higher than 1:1</b>	Production and/or production process requires a team of at least 1:2 workers.

<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; or,  <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 Infrastructure & Administrative Plan

- Project Oversight:**

This project will be overseen by the Company Chief Operations Officer and an outside Human Resources contractor, and four project site leads located in the Rancho Mirage, La Quinta, Lake Forest, and Burbank locations who will assist in the collection and maintenance of internal records. The company has a training plan in place supported by six in-house trainers. Training will take place at the five Southern California sites and all rosters and required documentation will be collected by project site leads. Training will take place on a quarterly basis and will begin immediately upon project approval.

<ul style="list-style-type: none"> <li>• <b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Commercial Skills, Continuous Improvement, Manufacturing Skills, HazMat, PL – Mfg. Skills</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: TBD</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Administration:</b> <p>Cart Mart, Inc. has retained the services of Training Funding Source to input all data into the ETP Online Forms and Tracking systems.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> In-house</li> <li><input checked="" type="checkbox"/> Subcontractor</li> </ul> </li> </ul>

## **RECOMMENDATION**

Staff recommends approval of this proposal and modifications.

## **SUBCONTRACTORS**

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$1,900
Administrative	Training Funding Source	Seal Beach	Up to 13% of payment earned.
Training Vendors	TBD		

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

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Communication Skills
- Customer Service
- Finance/Accounting Procedures
- Leadership Effectiveness
- Planning
- Project/Program Management
- Sales and Marketing
- Strategy Deployment Process
- Supply Chain Management
- Work Processes/Procedures

**COMMERCIAL SKILLS**

- Competitor Education

**COMPUTER SKILLS**

- Asset Tracking
- Bar Cloud
- Customer Relationship Management (CRM)
- Department of Transportation DOT (Log Select Software)
- Dispatch Track
- Enterprise Resource Planning (ERP)
- Global Positioning System (GPS)
- Manufacturing Software Applications
- MS Office Excel – Intermediate and Advanced
- Machine Programming

**CONTINUOUS IMPROVEMENT**

- 5s, Kaizen, Problem Solving
- Problem Solving
- Process Controls/Documentation/Improvement
- Process Improvement
- Product Knowledge
- Quality Improvement
- Root Cause Analysis
- Team Building
- Tool Control Procedure

**MANUFACTURING SKILLS**

- Assembly Procedures
- Equipment Operation, Maintenance & Troubleshooting
- Good Manufacturing Processes
- Inspection Techniques
- Inventory Flow Control
- Line Set Up
- Quality Control Procedures

**HAZARDOUS MATERIALS**

- Hazardous Materials Handling/Processing/Manifests
- Hazardous Waste Compliance
- Hazardous Material Responder
- Spill and Leak Control

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

**Productive Lab Hours** (limited ratio 1:2)

0-24

**MANUFACTURING SKILLS**

- Good Manufacturing/Maintenance/Repair Processes

**CBT Hours**

0-40

**COMMERCIAL SKILLS**

- **Polaris Certification – Bronze Level – (30 hours)**
  - MSD Business Certification - Using Unit Inquiry (90 min.)
  - MSD Business Certification - Using the STOP Sit (90 min.)
  - MSD Business Certification - Selecting and Ordering Parts (90 min.)
  - MSD Business Certification - Returning Merchandise Authorization [RMA] (60 min.)
  - MSD Business Certification - Warranty Claims Processing Part 1 (90 min.)
  - MSD Business Certification - Warranty Claims Processing Part 2 (90 min.)
  - MSD Business Certification - Warranty Claims Post Processing (90 min.)
  - MSD Business Certification - Warranty Registration and Maintenance (60 min.)
  - MSD Business Certification - Using Unit Inquiry (60 min.)
  - MSD Bronze 2 - Introduction to Polaris and Master Service Dealer Training (90 min.)
  - MSD Bronze 3 - Information Resources (60 min.)
  - MSD Bronze 4 - Shipping Damage (60 min.)
  - MSD Bronze 5- PCDX (90 min.)
  - MSD Bronze 6 - Introduction to Digital Wrench (90 min.)
  - MSD Bronze 7 - Digital Wrench Features and Functions (90 min.)
  - MSD Bronze 8 - Common Procedures in Digital Wrench (90 min.)
  - MSD Bronze 9 - Mobile Digital Wrench (90 min.)
  - MSD Bronze 10 - Ordering Parts, Tools, and Accessories (90 min.)
  - MSD Bronze 11 - Warranty Policies and Procedures (90 min.)
  - MSD Bronze 12 - Field Communications (60 min.)
  - MSD Bronze 13 - Service Manuals (90 min.)
  - MSD Bronze 14 - Post Test (90 min.)

- **Polaris Certification – Silver Level – (7.5 hours)**
  - MSD GEM Silver 1- GEM Technical Overview (90 min.)
  - MSD GEM Silver 2- GEM Maintenance (90 min.)
  - MSD GEM Silver 3- GEM Troubleshooting (90 min.)
  - MSD Commercial Silver - Pro XD Gas Technical Overview (90 min.)
  - MSD Commercial Silver - Pro XD Diesel Technical Overview (90 min.)
- **Polaris Certification – Gold Level – (2.5 hours)**
  - MSD Business Certification - How to Report a Safety Concern (60 min.)
  - MSD Business Certification - Using the Customer Insights Portal (90 min.)

### **MANUFACTURING SKILLS**

- **Forklift Training (OSHA Certified) – (3 hours)**
  - Electric Motor Rider Trucks (60 min.)
  - Internal Combustion Engine Trucks – Cushion (Solid) Tires (60 min.)
  - Internal Combustion Engine Trucks – Pneumatic Tires (60 min.)
- **Pallet Jacks and Order Pickers (OSHA Certified) – (2 hours)**
  - Electric Motor Narrow Aisle Trucks (60 min.)
  - Electric Motor Hand or Hand/Rider Trucks (60 min.)

### **HAZARDOUS MATERIALS**

- **Hazardous Materials Shipping – (40 min.)**
  - Lithium Battery Safety Online Course (20 min.)
  - Shipping Lithium Batteries Online Course (20 min.)

### **OSHA 10**

- **OSHA 10 – Safety Training – (10 hours)**

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



## RETRAINEE - JOB CREATION

Training Proposal for:

**Dialsource, Inc. dba Refractive Dialer, LLC**

**Delegation  $\leq$  \$75,000 Single Employer**

**Contract Number: ET20-0349**

**Approval Date:** May 26, 2020

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** Sacramento

**Analyst:** D. Jordan

### PROJECT PROFILE

Contract Attributes:	SB <100 Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Services (G) Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Sacramento	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 36	U.S.: 36	Worldwide: 36
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

#### **In-Kind Contribution:**

\$78,400

#### **Total ETP Funding**

\$72,335

<b>Small Business Only:</b>	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Out-of-State Competition:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Occupations to be Trained:</b>	Customer Service Staff, Developers, Engineers, Operations Staff, Sales 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	Retrainee Priority SB<100	Business Skills Comm Skills Computer Skills	35	8-200	0	\$1,426	\$18.34
				Weighted Avg: 62			
2	Retrainee Job Creation Priority SB<100	Business Skills Comm Skills Computer Skills	15	8-200	0	\$1,495	*\$15.00
				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:** \$18.34 per hour for Sacramento County

**Job Number 2 (Job Creation):** \$15.00 per hour for Sacramento 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 for Job Number 1.

**OVERVIEW**

<b>Year Company Founded:</b>	2005	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location Sacramento
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<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Dialsource, Inc. dba Refractor Dialer, LLC (Dialsource) works with highly technical computer programs that includes analytics software, Advanced Excel techniques and Salesforce.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Creates and provides computer software programs.</li> <li>• Dialsource provides services in workflow management and Customer Relationship Management automation.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>• Financial Services</li> <li>• Education</li> <li>• Consumer Service</li> <li>• Healthcare</li> <li>• Sports teams</li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>• Dialsource customers are requesting sophisticated ways to sell their products while being able to manage their sales cycle and analyze data to increase their bottom line.</li> <li>• The Company has grown recently from 20 to 36 employees and anticipates growth from 36 to 50 employees over the next couple of years.</li> <li>• Dialsource recently moved from a 5,000 square foot building to at 13,000 square foot building.</li> <li>• Dialsource is looking to expand its market share by moving into Enterprise software marketplaces.</li> </ul>

**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>• Training will focus on technical commercial skills due to the high technological nature of Dialsource's work. Training includes Salesforce &amp; Pardot Integration, B2B Marketing Analytics, and building apps in Salesforce.</li> <li>• In order to understand its client's needs and expectations, staff will receive training on client retention and customer satisfaction.</li> <li>• Dialsource utilizes open-source software which allows staff to make enhancements to its products. Staff will receive training on how to create and implement these enhancements.</li> <li>• Dialsource offers software customization for clients who do not have the ability to make complex customizations. Staff will receive training on how to customize software programs to meet customer needs.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab

☒ E-Learning

<b>Business Skills</b>	<b>Commercial Skills</b>	<b>Computer Skills</b>
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<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; or,  <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	Hours: 62 in Job Number 1 and 65 in Job Number 2
<p>Dialsource uses highly technical software and staff must receive training. The majority of staff that comes to Dialsource comes with little to no experience in the field. Because of this, Dialsource requests more than 45 hours so staff is fully knowledgeable on all software programs. Staff must also ensure they have an understanding of how to explain and assist clients on these programs after the software is purchased.</p>	

### Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li><b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills</li> <li><input type="checkbox"/> Vendor – Types of Training by vendor:</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><b>Administration:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house</li> <li><input checked="" type="checkbox"/> Subcontractor</li> </ul> </li> </ul>

### RECOMMENDATION

Staff recommends approval of this proposal and modifications.

### SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Propel Consulting Group	El Dorado Hills	\$5,000
Administrative	Propel Consulting Group	El Dorado Hills	13% of payment earned
Training Vendors	To Be Determined	To Be Determined	To Be Determined

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

8 - 200      Trainees may receive any of the following:

**BUSINESS SKILLS**

- Business Performance
- Communication Skills
- Customer Service
- Data Analysis
- Effective Remote Work
- Presentation Skills
- Problem Solving & Decision Making
- Project Management
- Sales Planning
- Udacity
- Unlocking Creative Thinking
- Usability Test Basics

**COMMERCIAL SKILLS**

- Adaptive Insights
- Administrative Advanced
- Automate Your Business Processes with Lightning Flow
- Automated Testing: How it Works
- B2B Marketing Analytics
- Build and Administer Einstein Analytics
- Build Apps Fast with Salesforce Platform Services
- Building Marketing Skills
- Datasets and Dashboards in B2B Marketing Analytics
- Drive Sales with Operational Excellence
- Get Started with Sales Cloud
- High Availability of Distributed Systems
- Learn CRM Fundamentals for Lightning Experience
- Learn to Navigate Pardot
- Mike Wheeler Administrator Certification Trailmix
- Optimize Sales Features for Lightning Experience
- Pardot
- Pragmatic Foundation and Making
- Protect Your Salesforce Data
- Rock Your Future with Salesforce
- Salesforce & Pardot Integration
- Salesforce Engage Basics
- Sell Lightning Fast with Sales Cloud

**COMPUTER SKILLS**

- Adobe Creative Cloud
- Automatic Data Processing
- Basecamp
- Capshare
- Microsoft Excel (Intermediate/Advanced)
- Quickbooks
- SaaSOptics
- Salesforce CPQ
- Think HR
- Zendesk

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:

**Efficient Technology Inc. dba Quik!**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0361**

**Approval Date:** June 10, 2020

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** D.Tran

### PROJECT PROFILE

Contract Attributes	SB <100 Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Services (G)  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: 9	U.S.: 9	Worldwide: 9	
<u>Turnover Rate:</u>	10%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

**In-Kind Contribution:**

\$24,645

**Total ETP Funding**

\$15,180

<b>Small Business Only:</b>	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Occupations to be Trained:</b>	Technical Staff, Administrative Staff, 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	SB<100 Retrainee Priority	Business Skills Comm Skills Computer Skills Continuous Impr.	9	8-200	0	\$1,380	\$19.05
				Weighted Avg: 60			
2	SB<100 Job Creation Priority	Business Skills Comm Skills Computer Skills Continuous Impr.	2	8-200	0	\$1,380	*\$15.88
				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: \$19.05/hour for Los Angeles County, Job 2: \$15.88/hour for Los Angeles 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**

<b>Year Company Founded:</b>	1996	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location
<b>Facility location(s) where training will occur</b>	<ul style="list-style-type: none"> <li>Los Angeles</li> </ul>	

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Quik! specializes in workflow process automation solutions. The Company creates forms-based automation, enterprise forms automation, and document management.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Small Businesses</li> <li>Fortune 500 Companies <ul style="list-style-type: none"> <li>Financial</li> <li>Banking</li> <li>Insurance</li> <li>Retail</li> <li>Real Estate</li> <li>Technology Sectors</li> </ul> </li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>Quik! is expanding operations, therefore, its workers need skills necessary to scale up their business, to effectively add new clients.</li> <li>The Company delivers its services and products across the cloud, mobility, and intelligence applications space. In addition, the Company has recently invested in new technology, including the purchase of Facebook Portal+ devices that will allow staff to provide a more collaborative experience with both internal and external customers and their end users. Therefore, its workforce must possess the skills and knowledge to keep abreast of the latest technological innovations and continual updates to effectively expand the business.</li> <li>Industry demands for direct customer service contact has required Quik! to provide greater levels of customer service directly to system end users.</li> </ul>

### Training Plan:

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>Training will be provided to sales and marketing teams to extend trainees' skills respective to their roles to enhance business communication, negotiation, effective sales strategies, and customer satisfaction. Leadership skills will also be offered to these trainees to increase their ability to scale up, manage multiple projects, and take on additional responsibilities to increase collaboration throughout the company.</li> <li>Training will be provided to engineers and developers to develop their skills in multiple technical roles.</li> <li>Training is required to seamlessly strategize, analyze and integrate customer requirements to efficiently develop timeframe and quality standards.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☒ E-Learning
 ☐ CBT
 ☐ Productive Lab  
☐ MS Preceptor
 ☐ MS Didactic

Business Skills	Commercial Skills	Computer Skills
Continuous Improvement		

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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### Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	Weighted Avg. over 45 proposed
Quik! has developed an extensive training plan that includes all staff members. As a small business, each staff member is expected to take on additional responsibilities within their respective roles, therefore cross training is an essential part of this project to ensure that employees can work productively and collaboratively across units and functions. Training will focus on process improvement by embedding best practices throughout the company structure, generating time-saving solutions and resources while reducing waste. It's estimated the majority of trainees will receive over the requested estimated 60 average hours per trainee in this proposal.	

### Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li><b>Project Oversight:</b> The project will be overseen by the Company's Chief Operations Officer (COO) and Chief Executive Officer (CEO).</li> </ul>
<ul style="list-style-type: none"> <li><b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: TBD</li> </ul> </li> </ul> <p>Training will be provided by both in-house and 3<sup>rd</sup> party external vendors for all training topics.</p>
<ul style="list-style-type: none"> <li><b>Administration:</b> Quik! Chief Operations Officer and Chief Executive Officer will oversee and administer the project. Quik! has also hired a 3<sup>rd</sup> party administrative consultant to assist with the administration of this project.</li> <li><input checked="" type="checkbox"/> In-house</li> <li><input checked="" type="checkbox"/> Subcontractor</li> </ul>



**RECOMMENDATION**

Staff recommends approval of this proposal and modifications.

**SUBCONTRACTORS**

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Cost / %</b>
Development	Training Funding Source	Seal Beach, California	\$900
Administrative	Training Funding Source	Seal Beach, California	Not to exceed 13% of funds earned.
Training Vendors	TBD	TBD	TBD

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

8-200 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Admin Processes and procedures
- Coaching/Communication
- Customer Relations
- Leadership
- Marketing and Business Development/Sales
  - Data Analytics for Business Dev/Market Research
- Planning
  - Project management training for executives
  - Human Resource Training for executives
- Time management
- Vendor Relations

**COMMERCIAL SKILLS**

- Agile Methodology
- Angular Methodology
- Business Writing
- Change Management Processes
- Client Portal
- Disaster Recovery for Customers
- Engineering and System Design
- Health Insurance Portability and Accountability (HIPAA)
- Microsoft Office
- Product/Service Knowledge
- Quality Assurance Plan
- Request for Proposal (RFP)
- Risk Assessments – Development Estimation
- Security Awareness
- Sarbanes Oxley (SOX)
- Standard operating Procedures (SOPs)
  - Vendor Management
  - Travel Management
- Systems Integration and Testing

**COMPUTER SKILLS**

- Adobe (PDF, InDesign, Photoshop, Illustrator)
- Applications
- Business Intelligence (BI)
- Cloud Solutions
- Customer Relationship Management (CRM)
- Cyber Security/ NIST/NISP
- Email Marketing Tools (Act ON, Survey Monkey, Goldmine)
  - Social Media Tools
- ServiceNow/QuickBooks/SAP
- Intelligence

- Knowledge Process Outsourcing (KPO)
- Microsoft Office/Project/Azure/Exchange
- Mobility
- Payroll/HR
- SharePoint
- Time Tracking/Time/Billing Systems
- WordPress, Web Design and Graphics Software

**CONTINUOUS IMPROVEMENT**

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

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

Training Proposal for:

**Ellison Environmental, Inc. dba Fluid Resource Management**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0358**

**Approval Date:** June 10, 2020

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** E. Wadzinski

### PROJECT PROFILE

Contract Attributes:	SET Priority Rate Retrainee SB <100 Job Creation Initiative	Industry Sector(s):	Construction (C) Utilities (22)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Luis Obispo	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: 43	U.S.: 43	Worldwide: 43
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution:** (100% of Total ETP Funding Required)

\$42,000

**Total ETP Funding**

\$40,365

<b>Small Business Only:</b>	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Occupations to be Trained:</b>	Administration, Operations, Engineering, Mechanical, Maintenance

## 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	SET SB<100 Priority Retrainee	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat	34	8-200	0	\$1,035	\$25.01
				Weighted Avg: 45			
2	SET SB<100 Priority Job Creation	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat	5	8-200	0	\$1,035	*\$15.00
				Weighted Avg: 45			

\*Trainees in Job Number 2 will have starting wages of at least \$17.50 per hour.

**Minimum Wage by County:** Job 1 (SET/Priority): \$25.01 per hour San Luis Obispo County; Job 2 (Job Creation): \$15.00 for San Luis Obispo 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 for Job 1 trainees.

