PANEL PACKET

July 2020

State of California—Labor and Workforce Development Agency

Employment Training Panel

TABLE OF CONTENTS

Panel Meeting of July 24, 2020

PRELIMINARY MATTERS

Future Meeting Sites
Prior Meeting Minutes
Key Program Elements

OTHER MATTERS

Legal Counsel Report

REVIEW AND ACTION ON PROPOSALS

Consent Calendar ***Tab***

Con J. Franke Electric, Inc. ---------- 1
Fullerton Chamber of Commerce dba North Orange County Chamber ---------- 2
JobTrain, Inc. (COVID-19) ---------- 3
La Tapatia Tortilleria, Inc. ---------- 4
La Valle Sabbia, Inc.---------- 5
Shirley Ware Education Center---------- 6
Tidwell Excavation Acquisition Co. Inc. ---------- 7

Proposals for Single-Employer Contractors ***Tab***

North Hollywood Regional Office

Apeel Technology, Inc. dba Apeel Sciences (Critical Proposal)---------- 8
Doty Bros Equipment Co. ---------- 9
ELADH, L.P. ----------10
The Permanente Medical Group, Inc. dba Southern California Permanente
Medical Group (Withdrawn)----------11

San Diego Regional Office

Optum Services, Inc. ----------12

Sacramento Regional Office

Niagara Bottling, LLC----------13

Central Office – Program Projects Unit

Ly Brothers Corporation dba Sugar Bowl Bakery----------14

Proposals for Multiple-Employer Contractors Tab

Sacramento Regional Office

Grossmont-Cuyamaca Community College District----------15

Amendments Tab

Texcellent, Inc. dba JS College----------16

SUMMARY OF DELEGATION ORDERS

Delegation Orders ***Tab***

Aleia Corp. dba Surplus Service
Alta Environmental, L.P.
Commercial Casework Incorporated
NB Baker Electric Inc. dba Baker Home Energy

State of California

M e m o r a n d u m

To: Panel Members

Date July 24, 2020

From: Peter Cooper
Assistant Director

Subject: **Future Meeting Sites**

July 24, 2020	**Virtual Meeting**
August 28, 2020	**Virtual Meeting**
September 25, 2020	**California Environmental Protection Agency (Cal/EPA)** **Time: 09:30 AM** **Sierra Hearing Room, 2nd Floor** **1001 I Street, Sacramento, CA 95814**
October 23, 2020	**California Environmental Protection Agency (Cal/EPA)** **Time: 09:30 AM** **Sierra Hearing Room, 2nd Floor** **1001 I Street, Sacramento, CA 95814**

STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL

Zoom Virtual Meeting
June 26, 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
June 26, 2020

I. PUBLIC PANEL MEETING CALL TO ORDER

Acting Chairperson Janice Roberts called the meeting to order at 9:48 a.m.

II. ROLL CALL

Present
Janice Roberts
Gloria Bell
Chris Dombrowski
Gretchen
Newsom
Rick Smiles
Douglas
Tracy

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

IV. MINUTES

Motion carried, 6 to 0Acting Chairperson Roberts asked if the Panel Members reviewed the Meeting Minutes from the last Panel Meeting.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the Meeting Minutes, with the following edits to be made: adding the word “not” on page 26 and on page 27. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 to 0

V. REPORT OF THE ASSISTANT DIRECTOR

Mr. Cooper welcomed the Panel Members, Applicants, and Stakeholders and reported that today's meeting is approximately $9.3M with another $840,729 in delegation orders, for a total of approximately $10.1M.

Mr. Cooper recognized the following persons in attendance: Diana Torres, San Diego Regional Office Manager; Ryan Swier, North Hollywood Regional Office Manager; and Jana Lazarewicz, Sacramento Regional Office Manager.

Mr. Cooper stated this is our second panel meeting with Zoom and we are trying to improve it to make function better for everyone. The July Panel meetings will also be held virtually with Zoom, and, most likely, the August Panel meeting as well. 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. Responding to COVID and the Recession are of paramount importance to ETP now and for the coming fiscal year. This is reflected in our Draft Strategic Plan for 2020-21, which Mario Maslac will be presenting shortly.

Mr. Cooper stated the ETP COVID Response plan and our COVID Pilot have been well received and we are starting to get more contracts that have these components. We have processed nearly 200 COVID amendments – for example, today you will see one from CMTA to support small businesses during the pandemic and expand economic development efforts throughout the state. Over the next few months, we will also see more COVID Pilot proposal come before you from a variety of sectors. We already have several million dollars in COVID Pilot applications being processed. ETP continues to play a critical role in supporting the state's efforts around Covid tracing, with 6 staff re-assigned for this work, and in processing of UI claims.

Mr. Cooper reported that regarding the Budget and the Legislature: The Budget has passed and we are waiting for it to be 'Chaptered' into code but we know our funding appropriation is intact at $103M and that we got an additional $1M for the Paid Family Leave grant program for Small Businesses on an on-going basis. However, we are going to see a decrease in our revenue with the recession --- the employer taxes collected that go into the Employment Training Fund – and we should know what they are in October when we see the data from the 2nd quarter of this year reflected. We are planning for at least a 20% reduction. The Trailer Bill that will create the new workforce department called the Department of Better Jobs and Higher Wages has been passed but there is no funding attached to it. This means we will continue to more toward consolidation/alignment with DAS, CWDB, EDD WSB, but not as quickly as originally planned. We have collaborated on a DOL Grant application for expansion of apprenticeship with the DAS and CWDB and we will know in early July if we got it.

Mr. Cooper then reported regarding the New Computer System and Process Improvements. Work continues on developing the pre-application and application

processes within Cal-E-Force -- the replacement system for ETP's legacy systems. The system is being deployed in stages. The team is completing the testing of migrating existing legacy contracts to the new platform including multiple employers' contractors (MECs) and other single employer contractors migrated from yet another legacy system. We have had and will continue to solicit stakeholder input for system features. 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. Regarding Staff and Operations: We are continuing to do business and are open but majority of staff are working remotely, for the most part. We have been instructed by the Administration/CalHR to move toward 25% of staff in the office each day. We will move forward in a very careful, slow process that puts staff safety at the forefront and relies largely on volunteer participation over the months ahead.

Mr. Cooper also reported regarding Core Funds for this Fiscal Year that if all FY 19/20 proposals are funded today, the Panel will have completed the Fiscal Year by approving just over $92.8M in 318 projects. If all FY 20/21 proposals are funded today, the panel will have approved just over $6.9M in 21 projects to date. ETP will have approximately $73.0M for the remainder of the FY 20/21 with a demand of $109.1M. Under Delegation Order for these proposals 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 88 delegations.

Mr. Cooper then reported that regarding Demand and Allocations: Single Employer Contracts: requests in Regional Offices and AAU $67.5M. MEC requests: $11.7M in demand. Small Business: $9.4M demand. Critical Proposals: $235,617 in demand. Apprenticeships: $20.3M in demand. Overall demand is currently around $109.1M, with around $73M left for FY 20/21.

Mr. Cooper requested a Motion to Approve the Consent Calendar.

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

Ms. Newsom added she had a concern about one of the items on the Consent Calendar, which would be Tab No. 1 on the consent calendar, California Harvesters. They have an exciting new concept that they are going to go into. First, wanted to get clarification from staff. It says that they are not priority industry, but it lists agriculture and services and it looks like they would be a priority industry.

Acting Chairperson Roberts stated she asked the staff to look at that and they said they were looking at it and not sure what they resolved on that. You have any idea on what that where we came with that conclusion.

Mr. Cooper stated their status whether priority or not priority is based on the way they are doing worth of services as listed under agriculture and kind of their operations. The way they are set up is where those NAICS codes are applicable and sure that staff might have some more input on that, if you would like some more information, but it is just the way if they are purely agricultural then, they would have been priority industry.

Ms. Newsom noted in their proposal that they are creating a labor trust agreement to improve wages, working conditions and job opportunities for farm work and workers will become members of the trust to participate in major business decisions. It's a really exciting concept and also noticed, though, that their proposal is right size and reduced by 50%, so if the applicant is meeting their training goals and seeks to have more funding from ETP, rather than coming in under an amendment, encouraged them to come before the full panel with an update, because she is excited to hear about their concept of new business.

Ms. Bell stated she was impressed about their curriculum around, especially that the panel know that the field workers are experiencing amount of coven and positive testing, especially area as well. So I was pleased to see their curriculum around COVID 19 training and their process and what they're going to do with their workers as well as I agree, it does seem like it looks like they've come back after the last time and pretty pleased on what I see this time.

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

Motion carried, 6 – 0.

I. POLICY COMMITTEE MEETING REPORT TO PANEL

Ms. Newsom reported that the Policy Committee met Thursday afternoon on June 18 via Zoom; we had an update on our STEPS program, which is a reminder, Summer Training and Employment Program for students program and congratulations to the nine awardees towards STEPS grant this year, which has increased from the original allocation of $1M to $4M outstanding job. We also reviewed a list of potential policy committee agenda items for future meetings. If there are any ideas for additional policy committee agenda items, please email them to Liz Testa at Elisabeth.testa@etp.ca.gov. Then our committee approved the creation of a standalone eligibility checklist and the addition of eligibility specific questions to ETP FAQ. This information is going to prove helpful to potential applicants for the ETP program to help them see more at a glance of whether or not ETP is a good fit for them.

Ms. Newsom then reported the committee approved moving the paid family leave small business grant guidelines to full panel for July vote. This grant funded through general fund dollars will be administered by ETP and is designed to aid small businesses that have been impacted by one or more of their employees utilizing the extended leave time granted under the paid family leave program. A draft solicitation for proposals for this grant will be presented at a future committee meeting most likely in July. Then committee took action on the following two items extending the non-party industry moratorium to also include non-party industry participating employers in MEC contracts and then a revision to the repeat contractor role.

In the past week, however, staff has received a multitude, maybe an avalanche of public comments and questions on these two proposals, and it is apparent that we need some additional discussion on these items. I would therefore like to make a motion to refer both of these items back to the policy committee for further discussion and clarification. And then, depending upon the timing of the next policy committee meeting, to bring back these items to the then next available panel meeting; which may be July or August, depending on how soon we can have our next policy meeting so that these matters may be placed on the panel Agenda.

Acting Chairperson Roberts thanked Ms. Newsom and thinks that is a great suggestion.

Ms. Newsom asked whether the panel needs an actual motion to move these issues back to the policy committee.

Acting Chairperson Roberts inquired if they need to make such a motion.

Legal Counsel Michael Cable stated no. You do not need a motion to move these issues back to the policy committee. We are just going to notice them for the next Policy Committee. Essentially, there was the recommendation to move forward, but if the Panel does not want to move on the matters now, that is totally fine and we don't need a motion to move them back to the policy committee.

VI. SOCIAL POLICY RESEARCH ASSOCIATES PRESENTATION

Acting Chairperson Roberts introduced Marian Negoita who will be presenting our social policy. He is from our Social Policy Research Associates, who thanked Acting Chairperson Roberts for the introduction. Mr. Negoita explained that in 2017 -2018, we conducted a study of ETP that consisted of qualitative interviews with ETP staff and clients and the analysis of administrative data from ETP databases. At that point, we found that employers reported many benefits to ETP participation, such as the ability to retain and motivate workforce, the ability to formalize and enhance internal training systems and the ability to stay competitive by keeping up with changes in technology. Employers also reported some challenges specifically around, ETP administrative processes and information systems that appeared sometimes cumbersome, but then they were getting better is what we heard.

Mr. Negoita reported in the next phase of the study, which we are reporting on today, we expanded on the findings from the first study in two ways. First, we wanted to test whether these perceived benefits could be measured quantitatively. To do this, we conducted what we call a Quasi-experimental impact analysis of ETP training investments, where what we did is we compared the results of ETP Funding companies with a comparison group of companies that were not funded by ETP, but were otherwise similar. The idea being, the comparison group looked like what ETP companies would have looked like if they did not get ETP funding and that allows you to calculate the impact, what was the real benefit of participating in ETP. Then we also conducted a survey of training practices and skills needs of more than 2000 employers who received the ETP funds. So the idea is that, yes,

we heard many good things from employers, but can we get more of a representative image of what employers needs were.

Mr. Negoita then reported we are going to start reporting the findings from the impact study and the idea again, is to compare ETP companies with non-ETP companies. You can see that generally, the ETP funded companies had on average, 22% more employees at the funding site two years after receiving ETP training funds, and this result was statistically significant. In addition, our analysis indicated that ETP funded companies had 30% more employees overall and for sales; found a positive impact of about 47%. The reason you see the bars with the whiskers is what we call a confidence interval. Therefore, we calculated the predicted estimate, but that in reality can vary between those bounds. All of them three, though, are positive and significant. Although we are not exactly sure what the size is, it varies between those bounds. We are sure that they are significant and positive. The explanation for all of this is that ETP may actually contribute to a couple of things. First, it may contribute to productivity and also you can contribute to more competitiveness and both of these would be expected to increase in both size and sales revenue.

Mr. Negoita then stated we wanted to take a deeper look and see how ETP impact companies, by type of company, so we kind of get a more of an X ray into what really is going on. The results by company size, suggest that ETP participation was strongly beneficial to small and medium companies, between roughly 19 to 100 employees and these are significant estimated boosts in employment and sales. Even higher in the sort of 19 to 50 category and this is an encouraging result because almost half of all ETP companies in the sample were in this range. This finding is also consistent with the insights that we gained from the previous qualitative interviews, which also suggests that ETP participation tended to help the small and medium companies by helping them to formalize career pathways and training systems where they may not have had them before. It is consistent with what we know. With the large companies, there is a positive impact there, but it is not significant, we do not really know. More research is needed to understand why program participation did not appear to benefit very small companies. It may just be that they require a different type of intervention, there are not many companies in this rage, and less than a fifth of all companies were in this very small category. However, that is the findings suggest just that you know rather than stopping to help these companies because, you know, there is no effect. The idea is to concentrate and see what works for them, maybe they are different in some ways and so I think, as usual for researchers, further research is needed. Another relevant dimension of variation of our companies is their age. We were trying to see if impacts vary by the number of years that companies had been in operation, the significant impacts. The findings are somewhat inconclusive, however, if participation appeared to be associated with a negative result for employment, again for very young companies, and they were not very many in the sample, it is still there when we meet to talk about it. What we found also was a positive sales impact for medium age company, so companies that were between 10 and 30 years of age that kind of tells us that ETP appears to be particularly effective for these sort of middle range companies from the perspective of both size and age. That

probably is because these companies have some formalized and some sort of strategies in place, but not they are not quite there yet in terms, they can still be happy. But you kind of have to be ready for that in a sense, and think that is what that's telling us and I think if you see the findings from the survey just a tiny bit later, you kind of see how that is connected.

Mr. Negoita then switched gears, and talked about some key results from the employer surveys. Employers were asked to report on various common training methods they were currently using and they reported using a mix of training methods. This was a multiple-choice question so they could indicate multiple answers and employers reported using a variety of training methods, both in person and virtual instructor led and work based. The most common trading method that's Employers are currently using was on the job training, which 77% of respondents reporting using that method which is not really that surprising, because we know that it tends to be the preferred choice for employer training or incumbent worker training. The one interesting thing here, which connects back to the previous analysis is that we found differences in the use of worked based training methods by company size, specifically 36% of large companies reported using productive labs compared to just 17% of small companies. Similarly, 32% of large companies reported having registered apprenticeships compared to 70% of mid-sized companies and a 19% of small company. What that tells us is that small, medium companies tend to under invest in training, certainly compared to larger companies. That is really the place where ETP might actually be particularly helpful and we found these consistently. There is a survey brief that we prepared that will be made available at some point soon, where you're going to see these differences popping up all over the place, but because the space, we don't have really time to go into all of these detailed findings, but think this one was particularly sort of relevant to us.

Mr. Negoita stated we also asked employers about the content of the trainings they provided and soft skills with 61%, managerial skills 54% and specialized technical skills with 54% or the most popular and that really do seem to differ by size. So this was pretty much across the board which tells you, also where the most needs are in terms of needs for training. One of the other things that we wanted to see is how employers thought about and how ETP's ability to support them and so employees generally reported that support from ETP was beneficial, which mirrors the findings from the previous qualitative study. We only report on the percentage of employers who strongly agreed with ETP positive effects. We did not include the somewhat agreed sort of portion of it, if we did, everything would be close to 90%. Which is why we took it out because it would rather overwhelm the reader and you would not really understand what is going on. In any event, these are for somebody who has been in survey research for a while, these are very strong and positive assessments of ETPs impact with particularly the idea of expanding training opportunities to more employees, and increase the quality of existing trainings. Some differences, again, by company size here, in that, small and medium companies are more likely to report that the effect of ETP expanding training opportunities. That aligns to what we would expect based on what we know. We also had a couple of open-ended questions in the survey, we were somewhat asking respondents to just write in their answers. As far

as you know, what they thought that ETP contribution, support or talked about how ETP held all of this stuff consistent with the previous findings from that we heard from employers in the previous phase of the study.

Mr. Negoita then stated in conclusion, we are finding that ETP has a broad positive role. There may be some further research into how different types of companies respond to ETPs support then how they may differ in their the needs and the way they need to be approached. I think also that, there are some data limitations. So if we can perhaps include data from more than one program here and perhaps a bigger sample, then you would see a more precise estimation, potentially. We are happy to share the findings. There is a paper that we just wrote and we had a presentation last week, a Brookings webinar, where we talked about the impact findings. In addition, that is available, on request, and the survey brief should be available soon that is a nice one. We are proud of that and those can be shared upon request. If there is any questions, I am happy to answer.

Acting Chairperson Roberts asked if that were coming into the new fiscal year and sure, the statistics would be very different with all the different COVID pilots and COVID response. It would be interesting to see how that all works out, as we present maybe over the next 18 months or so.

Mr. Cooper added he is planning to share the memo that was discussed the Brookings paper with a panel and on the website. If you remember back a couple of years ago, Stewart and I were mentioning, going into this effort to have this evaluation and our statute requires us to do an evaluation periodically every few years. That is why we engaged with Social Policy Research Associates. It has been a good collaboration multiyear; they have really dug in into our processes, our program. What is unique and I want the panel to notice is that they were able to draw on the huge amount of data that we have because of our performance model. All the contract information and statistics with some of the other data sources they had. That is one reason why it was of great interest to the Brookings foundation and got that national attention. It is also an evaluation that Secretary Su has asked me about a couple of times, she is very interested in the data, and what we can learn from this kind of research. What direction does it point in, and when we do have funds, which employers do we want to market to.

Acting Chairperson Roberts thanked Mr. Negoita again for coming and sharing this information with us and it will be posted on the ETP website for everyone to preview.

Eldon Davidson stated the California Community Colleges and ETP collaborative have just finished their statewide study and like the data that Marion presented, we should have this to the panel very soon. That it, it adds a sampling compared to all of the ETP, that it but this is all the colleges and the companies that we serve and the students but it has a sort of a different twist. You know, it focuses on the persons working in as an incumbent worker for the next 30 to 40 years and what benefit that actually brings to the company, not just the company, but for the state of California as well. In addition, it raises the

question why there should not be more investment in programs like this to keep our workers competitive, healthy, which keeps our companies healthy as well as keeps the state healthy. So I just wanted to put a side note, we did send as a summary to Peter a couple of days ago. We will be making sure that everyone gets a copy of this study and we go deeper when it comes into study and we do it by age group, by degree level and so it goes in a little more depth, so you might find that helpful.

II. STRATEGIC PLAN UPDATE

Acting Chairperson Roberts then introduced Mario Maslac, Chief of Research and Analytics Unit.

Mr. Maslac presented to the Panel a power point presentation highlighting the Strategic Plan, and explained that the Strategic Plan will be available on ETP's website. Mr. Maslac then provided an overview and explanation describing how the current plan is visually different in style and format. This is the second year that we have used the new design for the strategic plan and it is mostly follows the same format as it did in the last year.

Mr. Maslac then went through the Table of Contents and explained each section in detail, Including: Vision and Mission Statement; Introduction and Overview; Goals and Objectives; Improvements and Funding; ETPs COVID response Priority Industries; Labor Force Priority Populations; Strategic Partnerships; and Appendices.

Mr. Maslac again noted that the Strategic Plan and Appendices are all available online at ETP's website. Upon completion of Mr. Maslac's presentation of the Strategic Plan.

Acting Chairperson Roberts, thought there was another change in the vision and just wanted to make sure, before we take a motion on this, that when we go to the final version of this that we had changed some of the wording and asked whether any Panel Members have any questions.

Mr. Maslac then stated the panel has the ability to change any of these things. So please let us know what edits or suggestions if you want us to go back to the old vision statement or change anything. We can have that discussion now or we can wait until we get to the end.