## OVERVIEW

<b>Year Company Founded:</b>	1999	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location Arroyo Grande, CA
<b>Facility location(s) where training will occur:</b>		<ul style="list-style-type: none"> <li>Arroyo Grande (San Luis Obispo County)</li> </ul>

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Ellison Environmental, Incorporated dba Fluid Resource Management (FRM) provides contract, maintenance and management operations for water, wastewater, winery and storm water system operation on California's Central Coast. FRM was one of the first operations and maintenance companies in San Luis Obispo County.</li> </ul>
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<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>• FRM provides services to local water and wastewater resource for public and privately-owned facilities and winemakers.</li> <li>• Customers include municipalities, counties, wineries, and commercial facilities.</li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>• Requirements for public water systems, winery specific wastewater treatment and general wastewater treatment facilities are highly regulated with requirements and standards which change frequently. As a result, FRM must develop a workforce with standardized expertise, knowledge, and competence.</li> <li>• FRM has invested \$100,000 in field equipment and technology to meet changes in industry requirements and standards.</li> <li>• The skills and expertise gained by working in the industry are instrumental in FRM's growth and expansion. FRM has created a structured pathway for advancement within the organization. This will insure the unique practical knowledge and expertise gained on the job can be transferred to upgrade skillsets of less experienced employees.</li> <li>• To address new business and existing customer growth FRM is hiring five employees over the next 21-24 months (Job Number 2).</li> </ul>

### Training Plan:

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>• To meet changing industry standards and requirements, the Company will train to address growing its business within the competitive industry. FRM has developed a formalizing training program, which will include Business Skills, Commercial Skills, Computer Skills, Continuous Improvement and Hazardous Materials (HazMat).</li> <li>• All trainees will participate in Business Skills, Computer Skills and Continuous Improvement to learn new technology and software programs; as well as, enhance other program/software skills. Additional training will include Strategic Planning, Communication, Account Development and Teambuilding. Training will support FRM's goals of increased customer satisfaction, productivity, job knowledge and efficiency to continue the Company's growth.</li> <li>• Commercial Skills and HazMat training will be provided primarily to Operations, Mechanical, Maintenance and Engineering staff. Training will include courses centered on job skills requiring</li> </ul>
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	<p>proficiency around in the shop, the job sites and the utilization of new equipment and technology.</p> <ul style="list-style-type: none"> <li>Wastewater Treatment Best Practices will be offered to Maintenance, Mechanical, Operations and select Administration staff trainees. Training will include all phases of wastewater treatment and facility operations to ensure that the knowledge level of all trainees is appropriate and current.</li> <li>Training of newly hired Operations, Mechanical and Maintenance staff will be extensive and include all types of training, with an emphasis in Commercial Skills and HazMat training.</li> </ul>
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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

<b>Business Skills</b>	<b>Computer Skills</b>	<b>HazMat</b>
<b>Commercial Skills</b>	<b>Continuous Improvement</b>	

<b>Certified Safety Training</b>	<input type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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## Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li><b>Project Oversight:</b></li> </ul> <p>This project will be overseen by the General Manager with the assistance of the Training and Operations Managers. FRM has a training plan in place and is ready to start training upon approval. The Company has also enlisted the services of an administrative subcontractor to assist with ETP administrative requirements.</p>
<ul style="list-style-type: none"> <li><b>Trainers:</b></li> </ul> <p>Training will be provided by in house training matter experts and if needed, will include training vendors to be determined at a later time.</p> <p> <input checked="" type="checkbox"/> In-house – Types of Training:  <input checked="" type="checkbox"/> Vendor – To Be Determined             </p>

- **Administration:**

Administration will be overseen by FRM's General Manager. The Company has also retained a third party administrative vendor to assist with administration.

- ☒ In-house
- ☒ Subcontractor

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **SUBCONTRACTORS**

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Cost / %</b>
Development	Strategic Business Solutions, LLC	Visalia	\$2,986.55
Administrative	Strategic Business Solutions, LLC	Visalia	13%
Training Vendors	TBD	TBD	TBD



## **Exhibit B: Menu Curriculum**

### **Class/Lab Hours/E-Learning**

8-200 Trainees may receive any of the following:

#### **BUSINESS SKILLS**

- Account Development
- Effective Communications
- Strategic Planning

#### **COMMERCIAL SKILLS**

- Materials Handling Equipment
- Lock Out/Tag Out
- Cranes and Rigging
- Wastewater Treatment Best Practices
- SSO (*Sanitary Sewer Overflow*)
- Confined Space
- Hexavalent Chromium Hazard
- Arc Flash Hazard
- Hydrogen Sulfide
- Air Pollution Control District Breakdown Rule
- Worksite Hand Signal Communication
- Compressed Gas
- Combustible Dust
- Respirators

#### **COMPUTER SKILLS**

- Microsoft Applications
- CAD/CAD3D Software
- Zoho Software
- Smart Sheets
- Inventor Software
- Navisworks
- Fleetmatics Software
- Daqfactory Software

#### **CONTINUOUS IMPROVEMENT**

- Teambuilding
- Leadership
- Hazard Analysis and Critical Control Point (HAACP)
- Lean Processes

#### **HAZARDOUS MATERIALS**

- Hazardous Material Annual Plan
- Safe Storage, Use and Cleanup

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

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



## RETRAINEE - JOB CREATION

Training Proposal for:

**Erosion Control Applications, Inc. dba EC Applications**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0343**

**Approval Date:** June 10, 2020

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** San Diego

**Analyst:** C. Clady

### 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:	Orange	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 75	U.S.: 75	Worldwide: 75
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution:** (100% of Total ETP Funding Required)

\$73,026

**Total ETP Funding**

\$74,451

<b>Small Business Only:</b>	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Out-of-State Competition:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Occupations to be Trained:</b>	Laborer, Controller, Administration, Construction Service Manager, Construction Accountant, Project Coordinator/Manager, Sales/Business Development, Superintendent, 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 Priority SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. HAZWOPER OSHA 10/30	69	8-200	0	\$989	\$18.39
				Weighted Avg: 43			
2	Job Creation Retrainee Priority SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. HAZWOPER OSHA 10/30	6	8-200	0	\$1035	\$15.33
				Weighted Avg: 45			

**Minimum Wage by County:** Job Number 1: Orange County \$18.39/hr Job Number 2: \$15.33/hr

**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 Number 2.

**OVERVIEW**

<b>Year Company Founded:</b>	2006	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location Anaheim, CA
<b>Total Number of Facility locations in California</b>	1	
<b>Facility location(s) where training will occur</b>	Anaheim, CA	

<b>Nature of Business:</b>	<ul style="list-style-type: none"><li>• Erosion Control Applications Inc. dba EC Applications is a general engineering contractor specializing in top-level geosynthetic installation services in the environmental containment market. The Company offers a wide range of environmental construction services, as well as, erosion control products and installation services worldwide. EC Application crews are currently at work throughout the United States, Latin America and Asia. EC Application's services include baffle curtains, EPS lightweight fill, floating covers, landfill containment and methane barriers. Services also include secondary containment, oil and gas containment, specialty fabrication, tunnel systems, wastewater containment and water reservoirs.</li></ul>
<b>Customer Base</b>	<ul style="list-style-type: none"><li>• Water Treatment Plants, Commercial Builders, Residential Builders, Municipal Solid Waste Companies, Mining Companies, Oil and Gas Companies, Transportation Agencies, and Power Companies.</li></ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"><li>• EC Applications is facing additional increased competition from companies based in Arizona and Nevada which have the advantage of lower costs. Therefore, EC Applications must implement new technologies to remain competitive.</li><li>• The Company purchased and will implement companywide software, Enterprise Accounting Systems (EAS), which will increase efficiency by creating easier and more streamlined communication.</li><li>• The Company must comply with governmental agencies with building code and environmental regulations for the safety of work which will require OSHA 10/30 Training.</li><li>• In order for EC Applications to remain competitive Sales and Business Development staff must be trained to meet customer demands.</li></ul>

**Training Plan:**

<b><i>Need for Training:</i></b>	<ul style="list-style-type: none"> <li>• Training on the Enterprise Accounting Systems (EAS) will be provided to all occupations respective to their job responsibilities. Utilization of EAS is expected to increase efficient communication throughout the Company.</li> <li>• Project Managers, Construction Service Manager, Superintendents and Laborers will receive OSHA 10/30 training to ensure regulation and code compliance while working on projects in the future.</li> <li>• Sales and Business Development staff will be trained in Business Communication, Sales, Marketing, and Negotiation Skills. These skills are necessary to market to new and existing clients.</li> <li>• Laborers, Construction Service Manager, Project Managers, and Superintendent will be trained in HAZWOPER. These skills are essential when handling toxic waste to include Chemical and Physical Hazards and how to use detecting devices.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab☒ E-Learning☐ CBT☐ Productive Lab

<b>Commercial Skills</b>	<b>Business Skills</b>	<b>Computer Skills</b>
<b>Continuous Improvement</b>	<b>OSHA 10/30</b>	<b>HAZWOPER</b>

<b>Certified Safety Training</b>	<input checked="" type="checkbox"/> OSHA 10/30 <input checked="" type="checkbox"/> HAZWOPER
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<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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**Training Infrastructure & Administrative Plan**

<ul style="list-style-type: none"> <li>• <b>Project Oversight:</b>  The project will be overseen by the Vice President with the assistance of two Project Coordinators. There will be three In-House trainers. Once training is completed the Vice President will collect the completed rosters and upload them via a drop box program to Administrative Contractor who will assist with the Administration.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Trainers:</b>   <input checked="" type="checkbox"/> In-house – Types of Training:  <input type="checkbox"/> Vendor – Types of Training by vendor: </li> </ul>

- **Administration:**

- ☐ In-house  
☒ Subcontractor

**RECOMMENDATION**

Staff recommends approval of this proposal and modifications.