Mr. Cooper added ETP would support future economic development and job training in California through strategic partnerships with business, labor and government. Now, that is the same as it was before. It is just adding this future language and that kind of the idea behind that is looking at the labor agency has created a future of work commission before the COVID pandemic kicked in and there are many changes in the workforce. We want to talk that we are trying to figure out what the best way is for ETP to help with a workforce of the future.

Ms. Newsom also wanted to include, as you have here the words equitable, inclusive in that vision statement too and does not want to lose that.

Ms. Maslac wanted to summarize that we are keeping the mission statement with the additional bullet point and the vision will change with the wordsmithing.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the Strategic Plan as presented by Mr. Maslac, and to delegate the authority for finalizing and submission of the Strategic Plan to the Executive Director. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion Carried, 6 – 0.

REVIEW AND ACTION ON PROPOSALS SINGLE EMPLOYER CONTRACTS

Tab No. 10: <u>Alliance Environmental Holdings, LLC.</u>

Ms. Torres presented a proposal on behalf of Alliance Environmental Holdings, LLC, which is a first time contractor to ETP and they requested a total of $436,172. The total retrainees is 502, that also does include 56-job creation and additional two designated veterans in Los Angeles County. With regard to modifications, they are requesting that SET priority industry wage modification for Job Number 1, as well as the HUA wage modification for Job Number 2 for 12 retrainees in Imperial, Fresno, Santa Cruz counties.

Ms. Torres stated that Staff recommends approval of this project and introduced Jeannette Terriquez, Director of Training.

Ms. Newsom inquired how long it would take for the new hires to advance in their wages because they start off at a low $14 an hour up to $50 to $62 an hour and asked how long does it take for them to start advancing.

Ms. Terriquez responded that it would take 90 days.

Ms. Newsom then asked how much does it increase by generally speaking

Ms. Terriquez asked depending on how much training that they go through.

Ms. Newsom responded yes.

Ms. Terriquez answered usually $2 to $4.

Ms. Newsom then asked at what stage are they making the $50 an hour.

Ms. Terriquez responded that would be foremen and journeymen.

Acting Chairperson Roberts inquired on the wages as well. I mean, I'm thinking if I'm a production staff operator, and I'm a new hire, and I get paid $14 an hour, but I'm working together with people are been there for a while and they're getting seven $8 more than I am. I think there might be some disparity there. I do not know what kind of morale you have regarding that, but I certainly would not feel comfortable making it.

Ms. Terriquez responded it would be some experience obviously, the ones that are the lower it would be non-experienced. Therefore, there is always room to grow.

Mr. Murphy added essentially the lowest rage wage that would be someone that came off the street with zero experience, someone that would have to be completely trained and get all their licenses as far as their certification as far as all their training, which as a company we pay, we provide and we pay for. Obviously, if someone comes in that has previous experience, they are put up in this range is the current workers. So when you're looking at the very bottom weight range, that's someone that comes in, no certifications, no experience and someone that we are going to invest our time in training them to get them up to that higher dollar amount.

Ms. Newsom then asked about job number one, and the range is $20 to $51 an hour, how long would it take? Like what is the level of expertise and experience that those that are in job number one or have to earn $20 an hour as opposed to $40?

Mr. Murphy responded that essentially, you had to category one, you would have to have multiple certifications such as your hazmat has washed Whopper, OSHA 10, OSHA 30. All the computer training. It obviously depends on the individual. If an individual comes in and they have talent, and they are driven, I mean, it could happen within a 12 month. It all depends on obviously the individual, what their learning curve is how fast we can get them up to speed. In addition, from our perspective, the faster we can get them up to speed, the better because they are more productive for us. In addition, what we do is we have categories that go up. Therefore, as you get more experience or you obtain this type of cert, it indicates and gives you an automatic pay increase. So I think it's in our the way we've set up our business, it's mutually beneficial for the employee, as well as us as the employer to try to get them up as fast as possible because it gives us opportunities to put them on more jobs, because of the certifications required and the type of industry that we're in.

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

Hearing none, Acting Chairperson Roberts asked for amotion.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of Alliance Environmental Holdings, LLC in the amount of $436,172. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 to 0.

Tab No. 11: <u>CRI ES, Inc. dba California Rehabilitation Institute, LLC.</u>

Ms. Torres stated this is CRI ES, Inc. dba California Rehabilitation Institute, LLC, they are a first time contractor and a Priority Industry. Total ETP funding being requested is for the amount of $496,432 to train 376 retrainees and 56 job creation. They are trading in Los Angeles and they are requesting the SET priority industry rate wage modification.

Ms. Torres stated that Staff recommends approval of this project and introduced Leslie Brady, Director of Education.

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. Smiles seconded approval of the CRI ES, Inc. dba California Rehabilitation Institute, LLC in the amount of $496,432. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 to 0.

Tab No. 12: <u>Procore Technologies, Inc.</u>

Ms. Torres introduced Procore Technologies, Inc. They are a Priority Industry and Repeat Contractor: Total ETP funding being requested is for the amount of $649,704 to train 524 retrainees and 205 Job Creation. The proposed training will be provided to employees in its California locations in Carpinteria, Santa Monica, San Diego, and Alameda.

Ms. Torres stated that Staff recommends approval of this project and introduced Greg Gills, Senior Director of Learning & Development.

Ms. Newsom asked Mr. Gills to elaborate a little bit more about his last contract which was a critical contract and he hired 200 new workers in California facilities, what that was like. If you have any feedback on that from the worker perspective.

Mr. Gills wanted to thank the Panel and GO-Biz for being such a good partner. We get tremendous response from our employees for training. It's one of the key factors listed in all of our engagement services for why they chose Procore and stay with Procore. We are very fortunate to be one of the larger employers in Santa Barbara County; an employer of choice. And a lot of that is just due to the fact that we provide career development and growth and learning opportunities for our employees, as well as we pay well. I think that is why, but that that's kind of the feedback from me, and the response has been tremendous. Association for Talent Development has interviewed us, and chief learning officer magazines for our programs and our employees, and that give us high marks.

Ms. Newsom responded yes, it does.

Acting Chairperson Roberts stated she was actually scheduled to come out to visit your facility in April but with the you know the COVID 19 issue going on we canceled moved to a different date. So hopefully by the end of this year, I will be able to come out and view what is going on. I know Gretchen was also interested in coming, along with Robert Meyer. So hopefully, that will happen one of these days as I'm interested to see what your facility looks like so.

Mr. Gills responded absolutely. I would love for all of you to come out and see what we do, once our campus reopens. I have to tell you, employees come first. Therefore, we are not on the leading edge of trying to get back into the office. However, once we do, we will definitely make sure that we extend that same invitation and bring you out. Thank you. Thank you.

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. Smiles seconded approval of the Procore Technologies, Inc. in the amount of $649,704. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 to 0.

Tab No. 13: <u>Walsh Construction Company II, LLC.</u>

Ms. Torres presented a proposal on behalf of Walsh Construction Company II, LLC in the amount of $499,928. They are a first time contractor proposal to train 570 to retrainees. 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. 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.

Ms. Torres stated Staff recommends approval of this proposal and introduced Jeff Lemna, Director of Career Development.

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. Dombrowski seconded approval of the Walsh Construction Company II, LLC in the amount of $499,928. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 to 0.

Tab No. 14: <u>A.M. Ortega Construction, Inc.</u>

Ms. Torres presented a proposal on behalf of A.M. Ortega Construction, Inc. They are a first time proposed contractor. Training will be delivered at the Company's facilities located in Lakeside, Corona, and El Cajon.

Ms. Torres stated Staff recommends approval of this proposal and introduced Dave

Dantuono, Compliance Manager.

Ms. Newsom stated she comes from IBEW 569 in San Diego, and your proposal says that it is going to be serving San Diego. I just want to ask you, make sure that the electricians that you are going to be training do not include the IBEW 569 members.

Mr. Dantuono responded with at this time 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 A.M. Ortega Construction, Inc. in the amount of $327,060. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 to 0.

Tab No. 15: <u>H.M. Electronics, Inc.</u>

Mr. Hoover presented a critical proposal for H.M. Electronics, Inc., with total ETP funding being requested of $339,710. Estimated number of trainees is 634 in Job Number One for retraining, and 74 in Job Number Two, and training will be delivered at its Carlsbad and Alameda locations.

Mr. Hoover stated that Staff recommends approval of this proposal, and introduced Diem Nguyen-Lewis, Director of Organizational Effectiveness; Jack Farnan, VP of Human Resources.

Ms. Newsom inquired for the job creation and asked how long does it take for the newly employed workers to progress in their wages starting them off lower than the retrainees.

Acting Chairperson Roberts asked Ms. Newsom which job was certainly a lot lower.

Ms. Newsom stated it is not a lot lower and going to just take back my comments, I circled the wrong things.

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. Bell seconded approval of H.M. Electronics, Inc. in the amount of $339,710. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 to 0.

Tab No. 16: <u>Herman Weissker Power, Inc.</u>

Mr. Hoover stated that Herman Weissker Power, Inc., with total ETP funding being requested of $215,625. They are not a repeat; this is the first time applicant. There was an error on the turnover rate, it should not reflect zero they have been scrambling to work on that after we caught it a little late, and they can speak to that. I think they are closer to around 6 or 7% from what I was kind of helping guide them through, but I will let them speak to that finalized. 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. 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.

Mr. Hoover stated that Staff recommends approval of this proposal and introduced Mike Ross, Safety Director; Brian Davis, President; Chris Christy, VP of Operations; Rebeca Christy, Risk Management (Meruelo Group, LLC); Paul Jeske, VP of Environmental Health and Safety (Meruelo Group); and Lisa Douglas, California Training Administration (Subcontractor).

Ms. Newsom stated Tab 16 and looking at Tab 17 and there is similarity in the name. I was wondering who's presenting on top 17. Is it the same team?

Mr. Hoover stated there are two individuals that are from the parent company Morello group. Therefore, there will be two Rebeca Christy and Paul Jeske are going to be on the other one but all the other individuals will be different because they are separate entities.

Ms. Newsom stated it looks a little weird as a panel member when you have back-to-back proposals with the same name almost the same. Well the word power is missing from the second one.

Acting Chairperson Roberts also wanted to make a comment on that as well because Tab 20 is also the same, Morello enterprises as well and just going to make a blanket comment, but t you are a first time proposal and you're all go up to the same entity which is with publicly traded company Morello industries. All your union letters have copies of the same person in Morello enterprises. So that is kind of what we've been talking around affiliations and I'm going to let this because this is your first time coming before the panel, but just FYI, in the future, the staff may go ahead and put this all under one contract versus three separate contracts. In addition, because with the total you are about $850,000 with the three projects together, which is over our cap. Therefore, those are kind of things that we have to look at. That is how we run these programs and again, Gretchen said when you see two names that are similar but then I went back to your website and also saw Select Electric was also part of your program as well. Therefore, having three contracts, all under the same affiliation is the problem.

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. Dombrowski seconded approval of the Herman Weissker Power, Inc. in the amount of $215,625. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 to 0.

Tab No. 17: <u>Herman Weissker, Inc.</u>

Mr. Hoover stated that this is for Herman Weissker, Inc., with total ETP funding being requested of $435,183. The estimated number of retrainees is 350 for Job Number One and seven for Job Number Two for veterans. ETP training will be delivered at HWI's facilities in Riverside, Bakersfield, Long Beach, Visallia, Arroyo Grande and Ventura. 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.

Mr. Hoover stated that Staff recommends approval of this proposal and introduced Sylvester Williams, Safety Director; Manuel Parada, HR Manager; Quinton Karst, President; Rebeca Christy, Risk Management (Meruelo Group, LLC); Paul Jeske, VP of Environmental Health and Safety (Meruelo Group); and Lisa Douglas, California Training Administration (Subcontractor).

Ms. Newsom inquired about the construction members that you are training and asked if any of the training that you are offering duplicative of what they receiving with their apprenticeship programs.

Mr. Karst responded, no it is not or basic skills training that is available through the unions. However, we have specific industry related training that is not offered by the apprenticeships that we have to take on ourselves.

Ms. Newsom so apprenticeship takes priority training and then if they do not offer it, then it goes to you.

Mr. Karst responded more or less, yes.

Ms. Newsom stated she hopes more.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Bell moved and Ms. Newsom seconded approval of Herman Weissker, Inc. in the amount of $435,183. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 to 0.

Tab No. 18: Peterson Holding Company

Mr. Hoover stated that this is a proposal from Peterson Holding Company; with the requested amount of $299,000, estimated number of trainees are 300 for Job Number One, retraining 25 for Job Number Two, retraining 10 for Job Number Three veterans. ETP training will be delivered to employees working in the Alameda, Santa Clara, Sonoma, Mendocino, Humboldt, Shasta, Butte, and Solano County. 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. Operating Engineers Local 3 represents technicians. The union has submitted a letter of support for this training project.

Mr. Hoover stated that Staff recommends approval of this proposal and introduced Mace Gjerman, Training Manager; Christina Alatorre, California Employee Development Coordinator; and Rob Sanger, California Manufacturers & Technology Association (Subcontractor).

Ms. Newsom inquired for the applicant to elaborate on the higher wages for veterans and perhaps the rest of the public can hear that.

Mr. Gjerman, the Training Manager stated they aggressively tried to recruit veterans, we find that they come to us with a lot of skills and experience pertain to our industry so that we are able to offer them higher right wages and a pretty fast track to journey levels. In the way, the economy has been up until these last few weeks. It is a very competitive market to hire veterans, but we are certainly part of that competition doing our best. It is not operate engineers, we are an open house, we hire whom we want that is willing to join the operating engineers, and we provide our own training. Due to the fact that as a caterpillar dealer we need caterpillar specific training, not just generic earth moving equipment training of other brands.

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. Bell seconded approval of Peterson Holding Company, in the amount of $299,000. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 to 0.

Tab No. 19: Select Electric, Inc.

Mr. Hoover stated that this is a proposal from Select Electric, Inc. with the requested amount of $212,750 estimated number of trainees is 110 for Job Number One retrainees and 75 for Job Number Two retrainees. ETP training will be delivered at the Vista and Cerritos facilities.

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.

Mr. Hoover stated that Staff recommends approval of this proposal and introduced Jeremy Coriale, President; Lori Norton, Safety Director; Rebeca Christy, Risk Management (Meruelo Group, LLC); Paul Jeske, VP of Environmental Health and Safety (Meruelo Group); and Lisa Douglas, California Training Administration (Subcontractor).

Acting Chairperson Roberts stated around the Union letters, we did get the Union letters just recently I think either yesterday or today. It is just FYI, we need to have those union letters in our panel packet prior to almost the meeting time so if there is any issues with that. Then, that's problem we need to pull the contract. We just need to make sure that the Union letters are there so we can see them as we review the packet.

Ms. Newsom inquired whether any of the electricians that you are going to be training are from San Diego and 569 because you do not have a union letter of support from them; and we wanted to make sure that none of the training was duplicative with their training program.

Mr. Coriale responded it is not, and correct.

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 Select Electric, Inc. in the amount of $212,750. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 to 0.

Ms. Newsom inquired if Tab 19 was skipped

Acting Chairperson Roberts responded that it is a MEC.

Tab No. 20: <u>VHSD ES, Inc. dba Select Specialty Hospital – San Diego</u>

Mr. Hoover stated that this is a proposal from VHSD ES, Inc. dba Select Specialty Hospital San Diego. This is not a repeat contractor, and they are first time applicant. The requested amount of $439,300 estimated number of trainees is 236 for Job Number One retraining and 10 for Job Number Two. ETP Funding training will be delivered at Specialty Hospital San Diego.

Mr. Hoover stated that Staff recommends approval of this proposal and introduced Michael D. Hanlon, Nurse Development Specialist, BSN, RN, CCRN-K; William K. Parker, CEO- National Training Systems, Inc. (Subcontractor).

Acting Chairperson Roberts wanted to thank all the health workers for all their hard work during this crisis.

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 VHSD ES, Inc. dba Select Specialty Hospital – San Diego in the amount of $439,300. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 to 0.

Tab No. 21: <u>Diamond Foods, LLC</u>

Ms. Lazarewicz stated that this is a proposal from Diamond Foods, LLC. which is a repeat contractor the requested amount of $499,836 will train a total of 444 workers, which includes veterans and new employees. Training will take place at their Stockton location, a union letter of support has also been submitted for the leads quality control technicians' production warehouse in maintenance staff.

Ms. Lazarewicz stated that Staff recommends approval of this proposal and introduced Hector Bolanos, Human Resources Manager; and Angela Jones, Training Grants Intelligence, Inc. (Consultant).

Acting Chairperson Roberts wanted to make one comment on this around your performance from last year, I noticed that it was 86% but I believe that had to do with your substantial contribution at that time. Also you're asking for quite a bit more but I think that has to do with the raised and wages, if I'm not, if I'm not mistaken, but you can elaborate on that.

Mr. Bolanos thanked the panel for allowing him to speak and stated they had a substantial contribution of 50% and the reimbursement rate was at $15.20 the hours that were requesting the same as we did in the contract. But obviously, the radius entity higher at $23 an hour.

Acting Chairperson Roberts thanked Mr. Bolanos and thought that was the case but was not sure.

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. Bell seconded approval of Diamond Foods, LLC in the amount of $499,836. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 to 0.

Tab No. 22: Baxalta US Inc.

Ms. Miguel stated that this is a proposal from Baxalta US Inc. The company is a first time proposed contractor with the ETP and is requesting $414,000 in funding to serve 450 trainees. The company has two manufacturing sites in Los Angeles and Van Nuys.

Ms. Miguel stated that Staff recommends approval of this proposal and introduced Elizabeth Schulz, Director of Human Resources; and Michelle Rychener, Training Funding Partners (consultant).

Ms. Newsom stated that she likes the high wages.

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. Smiles seconded approval of Baxalta US Inc. in the amount of $414,000. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 to 0.

Tab No. 23: Land O'Lakes, Inc.

Ms. Miguel stated that this is a proposal from Land O'Lakes, Inc. with the requested amount of $649,911 to serve 595 retrainees, eight job creation trainees and 18 veterans. The company is requesting an HUA wage modification for Job Number One. In addition, the company is requesting an increase in safety training from the standard 10% to 25% to focus on safety training related to COVID-19. Finally, the company has received a union support from the Teamsters Local 517 for the represented occupations of maintenance mechanics, operators and warehouse staff. 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.

Ms. Miguel stated that Staff recommends approval of this proposal and introduced Jeff Gaines, plant manager; and Angela Jones of training grants intelligence.

Ms. Newsom stated she is glad the company has removed the controversial Native American imagery from their packaging in April.

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. Dombrowski seconded approval of Land O'Lakes, Inc. in the amount of $649,911. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 to 0.

Tab No. 24: <u>Greater San Fernando Valley Chamber of Commerce</u>

Ms. Torres stated this is a proposal from Greater San Fernando Valley Chamber of Commerce. They are a repeat multiple employer contractor and they are requesting $599,440 inclusive of the 8% support costs to train 508 retrainees, 108 planned retrainees, and those retrainees are from small business participating employers. They are training in multiple counties statewide.

Ms. Torres stated that Staff recommends approval of this proposal and introduced Nancy Hoffma, Vanyek, CEO.

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. Bell seconded approval of Greater San Fernando Valley Chamber of Commerce in the amount of $599,440. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 to 0.

Tab No. 25: <u>San Bernardino Community College District.</u>

Mr. Hoover stated this is a proposal from San Bernardino Community College District. The requested amount of $749,005, estimated number of trainees is 888 for Job Number One, retraining 52 for Job Number Two, retraining and 689 for Job Number Three for the Small Business. 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.

Mr. Hoover stated that Staff recommends approval of this proposal and introduced Deanna Krehbiel- Director, Economic Development & Corporate Training.

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. Bell seconded approval of San Bernardino Community College District in the amount of $749,005. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 to 0.

Tab No. 26: <u>California Tire Dealers Association, Incorporated</u>

Ms. Lazarewicz stated this is a proposal from California Tire Dealers Association, Incorporated. The requested amount of $189,031 will train a total of 396 workers throughout California. This would be California Tire Dealers Association's first ETP project.

Ms. Lazarewicz stated that Staff recommends approval of this proposal and introduced Marc Connerly, Executive Director; and Keith Brama, Propel Consulting Group (Consultant).

Ms. Newsom stated this is a non-priority industry, which is why she pulled it from the Consent Calendar last time. Ms. Newsome stated she just doesn't have the comfortable threshold of being supportive of this given all of our other priorities.