**SUBCONTRACTORS**

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Cost / %</b>
Development	Welsh Advisor, Inc.	Anaheim	\$5,241.56
Administrative	Welsh Advisor Inc.	Anaheim	13% of funds earned
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**

- Accounting Skills
- Administrative Support Skills
- Communication Skills
- Leadership Skills
- Presentation Skills
- Professional Writing Skills
- Project Management
- Negotiation Skills
- Sales and Marketing Skills
- Project Budgeting

**COMMERCIAL SKILLS**

- Product Knowledge
- Construction Skills
- Construction Design
- Equipment Operation
- Construction Drawing Interpretation
- Engineering Practices and Processes
- Project Research
- Mining Practices

**COMPUTER SKILLS**

- Enterprise Accounting System (CE)
- Report Writer Software
- Deltek Payroll Accounting
- Planswift Takeoff Software
- Powerpoint
- AutoCAD / Bluebeam
- Microsoft Office (Intermediate/Advanced)
- Excel – Productivity Tracking

**CONTINUOUS IMPROVEMENT**

- Quality Control / Quality Assurance Skills
- Process Improvement
- New Equipment Introduction / Training
- Remote Data Acquisition

**HAZWOPER**

- Hazwoper Course overview
- Legal Issues
- Toxicology
- Chemical Hazards
- Physical Hazards
- Basic PPE Overview
- Waste Site Operations

- Using Respiratory Protection
- Using Chemical Protective Clothing (CPC)
- Using Monitoring and Detection Devices
- Video Equipment Familiarization

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

- Intro to OSHA
- Electrical
- Hazard Communication
- PPE
- Walking & Working Surfaces
- Emergency Plans
- Managing Safety & Health
- Materials Handling
- Hazardous Materials
- Machine Guarding
- Intro to Industrial Hygiene
- Bloodborne Pathogens
- Ergonomics
- Safety & Health Program
- Fall Protection
- Confined Space
- Lockout/Tagout
- Welding/Cutting/Brazing
- Powered Industrial Vehicles

<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:

**J-Squared General Contractors Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0348**

**Approval Date:** May 6, 2020

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** San Diego

**Analyst:** J. Lima

### PROJECT PROFILE

Contract Attributes:	SET SB <100 Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 31	U.S.: 31	Worldwide: 31
<u>Turnover Rate:</u>	11%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution:** (100% of Total ETP Funding Required)

\$58,422

**Total ETP Funding**

\$44,505

<b>Small Business Only:</b>	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Occupations to be Trained:</b>	Foreman, Coordinators, Project Lead, Administration Staff, Engineer, 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	SET Retrainee SB<100 Priority	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat OSHA 10 OSHA 30 Hazwoper	31	8-200	0	\$1,035	\$25.01
				Weighted Avg: 45			
2	SET Job Creation SB<100 Priority	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat OSHA 10 OSHA 30 Hazwoper	12	8-200	0	\$1,035	\$15.33
				Weighted Avg: 45			

**Minimum Wage by County:** \$25.01 SET Statewide Average Hourly Wage for Job 1 Retrainee; \$15.33 for Job 2: Job Creation.

**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**

<b>Year Company Founded:</b>	2008	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location Orange, California
<b>Facility location(s) where training will occur</b>		<ul style="list-style-type: none"> <li>Orange, California (Orange County)</li> </ul>
<b>Nature of Business:</b>		<ul style="list-style-type: none"> <li>J-Squared General Contractors Inc. (J-Squared) is a general contractor managing design build commercial and corporate structures, tenant improvements, ground up commercial construction,</li> </ul>

	and renovations of active power generating and electricity transferring substations.
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>J-Squared holds contracts with clients such as Southern California Edison, U-Haul International Inc., Los Angeles World Airports, Irvine Company, in Riverside, Orange, Indio, Kern and Inyo counties.</li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>J-Squared requires all employees to be up-to-date in the latest construction regulations and customer varied demands to stay competitive within its industry.</li> <li>J-Squared is experiencing a high demand for its services resulting in a 400% increase in company growth over the past 4 years.</li> <li>Due to client demand, the Company seeks to increase its workforce and expects to hire 12 new staff over the next two-year period (Job Number 2).</li> </ul>

### Training Plan:

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>The growth in business has expanded its customer base. Therefore, employee training demands vary by client project description and scope of responsibility. The Company will train employees on up-to-date specialized commercial, business, and safety training procedures to sustain symbiotic relations with client protocol. Additionally, the Company will train employees in a variety of different job site skills or software to be competent within each client's guidelines for specific projects.</li> <li>Due to high demand and company growth, J-Squared will utilize training in the following to provide more sophisticated skill sets for its employees to handle more projects: business skills, commercial skills, computer skills, hazardous materials, continuous improvement, and OSHA 10/30. This will increase work output sufficient to maintain the increased demand for company services.</li> <li>Newly hired staff will receive training to help assimilate into their new roles at J-Squared and its' work environment. New staff's training will be structured to focus on professional development necessary to help the Company function efficiently during its growth. Trainees will learn various skill sets that will help them complete projects efficiently and independently.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab

☒ E-Learning

☐ CBT

☐ Productive Lab

☐ MS Preceptor

☐ MS Didactic

<b>HazMat</b>	<b>Business Skills</b>	<b>Computer Skills</b>
<b>Commercial Skills</b>	<b>Continuous Improvement</b>	<b>Hazwoper</b>

<b>Certified Safety Training</b>	<input checked="" type="checkbox"/> OSHA 10/30 <input checked="" type="checkbox"/> HAZWOPER <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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### Temp-to-Perm

Average days to convert temporary workers to full time permanent employment.	J-Squared General Contractors Inc. takes 90 days to convert temporary workers to full time permanent employment.
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"> <li>• <b>Project Oversight:</b>  The project will be overseen by the Controller who has been tasked with being the main point of contact for the project and will attend all monitoring visits with ETP staff over the two-year contract term. The Controller will assist in administering the training project internally and help with collecting training rosters to give to the hired subcontractor to fulfill the remaining administration needs.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Trainers:</b>   <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Hazmat, Hazwoper, Hazmat  <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: TBD </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Administration:</b>  The project's administrative tasks will be completed by Training Funding Source, a subcontractor company.   <input type="checkbox"/> In-house  <input checked="" type="checkbox"/> Subcontractor </li> </ul>

**RECOMMENDATION**

Staff recommends approval of this proposal.

**SUBCONTRACTORS**

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Cost / %</b>
Development	Training Funding Source	Seal Beach, CA	\$1,900
Administrative	Training Funding Source	Seal Beach, CA	13% of funds earned
Training Vendors	TBD	TBD	TBD

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

8-200 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Accounting
- Business Writing
- Communication Skills
- Leadership
- Meeting Management
- Project Management
- Project Engineering
- Time Management

**COMMERCIAL SKILLS**

- Confined Space
- Construction Procedures
- Equipment and Tool Operation
- Industrial Experiment Design
- Job Site Procedures
- Production Scheduling
- Standard Operating Procedures
- OSHA 10/30

**COMPUTER SKILLS**

- Architecture, Engineering & Construction (AEC) AutoCAD
- Ariba E-Procurement
- Bluebeam
- Edison
- ISNetworld
- Information Technology Security
- Advanced Microsoft Office
- Procore Construction Management

**CONTINUOUS IMPROVEMENT**

- 6 SIGMA
- Gantt Charts
- Quality and Productivity Improvement
- Statistical Process Control (SPC)

**HAZARDOUS MATERIALS**

- Globally Harmonized System
- Explosives

**HAZWOPER**

- HAZWOPER

**OSHA 10/30**

- OSHA 10
- OSHA 30

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

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



## RETRAINEE - JOB CREATION

Training Proposal for:

**La Jolla Pacific, LTD dba LJP Construction Services**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0352**

**Approval Date:** May 28, 2020

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** Sacramento

**Analyst:** K. Mam

### PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee SB <100 Job Creation Initiative	Industry Sector(s):	Construction (C) Services (61,71,72,81,92)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 30	U.S.: 45	Worldwide: 45
<u>Turnover Rate:</u>	0%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution: (50% of Total ETP Funding Required)**

\$69,436

**Total ETP Funding**

\$49,680



<b>Small Business Only:</b>	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Out-of-State Competition:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Occupations to be Trained:</b>	Technical Staff, 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	Priority Retrainee SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. OSHA 10/30	30	8-200	0	\$1,380	\$18.39
				Weighted Avg: 60			
2	Priority Retrainee Job Creation SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. OSHA 10/30	6	8-200	0	\$1,380	*\$15.00
				Weighted Avg: 60			

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

**Minimum Wage by County: Job Number 1 (Retrainees):** \$18.39 per hour for Orange County

**Job Number 2 (Job Creation):** \$15.00 per hour for Orange 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 for Job Number 1.