Acting Chairperson Roberts stated she agrees with Gretchen on this one, and is also worried about the wages. Acting Chairperson Roberts then went on to clarify their wages, as for example looking at Alameda County in the proposal, and Job Number One and Four is just about $20 an hour and $19 an hour, and you're paying $16 an hour even if we add the $2.50. It doesn't look like your proposal comes even come close to the required ETP minimum wage.

Mr. Connerly stated he is the Executive Director, and thanked the Panel Members for letting him share with the panel their story. First, he stated they are a first time applicant, apologizes if there were some things that were not conveyed properly in the application. These are literally mom and pop shops, and one of their board members is a retired veteran, and they have past board members who were women, past presidents who were women. In fact, the current board member is a Armenian second generation immigrant. Therefore, Mr. Connerly stated they have a high emphasis on diversity within their organization. They are very proud of that and one of the things that he thinks was conveyed improperly in the application is that the wages start in the range of $14 to $18 an hour, and that is lower cost of living portions of the state in places like the East Bay. It really starts in the neighborhood of $18 to $20 an hour, but before benefits, and after training like this, they would see a bump of about $4 an hour, so they would be looking at low to mid $20s including benefits. The challenge that they are facing now is the training that we are trying to provide is available through the Tire Industry Association. They are based in Baltimore, Maryland. Their members have to travel to Baltimore for four to five days to get the training. This will provide them an opportunity to provide the training here in California. They have a large Hispanic workforce and the training is offered through Tia back in Maryland, almost none of it has a Spanish speaking component. Therefore, they are very excited about the opportunity to take this training translated into Spanish and present it in Spanish and English, again, to the workforce here that is predominantly it's probably 50% or slightly more than 50%. Spanish speaking. So again, he apologizes if there were some numbers in the application that were incorrect because nobody would be making less than the required threshold.

Acting Chairperson Roberts thanked Mr. Connerly for that information, but what we see in front of us is that you may not see that but I am only seeing $16 an hour, but you are saying that is $18 an hour.

Mr. Connerly asked if Acting Chairperson Roberts is talking post training or pre training.

Acting Chairperson Roberts replied that she is talking the wage range by occupation and by job number.

Mr. Connerly stated before training, it is going to be probably in the $16 to $17 range, but after the training is where they are going to be getting up into the $20 plus range.

Acting Chairperson Roberts stated she understands that but when she sees Alameda county, and this is all we see, she does not know this business and this is all she is looking at, so she is going to question it when she sees all the wages are the same for every job. When she is looking down the proposal, it just looks suspicious, when you see $16 an hour in a county where the minimum wage for ETP is over $20 an hour. If you take health benefits for $2.50 that gets you up to 18.50 an hour. So you're saying that in the course of the two year contract that you're going to be making that minimum ETP wage through retention?

Mr. Connerly responded exactly and that the training is, what is really preventing us the lack of training from getting into those higher wages that we'd like to be able to reach for employees in the in the $20 to $25 range.

Acting Chairperson Roberts then stated some things for them and their consultant to consider; such as when the panel sees these kind of wages that look like this, it will make them generally to give a little pause, and asking questions about it. She would suggest going forward that they make sure they have accurate wages in the proposals, and not a bucket full of wages projections that are lower than what is required for minimum wage by county. Given performance requirements, Acting Chairperson Roberts stated they will not be funded if they do not make the ETP minimum wage requirements at the time of retention, which is something to think about.

Mr. Brama added he is the consultant on the project and appreciates all the feedback; and his intention is never to not provide the panel with the accurate information. Therefore, he stated to get clarification, not just for this project, but going forward for all projects; he thinks he sees where the panel is saying $60, but he doesn't see it in the proposal, but he think he knows where they've got that, then the post retention wage. The highest one they are showing is $18.34 or higher?

Acting Chairperson Roberts responded that you're correct and then what she sees, if you look under the minimum wage by county, it says $20 an hour for Alameda, Contra Costa, Marin, San Mateo, Santa Clara and San Francisco Counties, $20 is the number.

Ms. Newsom inquired if Acting Chairperson Roberts is saying $16.

Mr. Brama stated that at some point maybe when the proposal was developed behind the scenes, it got to the $20 it was plugged in, it became more granular and then it became a mistake. He overlooked the separation by county like that; he was looking at more of the higher-level $18.34. However, he would be happy to go back with Mark and get it in a more granular format so the panel can see that their intent is to meet all of those wage

requirements at the higher wage by accounting. Mr. Brama said he knows that was something that Mark and he discussed, and they have been working on this for a year, and Jana and her team, they've met several times. Therefore, he knows they know that personally. But he understands the panel is not seeing that, and maybe it's just a misunderstanding with all the moving parts on the day, and so his apologies again, if he didn't represent something properly to the panel.

Acting Chairperson Roberts stated not a problem, it is just that when they see something that has been pulled, there has been a lot of controversy around it being a non-priority industry, and they have kind of a moratorium going into our new strategic year to put a moratorium on non-priority industries. She knows this has been going about for probably over a year now, so it has probably been looked at and rehashed. For many, she appreciates if that they just look back at the wages, because as if she said, if they do not meet the minimum requirement with the $2.50 health benefits, they are not going to get funded on those employees. However, it is not a lot of dollars in it, even though it is a non-priority industry. She understands the Small Business component to that and she appreciates that. Even with most of the employers that they're going to service are non-priority industries as well that's also something that they're going to be looking at the panel doesn't actually got it in stone at the moment, but that's something they will also be looking at.

Mr. Connerly wanted to add one more thing which is the way they can be right sized because of conversations with Jana and her team, understanding that they are a first time contractor, and all other variables. So, from his perspective, the panel should rest assured that Mark and his group have the training hours and they would not negatively impact your budget. Then the other piece regarding non-private industry pays. Again, he said he's always tried to bring proposals and contracts to the panel that meet their needs and back when he initiated this process a year and a half, two years ago, it was the policy that small MECs no matter what industry, they serve all businesses and in all industries, but they kept small businesses. Therefore, that is why we are funding them and so that we were just working under that guideline. So he states he understands now that things are changing, but again, he just wanted the panel to rest assured that they're just bringing projects which at the time were acceptable, and now they're kind of caught up in the changes. Therefore, again, they are trying to meet the panel's needs, and they will do what they can to make sure this looks good for you.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a second and vote.

ACTION: Ms. Bell moved and Ms. Newsom seconded the denial of California Tire Dealers Association, Incorporated in the amount of $189,031. Acting Chairperson Roberts called for a vote, and two Panel Members present voted in the affirmative, and four voted against the motion.

Motion carried, 2 - 4.

AMENDMENTS

Tab No. 27: California Manufacturers and Technology Association

Ms. Miguel stated that this is a proposal from California Manufacturers and Technology Association. CMTA is a repeat contractor with good prior performance and is requesting an additional $199,997 in funding for a total award amount of $949,426. This project has been designated a critical proposal by the governor's office of Business and Economic Development.

Ms. Miguel stated that Staff recommends approval of this proposal and introduced Rob Sanger, Manager of Training Services.

Mr. Sanger thanked the Panel for taking this proposal today with the COVID-19 onset, and are just trying to really ramp up our training on the multiple employer contract and serve our member companies with their unique needs during this time.

Mr. Dombrowski wanted to say thanks to you and Lance for all you guys are doing.

Mr. Cooper added ETP is very happy to collaborate with CMTA and this is a very good example of how we are working with them and trying to help businesses. They are impacted by COVID. Rob and Lance and everybody at CMTA thanks for working with 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. Dombrowski seconded approval of the California Manufacturers and Technology Association's request for Amended Funding in the amount of $199,997. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 to 0.

Tab No. 28: CHA Hollywood Presbyterian Medical Center, L.P. dba Hollywood Presbyterian Medical Center

Ms. Torres stated that this is a proposal from CHA Hollywood Presbyterian Medical Center, L.P. dba Hollywood Presbyterian Medical Center. This is funding for a phase two amendment for an additional $92,000, bringing the total agreement amount up to $291,680 with an additional 250 retrainees in Job Number 2. The training will occur in Norwood and they are requesting a SET/Priority Industry wage modification.

Ms. Torres stated that Staff recommends approval of this proposal and introduced Deanna Ramos, Healthcare Educator and Clinical Rotation Liaison.

Acting Chairperson Roberts commented around the healthcare industry and thanked all

of them for what they are doing around COVID. Therefore, my appreciation to you and admiration for all the work you do.

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. Smiles seconded approval of CHA Hollywood Presbyterian Medical Center, L.P. dba Hollywood Presbyterian Medical Center's Request for Amended Funding in the amount of $92,000. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 to 0.

Tab No. 29: <u>Simpson Strong-Tie Company, Inc.</u>

Ms. Torres stated that this is a proposal from Simpson Strong-Tie Company, Inc. and have a requested amount of $339,315. This is an amendment for Phase Two funding for an additional $140,415 for a total amount of $339,315 for Job Number 2 for 165 priority retrainees with a weighted average hours of 37 hours. The Riverside facility is also the sole manufacturer of SST's Structural Steel Special Moment Frames (SMF) product set. 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.

Ms. Torres stated that Staff recommends approval of this proposal and introduced Ahmet Ogut, Superintendent; and Andre El-Khoury, Production Manager.

Ms. Newsom asked whether any of their training in the proposal duplicative of the training offered by SMART Local 170.

El-Khoury responded that they do not duplicate the union training.

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 Simpson Strong-Tie Company, Inc.'s request for Amended Funding in the amount of $140,415. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 to 0.

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

Acting Chairperson Roberts thanked everyone for all of the work to put on this virtual meeting, and asked the panel if there are any agenda items, either at the panel meeting or at the policy committee meeting. Acting Chairperson Roberts stated that Gretchen mentioned that they will talk more about affiliates at the policy committee meeting, but then asked whether there was anything else. There was nothing said.

X. PUBLIC COMMENT ON MATTERS NOT ON THE AGENDA

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

Susan Minato, from Unite Here Local 11 co president in Southern California, LA and are in Orange County and actually in Arizona too. Therefore, as you people know, hospitality and tourism is the single largest sector in the state and devastated at this time. We have approximately 32,000 people we represent; we have thousands of people laid off right now, or significantly reduced hours. In addition, we have the faith that this sector will rebound with sports and entertainment and when tourism comes back online. However, we have had the experience, because we have been training people who are doing work for the pandemic, so feeding seniors and homeless and others. Therefore, we have actually performed some training already in this arena. In addition, it is critical that the workers themselves, of course, feel very safe to work, but also the people who receive the product in the end feel safe. So right now, I am just addressing a small, a small item. However, right now, I think you have it listed as a four hour training as the mandatory amount. In addition, we are getting a lot of resistance from some of our employers who have had the experience already with a two-hour training. And so I think we would like for you to consider a two hour versus a four hour training but and up to four hours for certain specialty items, and right now what we're facing is that we need to train all 30,000 of the people. Then 4000 are in LA alone. Therefore, we have a large team of trainers, but we are just, we think from a pragmatic point of view that the four hour length may be a little too long, especially based on the experiences we have had in training our own people. In addition, we have had, I think we took back to work between three and 500 people. Therefore, I think we got some good feedback on the two versus four hour.

Adine Forman, the Executive Director of the Hospitality Training Academy, noticed that in the COVID pilots, you do not have hospitality leisure tourism sector, as listed as one of the priority industries. In addition, it is our hope that knowing what is going on with the tourism industry, you have seen this great debate regarding Disneyland recently, but it is our hope that you will add this in critical industry. Because it is vital that both the workers are trained the managers are trained in these facilities so that not only are the guests safe, but the workers themselves and these workers that were specifically talking about our with Unite Here, Local 11. These are essential workers currently and they have they are not if we do not step up and do this training, they are not going to be trained and so that is not helpful for the situation and you know what's going on in LA County with our escalating numbers. We have trained over 320 workers in our senior and homeless Meals Program and we have trained over 315 folks who have voluntarily workers that train down the road, just so that they know what is going on with COVID before they go into the employers. We have many employers looking to reopen in July, and we want to

make sure that everybody is safe in the hotels, in the airport in airline catering in all aspects of Local 11 properties. So with this, we're hoping that ETP will include our important industry in the COVID pilots, and also work with us to see if we can lower the amount of time required for the training due to the massive number.

Kyle Frandsen stated he submitted their pre application in February of 2019 and we have continued to reach out, every few months and hear back that it is still in flux. However, I just wanted to make sure if there is anything I could or should be doing, given the duration, we are fortunate to be in a priority industry, we are in construction. We have 55 active projects in California now, even despite COVID-19 and we are a repeat client, we have been successful on two previous ETP contracts and we are just really eager to start this program up again. We always utilize it to the fullest potential, and it really helps us with making sure that helps us in our growth pattern and the training that we give to our employees. Especially currently with all of our projects up and running and with COVID-19 active where given all new training, we are trying to ramp up as much as we possibly could. So I am just trying to enquire on our determination of eligibility and if there is a different avenue that I should be taking in order for us to be considered.

Steve Duscha wanted to thank the panel for referring the two items back to the policy committee. He said he knows there were a number of them, including himself, who did not understand the full implications of those items when they were before the committee and they will certainly benefit from further consideration.

VI. MEETING ADJOURNMENT

Acting Chairperson Roberts adjourned the meeting at 12:09 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.

Recognizing Conflicts of Interest

A Guide to the Conflict of Interest Rules of the Political Reform Act

Fair Political Practices Commission
August 2015

This guide is provided by the Fair Political Practices Commission (FPPC) as a general overview of a public official's obligations under the conflict of interest rules provided for in the Political Reform Act (the Act).[1] It is intended to help the user spot situations and issues that may give rise to a conflict. The guide will provide answers to some of the more common questions:

- What is a conflict of interest under the Act?
- Who must be vigilant about conflicts of interest?
- What precautions can be taken to prevent conflicts?
- A conflict of interest exists, what now?
- Where to go for help?

A word of caution - officials should not rely solely on this guide to ensure compliance with the Act, but should also consult the statutes of the Act, the FPPC's regulations, and if necessary, seek legal advice.

What is a conflict of interest under the Act?

In 1974, the voters enacted the Political Reform Act.[2] In adopting the Act, the voters recognized that conflicts of interest in governmental decision-making by public officials posed a significant danger.

> "The people find and declare ...
>
> a) State and local government should serve the needs and respond to the wishes of all citizens equally, without regard to their wealth;
>
> b) Public officials, whether elected or appointed, should perform their duties in an impartial manner, free from bias caused by their own financial interests or the financial interests of persons who have supported them...."[3]

Under the Act, a public official will have a statutory conflict of interest with regard to a particular government decision if it is foreseeable that the outcome of the decision will have a financial impact on the official's personal finances or other financial interests.[4] In such cases, there is a risk of biased decision-making that could sacrifice the public's interest in favor of the official's private financial interests. In fact, preventing conflicts of interest was of such vital importance to the voters that the Act not only prohibits actual bias in decision-making but also "seeks to forestall ... the appearance of possible improprieties."[5]

Who must be vigilant about conflicts of interest?

Public Officials: The reach of the Act's conflict of interest rules is commonly misunderstood or understated. The Act applies to all "public officials," which is defined as "every member, officer, employee or consultant of a state or local government agency."[6]

It is universally recognized that certain elected public officials, such as city councilmembers, city managers and city attorneys, must refrain from decision-making where a conflict of interest exists. These persons hold high-level positions of trust in government. However, the Act's conflict of interest prohibition reaches much further than high-level state and local officials. The Act's conflict of interest disclosure and disqualification rules apply to thousands of local and state public employees and officials working throughout California.

The Public: The Act relies on individual citizens to monitor the decision-making of their elected and appointed representatives to identify whether they have a conflict of interest with respect to a specific decision. Much of the enforcement of the Act's conflict of interest provisions is based on citizen complaints.[7]

What precautions can be taken to prevent conflicts of interest?

In order to prevent a conflict of interest, a public official should: 1) identify and fully disclose the financial interests that may cause a conflict; 2) understand the different types of financial interests that may be the basis for a conflict; and 3) consider whether the decision's effect on the official's financial interest is reasonably foreseeable and material. Each step is discussed in greater detail below.

1. Identify and fully disclose the financial interests that may cause a conflict.

Public Officials: The most important thing an official can do to comply with this law is to recognize the types of interests from which a conflict of interest can arise. By learning to recognize these interests, an official will be able to spot potential problems and seek help from the agency's legal counsel or from the FPPC.

In fact, officials can take steps to protect themselves and the public from conflict of interest decisions well in advance of making a specific governmental decision. The Act requires that public officials annually disclose their financial interests on a Form 700 (Statement of Economic Interests). This is a requirement because the voters who enacted the law recognized that an important purpose of the Act was to ensure adequate disclosure:

> "Assets and income of public officials which may be materially affected by their official actions should be disclosed and in appropriate circumstances the officials should be disqualified from acting in order that conflicts of interest may be avoided."[8]

The financial interests disclosed include many of the interests that form the basis for a conflict and require disqualification under the Act. No one has a conflict of interest under the Act on general principles or because of personal bias regarding a person or subject – conflicts under the Act are based on financial interests. By thoroughly completing the Form 700, the official is on notice of the type of financial interests he or she holds that may cause a conflict of interest. If the official has no interests that governmental decisions can financially affect, the official will not have a conflict of interest.

The Public: Requiring officials to publicly disclose their financial interests allows the general public to monitor an official's conduct. In other words, any individual citizen can obtain a copy of the Form 700 filed by their local or state official to determine whether the official has a conflict of interest with respect to a specific decision. This serves as an important enforcement mechanism for the Act's disqualification requirements.

2. Understand the different types of financial interests that may be the basis for a conflict.

There are five types of interests[9] that may result in disqualification:

- ***Business Investment, Employment or Management.*** An official has a financial interest in a business entity in which the official, or the official's spouse, registered domestic partner, or dependent children or an agent has invested $2,000 or more.[10] An official also has a financial interest in a business entity for which the official is a director, officer, partner, trustee, employee, or holds any position of management.

- ***Real Property.*** An official has a financial interest in real property in which the official, or the official's spouse, registered domestic partner, or dependent children, or an agent has invested $2,000 or more, and also in certain leasehold interests of terms of more than a month (excluding a month-to-month lease and leases for terms of less than a month).[11]

- ***Sources of Income.*** An official has a financial interest in anyone, whether an individual or an organization, from whom the official has received (or from whom the official has been promised) $500 or more in income within 12 months prior to the decision. A "source of income" includes a community property interest in the spouse's or registered domestic partner's income. Therefore, a person from

whom the official's spouse or registered domestic partner receives income of $1,000 or more, such that the official's community property share is $500 or more, may also be a source of a conflict of interest.[12]

In addition, if the spouse, registered domestic partner or dependent children own 10 percent of more of a business, the official is considered to be receiving "pass-through income" from the business's clients. In other words, under such circumstances, the business's clients may be considered sources of income to the official as well.

- ***Gifts.*** An official has a financial interest in anyone, whether an individual or an organization, who has given gifts to the official that total $460 or more[13] within 12 months prior to the decision.
- ***Personal Finances.*** An official has a financial interest in decisions that affect the official's personal expenses, income, assets, or liabilities, as well as those of the official's immediate family. This is known as the "personal financial effects" rule.

Quick Tip:

Not all of the financial interests that may cause a conflict of interest are disclosed on a Form 700. A good example is an official's home. It is common for financial effects on an official's home to trigger a conflict of interest. Officials are not, however, required to disclose their home on the Form 700.[1]

3. Consider whether the decision's effect on the official's financial interest is reasonably foreseeable and material.

The next steps all focus on the specific governmental decision in question. At the heart of deciding whether an official has a conflict of interest in a specific decision is determining whether an effect on the financial interest is reasonably foreseeable (might realistically happen or is too remote a possibility) and is material (financially important enough). Determining whether a decision's effects are foreseeable and material will depend on the nature of the specific decision and the relationship of the official's interest to the effects of the governmental decisions.

IS IT REASONABLY FORESEEABLE?[14]

Is it a realistic possibility that the decision will actually affect the official's financial interest or is it too remote or theoretical? Two alternative tests answer this question depending on whether an interest is explicitly involved in a decision.

An Interest is Explicitly Involved in a Decision If:	**Then**
1) The interest is a named party in or the subject of a governmental decision, or 2) The decision involves the issuance, renewal, approval, denial or revocation of any license, permit, or other entitlement to, or contract with, the interest, or 3) The decision affects the real property of the official as described in Regulation 18702.2(a)(1)-(6).	It is reasonably foreseeable that the decision will have a material financial effect on the interest.
If Not Explicitly Involved in the Decision All other decisions, other than those above, are considered not explicitly involved in the decision.	**Then** If an interest is not explicitly involved in a decision, the financial effect on the interest is reasonably foreseeable only if the effect can be recognized as a realistic possibility and more than hypothetical or theoretical. A financial effect need not be likely to be considered reasonably foreseeable. However, if the financial result cannot be expected absent extraordinary circumstances not subject to the public official's control, it is not reasonably foreseeable.