**OVERVIEW**

<b>Year Company Founded:</b>	1993	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location Irvine, CA
<b>Facility location(s) where training will occur</b>	<ul style="list-style-type: none"> <li>Irvine, Orange County</li> </ul>	
<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Provides development, construction, project management, and forensics investigation-related consulting services including consulting services for</li> </ul>	

	wood-framed single-family detached housing, high-end custom homes, steel-framed products, urban infill redevelopment projects, and green and sustainable building.
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Architects and Engineers</li> <li>Builders and Developers</li> <li>Financial Institutions</li> <li>Insurance Companies and Property Management Firms</li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>Ongoing changes in regulatory requirements, building and energy code, and development/construction standards.</li> <li>Escalating construction costs, increased regulation, and competition from other construction firms.</li> <li>New proprietary software platform.</li> </ul>

**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>Due to emerging technologies in the construction industry, La Jolla Pacific, LTD dba LJP Construction Services (LJP) has developed a training plan focused on improving overall industry knowledge for its employees.</li> <li>Staff will train on efficient construction solutions which will enable the Company to remain competitive.</li> <li>The Company has also invested over \$60k on a new proprietary software platform, CaptureQA®, which will be implemented within the next year.</li> <li>Also, the residential construction industry is influenced by constantly changing regulatory requirements, building and energy codes, and development/construction standards. As such, staff must train to remain up-to-date with these changes.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab☒ E-Learning☐ CBT☐ Productive Lab

Business Skills	Commercial Skills	Computer Skills
Continuous Improvement	OSHA 10/30	

<b>Certified Safety Training</b>	<input checked="" type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input type="checkbox"/> Hazardous Materials (HAZMAT)
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<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; or,
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### Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	60 Hours
LJP is requesting a weighted average of 60 hours. The Company has developed a training plan that exceeds the 60 hours requested. Staff will receive training on ongoing changes to the industry to remain competitive. The Company has also invested in a new proprietary management software, CaptureQA®, which all staff must train extensively on.	

### Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li><b>Project Oversight:</b>  LJP has a detailed training plan in place. The Controller, National Director, and HR Manager will be responsible for overseeing all aspects of the training project including scheduling, implementation, and logistics of training. The Company has also retained the services of an administrative subcontractor to assist staff in successfully completing this project.</li> </ul>
<ul style="list-style-type: none"> <li><b>Trainers:</b>   <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, OSHA 10/30  <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined </li> </ul>
<ul style="list-style-type: none"> <li><b>Administration:</b>  The HR Manager will be responsible for collecting rosters for the administrative subcontractor to enter information into the tracking systems.   <input type="checkbox"/> In-house  <input checked="" type="checkbox"/> Subcontractor </li> </ul>

### **RECOMMENDATION**

Staff recommends approval of this proposal and modifications.

### **SUBCONTRACTORS**

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$2,900
Administrative	Training Funding Source	Seal Beach	13% of funds earned
Training Vendors	To Be Determined	To Be Determined	To Be Determined

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

8-200 Trainees may receive any of the following:

**BUSINESSS SKILLS**

- + Accounting Skills
- + Business Fundamentals
- + Business Writing
- + Brand & Product Knowledge
- + Client Relationships
- + Communicating, Influencing and Negotiation Skills
- + Contracts
- + Customer Service
- + Effective Meetings
- + Employee Engagement
- + Establishing Performance Objectives
- + Facilitation Skills
- + Goal Setting
- + Interpersonal Skills
- + Leadership
- + Managing Change
- + Managing Conflict
- + Maximizing Performance through Inclusion
- + Problem Solving/ Decision Making
- + Product and Service Knowledge
- + Project Management
- + Presentation Skills
- + Quality Assurance
- + Reports
- + Risk Management
- + Strategic Planning
- + SWOT Analysis (Strengths, Weaknesses, Opportunities & Threats)
- + Team Building
- + Time Management
- + Train the Trainer
- + Writing Skills

**COMMERCIAL SKILLS**

- + Architecture, Engineering and Facilities Management
- + Building and Energy Standards
- + Condo Conversions
- + Construction Procedures
- + Drone Surveys
- + Fall/Hearing Protection
- + Field Inspection
- + Forensics Investigation
- + Green and Sustainable Building
- + Job Site Equipment Operations
- + Master Planned Communities
- + Mid-Rise and High-Rise Condo Buildings

- ✚ Multi-Family Townhomes
- ✚ Office of Statewide Health Planning and Development (OSHPD)
- ✚ Parking
- ✚ Senior Housing and Assisted Living Communities
- ✚ Urban Infill Redevelopment
- ✚ Zero Lot Line Configurations

**COMPUTER SKILLS**

- ✚ Adobe (Acrobat, Dreamweaver, Illustrator, InDesign, Photoshop)
- ✚ Ajera
- ✚ CaptureQA® App Software
- ✚ Microsoft 365 Office (Intermediate/Advanced)
- ✚ MS Project
- ✚ PandaDoc
- ✚ Paylocity
- ✚ QSP/QSD (Qualified SWPPP Developer and Qualified SWPPP Practitioner)
- ✚ SharePoint Document Storage Training
- ✚ Storm Water Pollution Prevention Plan Software (SWPPP)

**CONTINUOUS IMPROVEMENT**

- ✚ Process Improvement
- ✚ Quality Assurance
- ✚ Root Cause Analysis

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

- ✚ OSHA 10
- ✚ OSHA 30

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

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

Training Proposal for:

**Pace Engineering, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0353**

**Approval Date:** May 15, 2020

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

### PROJECT PROFILE

Contract Attributes:	SB <100 Retrainee Priority Rate HUA Job Creation Initiative	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Shasta	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: 54	U.S.: 54	Worldwide: 54
Turnover Rate:	0%		
Managers/Supervisors: (% of total trainees)	N/A		

**In-Kind Contribution:** (100% of Total ETP Funding Required)

\$98,568

**Total ETP Funding**

\$40,710

<b>Small Business Only:</b>	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HUA Only:</b>	Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Occupations to be Trained:</b>	Number of trainees in HUA location: 48
<b>Occupations to be Trained:</b>	Administrative Staff, Engineers/Surveyors, Field Technicians, Managers/Supervisors, 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 HUA	Business Skills, Comm Skills, Computer Skills, Cont. Impr., OSHA 10/30	42	8-200	0	\$805	\$13.76*
				Weighted Avg: 35			
2	SB<100 Retrainee Job Creation Priority HUA	Business Skills, Comm Skills, Computer Skills, Cont. Impr., OSHA 10/30	6	8-200	0	\$1,150	\$13.00*
				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. \*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: \$13.76 per hour for Shasta County

Job Number 2 (Job Creation): \$13.00 per hour for Shasta 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

<b>Year Company Founded:</b>	1976	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location Redding
<b>Facility location(s) where training will occur</b>	<ul style="list-style-type: none"> <li>Redding (Shasta County)</li> </ul>	

<b>Nature of Business:</b>	Pace Engineering, Inc. (Pace) is an engineering firm specializing in structural, electrical, mechanical, surveying and mapping and civil engineering.
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<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>• Civic</li> <li>• Commercial/Industrial</li> <li>• Education</li> <li>• Entertainment/Hospitality</li> <li>• Healthcare</li> <li>• Land Development</li> <li>• Large Utilities</li> <li>• Master-Planned Communities</li> <li>• Public Works</li> <li>• Residential</li> <li>• Retail</li> <li>• Wastewater Facilities</li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>• In the next two years, Pace is expanding its market in the following areas: Education, Healthcare, Public Works, Land Development, Large Utilities, and Industrial Facilities.</li> <li>• Pace has hired four additional employees in the last two years and plans to hire another five employees in the next two years to expand its Engineers/Surveyors and Field Technicians.</li> <li>• The Company is projecting a 5% increase per year over the next three years.</li> <li>• With the increase customer demands in areas such as innovation, service, quality assurance, sustainability, and productivity with technology, Pace must streamline its production process and increase employee skills to effectively deliver customer expectations.</li> </ul>

### Training Plan:

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>• All staff will receive software training to remain competitive in their field by upgrading abilities in AutoCAD, Civil 3D, and engineering design software.</li> <li>• The engineering industry is influenced by constantly changing regulatory requirements, building codes, and industry standards and all staff must be kept apprised of the changes and requirements.</li> <li>• All staff will also be trained on emerging technologies such as drones and other pertinent topics such as project management, teamwork, client relationships, and time management. In addition, the Administrative Staff will receive in depth training on budgeting and process improvement. Training will provide efficiency across the Company.</li> <li>• Engineers/Surveyors need training to effectively manage budgets, stay abreast of new engineering, surveying and mapping, and quality assurance.</li> </ul>
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	<p>Improved efficiency is a major goal for engineers and surveyors in order to complete projects in fewer hours and avoid having to do any re-work.</p> <ul style="list-style-type: none"> <li>• Field Technicians need training to deliver alternative construction schematics, modeling, and electrical design processes that will improve building design for Pace's cliental.</li> <li>• Managers/Supervisors need training to improve marketing skills and financial management which will result in high quality service and customer satisfaction.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab
 ☒ E-Learning
 ☐ CBT
 ☐ Productive Lab

Business Skills	Commercial Skills	Computer Skills
Continuous Improvement	OSHA 10/30	

<b>Certified Safety Training</b>	<input checked="" type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input type="checkbox"/> Hazardous Materials (HAZMAT)
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<b>Alternative Recordkeeping</b>	<p>The Contractor will use an approved alternate recordkeeping for e-Learning/videoconferencing.</p> <ul style="list-style-type: none"> <li>• The trainer will take roll call and provide an email to the Contract Representative with all required roster information including those who participated in the training.</li> </ul>
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<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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### Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	50 Hours
<p>Pace is requesting a weighted average of 50 hours for the Engineers/Surveyors and Field Technicians in Job Number 2 (Job Creation). Pace dedicates the first three weeks (120 hours) of employment to occupation specific training. Additional job specific training can occur for up to two months from the date of hire.</p>	

## Training Infrastructure & Administrative Plan

- **Project Oversight:**

The Office Manager will oversee the ETP Contract as well as the Principle Engineer and an Office Assistant to aid in scheduling and collecting rosters. Pace has also retained a third-party administrator who has extensive ETP experience to assist with administration. Training will be provided by qualified in-house experts and vendors as needed.