Quick Tip:

For purposes of being vigilant to avoid conflict of interest decisions, keep the general rule in mind – if the financial effect can be recognized as a realistic possibility and more than hypothetical or theoretical, it is reasonably foreseeable.

IS IT MATERIAL?

The FPPC has adopted various rules (general and specific) for deciding what kinds of financial effects are important enough to trigger a conflict of interest. Generally, for each of the five interests set forth above, a separate materiality standard exists. The following charts reflect the materiality standards that apply to each type of interest.

Interests in Business Entities[15]

(Including investments in, employment or positions with, or income from business entities)

If Business Explicitly Involved = Financial Effect Assumed to be Material	**Not Assumed Material if Business Not Explicitly Involved**
A material financial effect is assumed if the business: 1) Initiates the proceeding by filing an application, claim, appeal, or request for other government action; 2) Offers to make a sale of a service or a product to the official's agency; 3) Bids on or enters into a written contract with the official's agency; 4) Is the named manufacturer in a purchase order of any product purchased by the official's agency or the sales provider of any products to the official's agency that aggregates to $1,000 or more in any 12-month period; 5) Applies for a permit, license, grant, tax credit, exception, variance, or other entitlement that the official's agency is authorized to issue; 6) Is the subject of any inspection, action, or proceeding subject to the regulatory authority of the official's agency; or 7) Is otherwise subject to an action the official's agency takes, the effect of which is directed solely at the business entity in which the official has an interest. NOTE: In all other circumstances, the business is considered not explicitly involved in the decision and the financial effect is not assumed to be material.	In all other cases, a financial effect is material *if* a prudent person with sufficient information would find it is reasonably foreseeable that the decision's financial effect would contribute to a change in the price of the entity's publicly traded stock, or the value of a privately-held business entity.

Interests in Real Property[16]

NOTE: There are different materiality standards depending on whether it is an ownership or leasehold interest.

Ownership Interests in Real Property

A material financial effect is assumed if…	The decision: 1) Involves adopting or amending a general or specific plan, that includes the official's property; 2) Determines the property's zoning or rezoning, annexation or de-annexation, or inclusion in or exclusion from any city, county, district, or other local government subdivision, or other boundaries (other than a zoning decision applicable to all properties designated in that category); 3) Imposes, repeals, or modifies any taxes, fees, or assessments that apply to the property; 4) Authorizes the sale, purchase, or lease of the property; 5) Involves the issuance, denial or revocation of a license, permit or other land use entitlement authorizing a specific use of or improvement to the property or any variance that changes the permitted use of, or restrictions placed on it; NOTE: For a financial effect resulting from a governmental decision regarding permits or licenses issued to the official's business entity when operating on the official's real property, the materiality standards under Regulation 18702.1 applicable to business entities would apply instead. 6) Involves construction of, or improvements to, streets, water, sewer, storm drainage or similar facilities, and the property in which the official has an interest will receive new or improved services that are distinguishable from improvements and services that are provided to or received by other similarly situated properties in the official's jurisdiction or the official will otherwise receive a disproportionate benefit or detriment by the decision.

Unless it is nominal, inconsequential or insignificant, a material financial effect is also assumed if…	The decision: 1) Changes the development potential of the real property; 2) Changes the income-producing potential of the real property; NOTE: If the real property contains a business entity, including rental property, and the nature of the business entity remains unchanged, the materiality standards under Regulation 18702.1 applicable to business entities would apply instead. 3) Changes the highest and best use of the parcel of real property in which the official has a financial interest; 4) Changes the character of the parcel of real property by substantially altering traffic levels or intensity of use, including parking, of property surrounding the official's real property parcel, the view, privacy, noise levels, or air quality, including odors, or any other factors that would affect the market value of the real property parcel in which the official has a financial interest; 5) Affects real property value located within 500 feet of the official's property line. However, if the real property is commercial property and contains a business entity, the materiality standards under Regulation 18702.1 applicable to business entities would apply instead;[17] 6) Causes a reasonably prudent person, using due care and consideration under the circumstances, to believe that the governmental decision was of such a nature that its reasonably foreseeable effect would influence the market value of the official's property.

Leasehold Interests in Real Property [18]

A material financial effect is assumed if…	The decision: 1) Changes the termination date of the lease; 2) Increases or decreases the potential rental value of the property; 3) Increases or decreases the rental value of the property, and official has right to sublease it; 4) Changes the official's actual or legally allowable use of the real property; or 5) Impacts the official's use and enjoyment of the real property.

Sources of Income

NOTE: There are different standards depending if income is for goods and services or the sale of personal or real property.

Income Received for Goods and Services Provided in the Ordinary Course of Business, including a Salary [19]

A material financial effect is assumed if...	The source of income is: 1) A claimant, applicant, respondent, contracting party, or is otherwise named or identified as the subject of the proceeding; 2) An individual and the individual will be financially affected under the standards applied to an official in Regulation 18702.5, or the official knows or has reason to know that the individual has an interest in a business entity or real property that will be financially affected under the standards applied to those financial interests in Regulation 18702.1 or 18702.2, respectively; 3) A nonprofit that will receive a measurable financial benefit or loss, or the official knows or has reason to know that the nonprofit has an interest in real property that will be financially affected under the standards applied to a real property interest in Regulation 18702.2; or 4) A business entity and the business will be financially affected under the standards applied to a business interest in Regulation 18702.1.

Income from the Sale of Personal or Real Property of the Official or the Official's Spouse if Community Property [20]

A material financial effect is assumed if…	The official knows or has reason to know that the source of income: 1) Is a claimant, applicant, respondent, contracting party, or is otherwise named or identified as the subject of the proceeding; 2) Has an interest in a business entity that will be financially affected under the standards applied to a financial interest in Regulation 18702.1; or 3) Has an interest in real property that will be financially affected under the standards applied to a financial interest in Regulation 18702.2.

Sources of Gifts[21]

(Including Gifts from Individuals, Nonprofits, and Business Entities)

A material financial effect can be assumed if...	The source is: 1) A claimant, applicant, respondent, contracting party, or is otherwise named or identified as the subject of the proceeding; 2) An individual who will be financially affected under the standards applied to an official in Regulation 18702.5, or the official knows or has reason to know that the individual has an interest in a business entity or real property that will be financially affected under the standards applied to those interests in Regulation 18702.1 or 18702.2, respectively; 3) An nonprofit that will receive a measurable financial benefit or loss, or the official knows or has reason to know that the nonprofit has an interest in real property that will be financially affected under the standards applied to a financial interest in Regulation 18702.5; or 4) A business entity will be financially affected under the standards in Regulation 18702.1.

Interests in Personal Finances[22]

(Including the Personal Finances of Immediate Family Members)

The financial effect is material if…	The official or the official's immediate family member will receive a measurable financial benefit or loss from the decision unless it is nominal, inconsequential, or insignificant.

Quick Tip:

There are many rules and many exceptions (so numerous we can't discuss them all here). At a big picture level, remember:

- In most cases, if the financial interest is directly or explicitly involved in the decision, the materiality standard is met. This is because an interest that is directly or explicitly involved in a governmental decision presents a more obvious conflict.
- On the other hand, if the financial interest is not directly or explicitly involved, the materiality standard is generally based on a reasonable person standard.

4. Consider whether an exception applies.

Once an official has determined that he or she has a conflict of interest in a particular decision, the official can examine if an exception permits the official's participation despite the conflict. Not all conflicts of interest prevent the official from lawfully taking part in the government decision.

- *The Public Generally Exception*:[23] Even if an official otherwise has a conflict of interest, the official is not disqualified from the participating in the decision if the "public generally" exception applies. This public generally exception applies when the financial effect on a public official or the official's interests is indistinguishable from its effect on the public generally.

  NOTE: The "public generally" exception must be considered with care. An official may not just assume that it applies. There are rules for identifying the specific segments of the general population with which the official must compare the official's financial interest, and specific rules for deciding whether the financial impact will uniquely affect the public official as compared to the public generally. Again, officials should contact their agency counsel or the FPPC concerning these specific rules.

- *Legally Required to Participate*:[24] Even if an official has a disqualifying conflict of interest, is the participation legally required? In certain rare circumstances, an official may be called upon to take part in a decision despite the fact that the official has a disqualifying conflict of interest. This "legally required participation" rule applies only in certain very specific circumstances in which the government agency would be paralyzed or unable to act. The FPPC or the agency's counsel must generally make this determination and will instruct the official on how to proceed.

A conflict of interest exists, what now?

Once an official determines that they have a conflict of interest and that an exception does not apply, the official must disqualify from all of the following:[25]

- *Making the governmental decision.* A public official makes a governmental decision if the official authorizes or directs any action, votes, appoints a person, obligates or commits his or her agency to any course of action, or enters into any contractual agreement on behalf of his or her agency.

- *Participating in making the governmental decision.* A public official participates in a governmental decision if the official provides information, an opinion, or a recommendation for the purpose of affecting the decision without significant intervening substantive review.

- *Influencing the governmental decision.* A public official uses his or her official position to influence a governmental decision if he or she: contacts or appears before (1) any official in his or her agency or in an agency subject to the authority or budgetary control of his or her agency for the purpose of affecting a decision; or (2) any official in any other government agency for the purpose of affecting a decision, and the public official acts or purports to act within his or her authority or on behalf of his or her agency in making the contact.

Certain officials (including city council members, planning commissioners, and members of the boards of supervisors) have a mandated manner in which they must disqualify from a decision.[26] They must publicly identify in detail the interest that creates the conflict, step down from the dais, and must then leave the room. The official must identify the interest following the announcement of the agenda item to be discussed or voted upon, but before either the discussion or vote commences.

If the decision is to take place during a closed session, the identification of the financial interest must be made during the public meeting prior to the closed session but is limited to a declaration that the official has a conflict of interest. The financial interest that is the basis for the conflict need not be disclosed. The official may not be present during consideration of the closed session item and may not obtain or review any nonpublic information regarding the decision.

There are limited exceptions that allow a public official to participate even when a conflict is present, such as participating as a member of the general public, speaking to the press, or discussing one's own governmental employment. The exceptions are limited and fact-specific, and may require advice from the agency's counsel or the FPPC.

Final thoughts

Generally speaking, here are the keys for public officials to meet their obligations under the Act's conflict of interest laws:

- Know the purpose of the law, which is to prevent biases, actual and apparent, that result from the financial interests of the decision-makers.