- **Trainers:**

- ☒ In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement
- ☒ Vendor – Types of Training by vendor: OSHA 10/30

- **Administration:**

The Office Manager, Principle Engineer, one Office Assistant, and Training Funding Source.

- ☒ 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	\$2,900
Administrative	Training Funding Source	Seal Beach	Fee is not to exceed 13% of payment earned.
Training Vendors	To Be Determined	To Be Determined	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
- Budgets
- Business Development
- Client Relationships
- Communication
- Contracts
- Correspondences and Transmittals
- Effective Writing
- Financial Management
- Industry Standards
- Leadership
- Marketing
- Negotiation
- Product Knowledge
- Regulatory Requirements
- Risk Management
- Sales
- Teamwork
- Time Management

**COMMERCIAL SKILLS**

- Building Codes
- Construction Administration
- Construction Observation (including testing procedures)
- Construction Schematics
- Correspondences and Transmittals
- Drones
- Electrical Design
- Engineering
- HVAC
- Land Development
- Modeling
- Qualified SWPPP Developer and Qualified SWPPP Practitioner
- Safety Training
- Surveying and Mapping
- Water and Wastewater

**COMPUTER SKILLS**

- Adobe
- Ajera
- AutoCAD
- Bluebeam
- Civil 3D

- Engineering Design Software
- Microsoft Office
- Microsoft Windows
- Microstation
- Revit

#### **CONTINUOUS IMPROVEMENT**

- Goal Setting
- Planning
- Process Improvement
- Project Management
- Quality Improvement

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

- OSHA 10
- OSHA 30

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

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

Training Proposal for:

**PJNB, Inc. dba Certapro of Huntington Beach**

**Delegation  $\leq$  \$75,000 Single Employer**

**Contract Number: ET20-0350**

**Approval Date:** June 10, 2020

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** San Diego

**Analyst:** C. Clady

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SET SB <100 Job Creation Initiative	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 40	U.S.: 40	Worldwide: 40
<u>Turnover Rate:</u>	14%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution:** (100% of Total ETP Funding Required)

\$88,355

**Total ETP Funding**

\$47,610

<b>Small Business Only:</b>	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Out-of-State Competition:</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Occupations to be Trained:</b>	Field Technicians, Administrative, Leads, 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 Priority SB<100 SET	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat PL-Comm. Skills	40	8-200	0	\$1035	\$25.01
				Weighted Avg: 45			
2	Job Creation Priority SB<100 SET	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat PL-Comm. Skills	6	8-200	0	\$1035	\$15.33
				Weighted Avg: 45			

**Minimum Wage by County:** Job Number 1: \$25.01 state wide SET and Job Number 2: Orange County \$15.33

**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 Number 1 and Job Number 2.

**OVERVIEW**

<b>Year Company Founded:</b>	2009	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location Huntington Beach
<b>Total Number of Facility locations in California</b>	1	
<b>Facility location(s) where training will occur .</b>	Huntington Beach, CA	

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>CertaPro provides pressure washing and painting (interior and exterior) for residential and commercial property owners and managers.</li> </ul>
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<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Commercial , Residential Buildings, and Retail</li> <li>Coldwell Banker Richard Ellis, Layton Belling Associates (LBA Realty), CVS, Lens Crafters and Chipotle.</li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>Today's customers are more educated looking for increased complexity of projects. Customers are able to search the internet and see home improvement shows for ideas translating to unique demands.</li> <li>To remain competitive the Company must train staff on innovative technologies, requiring new skill sets.</li> <li>PJNB purchased new equipment which will allow employees to be more effective at their jobs.</li> <li>The Company will implement new software Microsoft Dynamics, Office 365, and Customer Relations Software which will streamline processes and increase productivity among staff.</li> </ul>

**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>Continuous Improvement skills will be provided to all staff. This training is essential for improving customer satisfaction, leadership skills, workspace performance, and integrating innovation.</li> <li>Field Technicians will be trained on new equipment which includes, pressure washers, sprayers, paint sprayers and sanders. This training will allow trainees to provide customers with a higher quality of work.</li> <li>All staff will be trained based upon respective occupation on Microsoft Dynamics, Office 365 and Customer Relations Software.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab☒ E-Learning☒ Productive Lab☐

<b>Business Skills</b>	<b>Continuous Improvement</b>	<b>Computer Skills</b>
<b>Commercial Skills</b>	<b>HazMat</b>	

<b>Certified Safety Training</b>	<input type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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<b>Productive Laboratory</b>	<b>Justification:</b>
	<input checked="" type="checkbox"/> New Equipment <input type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards
	<b>24 PL Hours per-trainee</b>
<b>Occupations Receiving PL Training: Field Technicians and Leads.</b>	
The PL instructor must be dedicated to training, at a ratio of 1:1.	

<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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### Training Infrastructure & Administrative Plan

The project will be overseen by the Owner, Production Manager, and Office Manager. Training will be conducted by 6-7 In house trainers. The Company retained an Administrative contractor to do the recordkeeping and tracking of hours. Training will begin upon approval or project.	
<ul style="list-style-type: none"> <li><b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training:</li> <li><input type="checkbox"/> Vendor – Types of Training by vendor:</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li><b>Administration:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> In-house</li> <li><input checked="" type="checkbox"/> Subcontractor</li> </ul> </li> </ul>	

### RECOMMENDATION

Staff recommends approval of this proposal.

### SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$1,900
Administrative	Training Funding Source	Seal Beach	13%
Training Vendors	To Be Determined		



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

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Budget
- Coaching Skills
- Communication
- Conflict Management
- Customer Service
- Developing new Opportunities
- Leadership
- Performance Management Planning
- Product Knowledge
- Risk Management
- Schedule Coordination
- Profit & Loss
- Accounts Payable/Receivable

**COMMERCIAL SKILLS**

- Construction procedures/techniques
- Equipment/Tool Operations, maintenance and troubleshooting
- Installation/Application Techniques
- Job Costing
- Job Budgeting
- Materials Handling and Storage
- OSHA 10 & 30
- Painting & Staining
- Power Tool use and Guarding
- Prepping/Protecting Property
- Job Planning/Site Logistics
- Respiratory Protection
- Site Logistics

**COMPUTER SKILLS**

- Dynamics 365 Customer Relationship
- GPS Software
- Microsoft Office
- QuickBooks
- Time Tracking
- Website

**CONTINUOUS IMPROVEMENT**

- Process Improvement
- Problem Solving/Decision making
- Productivity Improvement
- Leading Situationally
- Quality Systems and Procedures
- Team Building
- CustomerService/NPS

**HAZARDOUS MATERIALS**

- Hazard communication
- Material Safety Data Sheet
- Toxic Substances

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

**PL Hours**

0 - 40

**COMMERCIAL SKILLS** (Trainer-to-Trainee ratio 1:1)

- Equipment Operations
- Field Operational Procedures

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



**Training Proposal for:**  
**Platt/Whitelaw Architects, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0313**

**Approval Date:** May 5, 2020

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** San Diego

**Analyst:** S. Bailey

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SB <100 SET	Industry Sector(s):	Services (G) Construction (23)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 16	U.S.: 16	Worldwide: 16	
<u>Turnover Rate:</u>	5%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

**In-Kind Contribution:**

\$26,136

**Total ETP Funding**

\$16,905

<b>Small Business Only:</b>	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Occupations to be Trained:</b>	Architects, Drafters, Administrative Staff, Executive 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	Retrainee Priority SB<100 SET	Business Skills Comm Skills Computer Skills	15	8-60	0	\$920	\$25.01
				Weighted Avg: 40			
2	Job Creation Priority SB<100 SET	Business Skills Comm Skills Computer Skills	3	8-60	0	\$1,035	*\$15.20
				Weighted Avg: 45			

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

**Minimum Wage by County:** Job 1 (Retrainee): San Diego County: \$25.01 per hour; Job 2 (Job Creation): San Diego County: \$15.20 per hour.

**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 Numbers 1 and 2.

**OVERVIEW**

<b>Year Company Founded:</b>	1980	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location San Diego, CA
<b>Facility location where training will occur</b>	<ul style="list-style-type: none"> <li>San Diego, CA</li> </ul>	

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Founded in 1980, Platt/ Whitelaw Architects, Inc. (Platt/ Whitelaw) specialize in providing commercial architectural design services for remodels, and renovations.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>The Company's customers include San Diego Unified School District, City of San Diego, County of San Diego, Brown and Caldwell, and Kimley Horn.</li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>Due to increasing demands for the Company's services from both new and existing customers, Platt/ Whitelaw looks to increase their workforce skills in the latest technologies, construction methods, and design standards.</li> <li>Customers actively seek to minimize costs on new projects; therefore, Platt/ Whitelaw must minimize customer costs, yet complete projects efficiently and up to standard. To this end, staff needs skills to determine how long it takes to complete a project and what is necessary to complete a project within a reasonable pre-determined budget.</li> <li>Architects are technically skilled, but need additional training in business skills to effectively manage project finances, overall project management and supervise field staff. Platt/ Whitelaw is embarking on a companywide investment to develop professional skills of all staff. This will ensure that staff can better respond to customer demands and work independently in the field to guarantee customized solutions for customers.</li> <li>The Company is experiencing growth at a rate of 10% per year. As such, Platt/ Whitelaw has committed to hiring 3 newly hired staff over the next two years.</li> </ul>

### Training Plan:

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>To ensure compliance with the latest codes, construction standards and innovations to meet customer demand, the Company seeks training in the industry's latest construction and design methodologies.</li> <li>Staff will receive training in Project Management as well as Commercial, Business, and Computer Skills. The expected outcome will see staff generate attainable budgets and timelines for new projects that are reasonable and in line with unique customer requests, while maintaining industry standards.</li> <li>Develop and foster a cohesive work environment, Architects will be trained to be better equipped to engage with customers as well as manage projects while in the field. Administrative staff will receive training in professional development so as to market</li> </ul>
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	<p>with the ever-changing requirements necessary to develop proposals for clients.</p> <ul style="list-style-type: none"> <li>Over the next two years, Platt/ Whitelaw plans to increase its workforce by 18%. Therefore, newly hired staff will receive the training necessary to obtain the skills necessary to keep up with customer demands while implementing innovative techniques to develop projects.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☒ E-Learning
 ☐ CBT
 ☐ Productive Lab  
☐ MS Preceptor
 ☐ MS Didactic

<b>Business Skills</b>	<b>Commercial Skills</b>	<b>Computer Skills</b>
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### Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li><b>Project Oversight:</b>  The Chief Financial Manager will oversee the project administration and training implementation. Human Resources staff will assist with ensuring quality controls are in place for accurate recordkeeping and training hour upload.</li> </ul>
<ul style="list-style-type: none"> <li><b>Trainers:</b>   <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills  <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: TBD         </li> </ul>
<ul style="list-style-type: none"> <li><b>Administration:</b>  Project administration will be overseen by the Chief Financial Manager and HR.   <input checked="" type="checkbox"/> In-house  <input type="checkbox"/> Subcontractor         </li> </ul>

### **RECOMMENDATION**

Staff recommends approval of this proposal and modifications.

### **SUBCONTRACTORS**

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Cost / %</b>
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendors	TBD	TBD	TBD

## **Exhibit B: Menu Curriculum**

### **Class/Lab/ E-Learning Hours**

8-60            Trainees may receive any of the following:

#### **BUSINESS SKILLS**

- Client Acquisition
- Client Interaction/Quality Control
- Project Management
- Proposal Procedures
- Business Report Writing
- Coaching
- Leadership Skills
- Marketing Strategy and Development
- Project Administration

#### **COMMERCIAL SKILLS**

- Building Codes
- Design Standards
- Computer Aided Design
- Financial Management

#### **COMPUTER SKILLS**

- AutoCad
- Revit
- BlueBeam
- Modeling Programs

Note: Reimbursement for retraining is capped at 60 total training hours per trainee, regardless of the method of delivery.
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**Training Proposal for:**  
**Save Mart Supermarkets**  
**Contract Number: ET20-0351**

**Approval Date:** May 19, 2020

**Panel Meeting of:** June 26, 2020

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

**Analyst:** S. Wang

**PROJECT PROFILE**

Contract Attributes:	Retrainee SET	Industry Sector(s):	Retail (F)  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Counties Served:	Alameda, Contra Costa, Fresno, Mendocino, Merced, Monterey, Sacramento, Santa Clara, Sonoma, Stanislaus	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No United Food and Commercial Workers (UFCW) Local 5			
Number of Employees in:	CA: 7,000	U.S.:15,000	Worldwide: 15,000	
<u>Turnover Rate:</u>	37%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

**FUNDING DETAIL**

In-Kind Contribution:
\$74,808

Total ETP Funding
\$72,000



**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET	PL - Commercial Skills	18	8-200	0	\$4,000	\$24.55
				Weighted Avg: 200			

**Minimum Wage by County:** Alameda, Contra Costa, Fresno, Mendocino, Merced, Monterey, Sacramento, Santa Clara, Sonoma, and Stanislaus counties – SET Wage Non-Priority - \$33.34 per hour. [Note: The Post-Retention Wage is based on union-negotiated wage/benefits].

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

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

Up to \$6.95 per hour may be used to meet the Post-Retention Wage. This amount has been verified in the collective-bargaining agreement (CBA) wage table.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Meat Cutters	\$17.60 - \$23.95	18

**INTRODUCTION**

Founded in 1952 and headquartered in Modesto, Save Mart Supermarkets (Save Mart) ([www.savemart.com](http://www.savemart.com)) is a subsidiary of The Save Mart Companies. The Save Mart Companies is the largest family-owned grocery store across California and Northern Nevada, operating 208 stores. ETP-funded training will be delivered at Save Mart and Lucky facilities (15 stores total) at its Alameda, Contra Costa, Fresno, Mendocino, Merced, Monterey, Sacramento, Santa Clara, Sonoma, and Stanislaus locations.

This will be Save Mart's first ETP Contract. In this proposal, Save Mart will be the lead employer and seeks funding to train employees at its stores and its affiliate (Lucky) locations. Its brands include: Save Mart, S-Mart Foods, Lucky, Lucky California, FoodMaxx, and MaxxValue.

The demand for skilled Meat Cutters is continuous at all Save Mart and Lucky locations. To become a Meat Cutter, employees require extensive training to enable them to effectively serve customers. This includes 400 hours of classroom training and 1,040 hours of (on-the-job) Productive Lab (PL) training. In this proposal, the Company is requesting only the PL portion of training as all classroom training has been completed through the union's (UFCW) Apprenticeship Program. This will allow the trainees to quickly learn all meat-cutting techniques.

**Veterans Program**

Even though Save Mart is not requesting a separate Job Number for Veterans, the Company is an equal opportunity employer who is committed to recruiting, hiring, and promoting qualified individuals of all backgrounds.

**Union Support**

Meat Cutters are represented by United Food and Commercial Workers (UFCW) Local 5. The union has submitted a letter of support for this training project.

**PROJECT DETAILS****Training Plan**

ETP training will be delivered to Meat Cutters via Productive Lab (PL) – Commercial Skills.

**Productive Laboratory (PL)**

At Save Mart, a Meat Cutter is required to learn to properly wrap, cut, grind, and weigh meat for consumer consumption. The Company will use PL training to test trainees on the materials learned from UFCW classroom training delivered during their 1-yr apprenticeship program. PL Training will be delivered on a trainer-to-trainee ratio of 1:1 to approximately 18 Meat Cutters for a maximum of 200 hours. PL training will be delivered by experienced Meat Cutters who have completed 400 hours of classroom, 1,040 hours of on-the-job training, and have several years of in-store experience. PL training will focus on the utilization of specific meat cutting equipment to accomplish a variety of tasks on the butcher's block. A training log to document proficiency will be signed off to determine if goals and competencies are met.

**Commitment to Training**

Save Mart's annual training budget in California is \$10,000 per facility. The Company currently funds all training on government-mandated safety regulations, new-hire orientation, and rudimentary job skills. The Meat Cutters receives mandatory 144 hours of classroom training through UFCW Local 5 and 1,040 hours of PL training, which will be delivered in stores. ETP funds will cover the first 200 hours of PL training and the remaining 840 hours will be covered by the Company. 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**

Save Mart's Public Affairs Manager (dedicated administrator) will oversee ETP-funded training. Along with the Public Affairs Manager, the Director of Payroll and Store Manager at each store will schedule training, collect rosters, and track ETP-training hours. Training will be delivered by experience Meat Cutters at each Lucky and Save Mart location.

**Impact/Outcome**

Success completion of the PL Training will result in meeting the requirements for the broader UFCW Apprentice Program where Meat Clerks become (Apprentice) Meat Cutters.

**Turnover Rate**

The turnover rate for Save Mart during the last calendar year is 37%. This percentage is based on the industry norm according to the U.S Bureau of Labor Statistics.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

N/A

**Exhibit B: Menu Curriculum****Productive Lab (PL) Hours (1:1 Trainer-to-Trainee Ratio)**

8-200

Trainees may receive any of the following:

**PL- COMMERCIAL SKILLS**

- ADC (Applied Data Corporation) Grind Module Training
- Equipment / Machine Operation
- Meat Cutting Techniques
- Proteins
- Sanitation
- Supermarket Math

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

**Jack Landes**  
Secretary - Treasurer

**Main Office:**  
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Workers Union, Local 5**  
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Samantha Wang, Program Analyst  
California Employment Training Panel  
1065 E. Hillside, Suite 415  
Foster City, CA 94404

05/13/2020

Application Reference: #19-0678

Dear Employment Training Panel,

UFCW Local 5 would like to voice our support of The Save Mart Companies ETP funding application for the Productive Lab portion of the UFCW Meat Cutting Apprenticeship program--reference #19-0678. Contract approval for ETP funds will ensure dedicated hours for these trainees so that they are able to complete the required on-the-job training to advance their career in the meat-cutting trade. Please feel free to call me if you have any questions.



**John Bueno**  
**UFCW 5**  
**Northern California**  
**JAC Meat Apprenticeship**  
**Director**  
**510-583-8425**



## RETRAINEE - JOB CREATION

Training Proposal for:

**Visalia Ceramic Tile, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0354**

**Approval Date:** May 26, 2020

**Panel Meeting of:** June 26, 2020

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative HUA SET	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Tulare	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 135	U.S.: 135	Worldwide: 135
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution:** (100% of Total ETP Funding Required)

\$91,200

**Total ETP Funding**

\$52,210

<b>HUA Only:</b>	Number of trainees in HUA location: 83
<b>Occupations to be Trained:</b>	Administrative Staff, Demolition Staff, Granite Fabricators, Granite Installers, Tile Finishers, Tile Setters, Warehouse 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	Retrainee Priority SET HUA	Business Skills Comm Skills Computer Skills OSHA 10/30 PL-Comm. Skills	70	8-200	0-34	\$575	\$13.76*
				Weighted Avg: 25			
2	Retrainee Priority SET HUA Job Creation	Business Skills Comm Skills Computer Skills OSHA 10/30 PL-Comm. Skills	13	8-200	0-34	\$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 Tulare County and Job Number 2: \$13.00 per hour for Tulare 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

<b>Parent Company</b>			Visalia Ceramic Tile, Inc. (VCT)
<b>Year Company Founded:</b>	1985	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location Visalia	
<b>Facility location(s) where training will occur</b>			<ul style="list-style-type: none"> <li>Visalia (Tulare County)</li> </ul>

<b><i>Participating Affiliates &amp; Respective Facility Location(s) where training will occur:</i></b>	<ul style="list-style-type: none"> <li>American Ceramic Tile and Supply; Visalia (Tulare County)</li> </ul>
<b><i>Nature of Business:</i></b>	<ul style="list-style-type: none"> <li>Residential Construction</li> <li>Ceramic tile and granite installation</li> </ul>
<b><i>Customer Base</i></b>	<ul style="list-style-type: none"> <li>Residential Construction Contractors</li> <li>Homeowners</li> <li>Tile and Flooring Businesses</li> </ul>
<b><i>Business / Industry Needs / Changes</i></b>	<ul style="list-style-type: none"> <li>Adding a second shift (includes Administrative Staff, Demolition Staff, Granite Fabricators, and Granite Installers).</li> <li>New equipment purchases include Water Jet and Polishing Machine. Equipment will be fully installed by June 2021.</li> <li>New software includes Mobile Software.</li> <li>Need to update staff on changes in the Tile Installation Standards along with additional State and Federal mandates.</li> <li>Increase in customer demand.</li> <li>VCT, in response to draw talent to the industry, created their own apprentice like training program. The training is through a federally approved program developed by the National Tile Contractors Association.</li> <li>The Company had an eight percent growth last year and projects a 15 percent increase over the next two years.</li> </ul>

### Training Plan:

<b><i>Need for Training:</i></b>	<ul style="list-style-type: none"> <li>Training will focus on the apprentice training program VCT offers for Tile Finishers and Tile Setters.</li> <li>The training will also focus on proper techniques for demolishing and installing granite and tile for Demolition Staff, Granite Fabricators, and Granite Installers.</li> <li>The Company will also provide extensive training for their new equipment including the Water Jet and Polishing Machine to all occupations except Warehouse Staff and Administrative Staff.</li> <li>In addition, VCT will provide OSHA 10 and OSHA 30 training to the Tile Finishers and Tile Setters.</li> <li>VCT provides certified training in areas such as forklift and CNC Operator Training. The Company will offer certified training to all occupations except the Administrative Staff.</li> <li>The Company will train all occupations on software including Mobile Software.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Staff will receive training on changes in industry standards including State and Federal mandates and regulations, equipment standards, and installation standards.</li> <li>• Training ensures employees are able to perform their job efficiently. VCT also cross-trains employees and offers opportunities to promote within.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab
 ☒ E-Learning
 ☒ CBT
 ☒ Productive Lab

Business Skills	Commercial Skills	Computer Skills
OHS 10/30	PL- Commercial Skills	

<b>Alternate Recordkeeping</b>	<p>The Contractor will be using an approved alternative recordkeeping for e-Learning/videoconferencing.</p> <p>The Company is requesting Video Conferencing/E-Learning training rosters to be sent via email from the trainer with all required roster data included in the email. VCT had to adjust their training options to incorporate social distancing requirements.</p>
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<b>Certified Safety Training</b>	<input checked="" type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input type="checkbox"/> Hazardous Materials (HAZMAT)
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<b>Productive Laboratory</b>	<b>Justification:</b> <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input checked="" type="checkbox"/> Certification Standards
	<b>25 PL Hours per-trainee</b>
	<b>Occupations Receiving PL Training:</b> Demolition Staff, Granite Fabricators, Granite Installers, Tile Finishers, Tile Setters
The PL instructor must be dedicated to training, at a ratio of 1:3.	
<b>Ratio Higher than 1:1</b>	Production and/or production process requires a team of three workers.

<b>Job Creation Justification</b>	<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
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## Training Infrastructure & Administrative Plan

- **Project Oversight:**

VCT has a detailed training plan in place and is ready to begin training upon approval. The Human Resource Supervisor and Company President will oversee the administration and implementation of training. In addition, the Training and Development Coordinator along with the Commercial and Residential Project Managers will be responsible for collecting and reviewing rosters.

- **Trainers:**

☒ In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, PL-Commercial Skills

☒ Vendor – Types of Training by vendor: OSHA 10/30

- **Administration:**

Human Resource Supervisor, Company President, Training and Development Coordinator, Commercial and Residential Project Managers

☒ In-house

☐ 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, E-Learning, Video Conferencing Hours**

8-200 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Accounting
- Communication Strategies
- Cost Management/Production
- Customer Relations
- Expectation Management
- High Performance Teams
- Ordering/Inventory
- Project Management
- Quality Control
- Risk Assessment and Management
- Safety Management
- Sales/Marketing
- Time Management

**COMMERCIAL SKILLS**

- Automated Bridge Saw
- Boomlift
- Caulking
- Cleaners
- Construction Equipment
- Construction Tools
- CNC Operator Training
- Demolition
- Designing
- Forklift
- Granite Installation
- Granite Templating
- Grouting
- Ladder Training
- LOTO (Lock Out Tag Out)
- Polishing Machine
- Respirators
- Sanitation (Clean up and disposal of waste)
- Sealers
- Scaffolding
- Scissor Lifts
- Shipping and Receiving
- Tile Finishing
- Tile Installation
- Tile Preparation
- Trade Setter and Trade Finisher Math
- Vehicle Safety
- Warehouse
- Water Jet

**COMPUTER SKILLS**

- CAD/CAM Software
- Microsoft Office (Intermediate and Advanced)
- Mobile Software
- Titan Machinery
- Viewpoint Contractors Program

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

- OSHA 10
- OSHA 30

**Productive Lab Hours** (1:3)

0-25

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

- Automated Bridge Saw
- Boomlift
- Caulking
- Construction Equipment
- Construction Tools
- CNC Operator Training
- Demolition
- Forklift
- Granite Installation
- Granite Templating
- Grouting
- Ladder Training
- Polishing Machine
- Sealers
- Scaffolding
- Scissor Lifts
- Tile Finishing
- Tile Installation
- Tile Preparation
- Water Jet

**CBT Hours**

0-34

**OSHA 10**

- Course Orientation V5 (30 mins)
- Focus Four Caught Between Hazards (30 mins)
- Focus Four Electrocution Hazards (1.5 hrs)
- Focus Four Fall Hazards (30 mins)
- Focus Four Struck by Hazards (30 mins)
- Health Hazards (30 mins)
- Intro to Cal/OSHA V5 (1 hr)
- PPE (30 mins)
- Scaffolds, Stairs, Ladders (2 hrs)

**OSHA 30**

- Concrete and Masonry (30 min)
- Confined Spaces (1 hr)
- Construction Health Hazards (2 hrs)
- Crane Safety (1 hr)
- Ergonomics (1 hr)
- Excavation Safety (1 hr)
- Fire Prevention (1 hr)
- Focus Four Caught By or Between (30 mins)
- Focus Four Electrocution (30 mins)
- Focus Four Fall Hazards (1.5 hrs)
- Focus Four Struck by Hazards (30 mins)
- Hand and Power Tools (1 hr)
- Hazard Recognition and Mitigation (30 mins)
- Introduction to NFPA70E (30 mins)
- Intro to OSHA (1 hr)
- Managing Safety and Health (2 hrs)
- Materials Handling (1 hr)
- Motor Vehicles (1 hr)
- Observing/Correcting Unsafe Behaviors (30 mins)
- OSHA 30 Leading Cultural Change (30 mins)
- PPE (2 hrs)
- Preventing Injuries and Incidents (30 mins)
- Safety and Health Programs (30 mins)
- Scaffolding (1 hr)
- Steel Erection (1 hr)
- Stairways and Ladders (1 hr)
- Supervisor S&H Responsibilities (30 mins)
- Welding and Cutting (1 hr)

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

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