- Learn to spot potential trouble early. Understand which financial interests could give rise to a conflict of interest.

- Understand the "big picture" of the rules. For example, know why the rules distinguish between explicitly involved interests, and why the public generally exception exists.

- Realize the importance of the facts. Deciding whether an official has a disqualifying conflict of interest depends just as much - if not more - on the facts of the particular situation as it does on the law.

- Don't try to memorize all of the specific conflict of interest rules. The rules are detailed, and the penalties for violating them are significant. Rather, look the rules up or ask about the particular rules applicable to a given case.

- Ask for advice. It is available from the agency's legal counsel and from the FPPC.

Where to go for help?

Email Advice (informal)	**advice@fppc.ca.gov**
Written Advice (formal and informal)	**Fair Political Practices Commission 428 J Street, Suite 620 Sacramento, CA 95814**

[1] The Political Reform Act is contained in Government Code §§ 81000 - 91014, and all statutory references are to this code. The FPPC regulations are contained in §§ 18110 - 18997 of Title 2 of the California Code of Regulations, and all regulatory references are to this source.

[2] Enacted through Proposition 9 at the June 4, 1974 Primary Election.

[3] § 81001.

[4] § 87100.

[5] *Witt v. Morrow* (1977) 70 Cal. App. 3d 817 at 822–823: "Morrow asserts it is unconstitutional to automatically disqualify a public official from participating in decisions which may affect the investments of an entity which pays him .... However, the whole purpose of the Political Reform Act of 1974 is to preclude a government official from participating in decisions where it appears he may not be totally objective because the outcome will likely benefit a corporation or individual by whom he is also employed."

[6] § 82048.

[7] § 83115.

[8] § 81002(c).

[9] § 87103.

[10] Under § 87103, an official has an "indirect interest" in real property owned by a business entity or trust in which the official, the official's immediate family, or their agents own directly, indirectly, or beneficially a 10-percent interest or greater.

[11] § 82033.

[12] § 82030.

[13] The Commission adjusts the gift threshold on January 1 of each odd-numbered year to reflect changes in the Consumer Price Index.

[14] Regulation 18701.

[15] Regulation 18702.1

[16] Regulation 18702.2(a).

[17] Particular facts can rebut this presumption depending on advice given by the FPPC.

[18] Regulation 18702.2(b).

[19] Regulation 18702.3(a).

[20] Regulation 18702.3(b).

[21] Regulation 18702.4.

[22] Regulation 18702.5.

[23] Regulation 18703.

[24] § 87101 and Regulation 18705.

[25] Regulation 18704.

[26] § 87105 and Regulation 18707 applicable to persons holding positions specified in § 87200.

A Handy Guide to The Bagley-Keene Open Meeting Act 2004

California Attorney General's Office

INTRODUCTION

The Bagley-Keene Open Meeting Act ("the Act" or "the Bagley-Keene Act"), set forth in Government Code sections 11120-11132[1], covers all state boards and commissions. Generally, it requires these bodies to publicly notice their meetings, prepare agendas, accept public testimony and conduct their meetings in public unless specifically authorized by the Act to meet in closed session. Following is a brief summary of the Act's major provisions. Although we believe that this summary is a helpful road map, it is no substitute for consulting the actual language of the Act and the court cases and administrative opinions that interpret it.

If you wish to obtain additional copies of this pamphlet, they may be ordered or downloaded via the Attorney General's Home Page, located on the World Wide Web at http://caag.state.ca.us. You may also write to the Attorney General's Office, Public Inquiry Unit, P.O. Box 944255, Sacramento, CA 94244-2550 or call us at (800) 952-5225 (for callers within California), or (916) 322-3360 (for callers outside of California); the TTY/TDD telephone numbers are (800) 952-5548 (for callers within California), or (916) 324-5564 (for callers outside of California).

PURPOSE OF THE ACT

Operating under the requirements of the Act can sometimes be frustrating for both board members and staff. This results from the lack of efficiency built into the Act and the unnatural communication patterns brought about by compliance with its rules.

If efficiency were the top priority, the Legislature would create a department and then permit the department head to make decisions. However, when the Legislature creates a multimember board, it makes a different value judgment. Rather than striving strictly for efficiency, it concludes that there is a higher value to having a group of individuals with a variety of experiences, backgrounds and viewpoints come together to develop a consensus. Consensus is developed through debate, deliberation and give and take. This process can sometimes take a long time and is very different in character than the individual-decision-maker model.

Although some individual decision-makers follow a consensus-building model in the way that they make decisions, they're not required to do so. When the Legislature creates a multimember body, it is mandating that the government go through this consensus building process.

When the Legislature enacted the Bagley-Keene Act, it imposed still another value judgment on the governmental process. In effect, the Legislature said that when a body sits down to develop its consensus, there needs to be a seat at the table reserved for the public. (§ 11120.) By reserving this place for the public, the Legislature has provided the public with the ability to monitor and participate in the decision-making process. If the body were permitted to meet in secret, the public's role in the decision-making process would be negated. Therefore, absent a specific reason to keep

[1]All statutory references are to the Government Code.

the public out of the meeting, the public should be allowed to monitor and participate in the decision-making process.

If one accepts the philosophy behind the creation of a multimember body and the reservation of a seat at the table for the public, many of the particular rules that exist in the Bagley-Keene Act become much easier to accept and understand. Simply put, some efficiency is sacrificed for the benefits of greater public participation in government.

BODIES COVERED BY THE ACT: General Rule

The general rule for determining whether a body is covered by the Act involves a two part test (§ 11121(a)):

First, the Act covers multimember bodies. A multimember body is two or more people. Examples of multimember bodies are: state boards, commissions, committees, panels, and councils. Second, the body must be created by statute or required by law to conduct official meetings. If a body is created by statute, it is covered by the Act regardless of whether it is decision-making or advisory.

- **Advisory Bodies**

The Act governs two types of advisory bodies: (1) those advisory bodies created by the Legislature and (2) those advisory bodies having three or more members that are created by formal action of another body. (§11121(c).) If an advisory body created by formal action of another body has only two members, it is not covered by the Bagley-Keene Act. Accordingly, that body can do its business without worrying about the notice and open meeting requirements of the Act. However, if it consists of three people, then it would qualify as an advisory committee subject to the requirements of the Act.

When a body authorizes or directs an individual to create a new body, that body is deemed to have been created by formal action of the parent body even if the individual makes all decisions regarding composition of the committee. The same result would apply where the individual states an intention to create an advisory body but seeks approval or ratification of that decision by the body.

Finally, the body will probably be deemed to have acted by formal action whenever the chair of the body, acting in his or her official capacity, creates an advisory committee. Ultimately, unless the advisory committee is created by staff or an individual board member, independent of the body's authorization or desires, it probably should be viewed as having been created by formal action of the body.

- **Delegated Body**

The critical issue for this type of body is whether the committee exercises some power that has been delegated to it by another body. If the body has been delegated the power to act, it is a delegated committee. (§ 11121(b).) A classic example is the executive committee that is given authority to act on behalf of the entire body between meetings. Such executive committees are delegated committees and are covered by the requirements of the Act.

There is no specific size requirement for the delegated body. However, to be a body, it still must be comprised of multiple members. Thus, a single individual is not a delegated body.

- **Commissions Created by the Governor**

The Act specifically covers commissions created by executive order. (§ 11121(a).) That leaves open two potential issues for resolution with respect to this type of body. First, what's an executive order as opposed to other exercises of power by the Governor? Second, when is a body a "commission" within the meaning of this provision? There is neither case law nor an Attorney General opinion addressing either of these issues in this context.

- **Body Determined by Membership**

The next kind of body is determined by who serves on it. Under this provision, a body becomes a state body when a member of a state body, in his or her official capacity, serves as a representative on another body, either public or private, which is funded in whole or in part by the representative's state body. (§ 11121(d).) It does not come up often, but the Act should be consulted whenever a member of one body sits as a representative on another body.

In summary, the foregoing are the general types of bodies that are defined as state bodies under the Bagley-Keene Act. As will be discussed below, these bodies are subject to the notice and open meeting requirements of the Act.

MEMBERS-TO-BE

The open meeting provisions of the Act basically apply to new members at the time of their election or appointment, even if they have not yet started to serve. (§ 11121.95.) The purpose of this provision is to prevent newly appointed members from meeting secretly among themselves or with holdover members of a body in sufficient numbers so as to constitute a quorum. The Act also requires bodies to provide their new members with a copy of the Act. (§ 11121.9.) We recommend that this Handy Guide be used to satisfy that requirement.

WHAT IS A MEETING?

The issue of what constitutes a meeting is one of the more troublesome and controversial issues under the Act. A meeting occurs when a quorum of a body convenes, either serially or all together, in one place, to address issues under the body's jurisdiction. (§ 11122.5.) Obviously, a meeting would include a gathering where members were debating issues or voting on them. But a meeting also includes situations in which the body is merely receiving information. To the extent that a body receives information under circumstances where the public is deprived of the opportunity to monitor the information provided, and either agree with it or challenge it, the open-meeting process is deficient.

Typically, issues concerning the definition of a meeting arise in the context of informal gatherings such as study sessions or pre-meeting get-togethers. The study session historically arises from the body's desire to study a subject prior to its placement on the body's agenda. However, if a quorum is involved, the study session should be treated as a meeting under the Act. With respect to pre-meeting briefings, this office opined that staff briefings of the city council a half hour before the noticed city council meeting to discuss the items that would appear on the council's meeting agenda were themselves meetings subject to open meeting laws.[2] To the extent that a briefing is desirable, this office recommends that the executive officer prepare a briefing paper which would then be available to the members of the body, as well as, to the public.

- **Serial Meetings**

The Act expressly prohibits the use of direct communication, personal intermediaries, or technological devices that are employed by a majority of the members of the state body to develop a collective concurrence as to action to be taken on an item by the members of the state body outside of an open meeting. (§ 11122.5(b).) Typically, a serial meeting is a series of communications, each of which involves less than a quorum of the legislative body, but which taken as a whole involves a majority of the body's members. For example, a chain of communications involving contact from member A to member B who then communicates with member C would constitute a serial meeting in the case of a five-person body. Similarly, when a person acts as the hub of a wheel (member A) and communicates individually with the various spokes (members B and C), a serial meeting has occurred. In addition, a serial meeting occurs when intermediaries for board members have a meeting to discuss issues. For example, when a representative of member A meets with representatives of members B and C to discuss an agenda item, the members have conducted a serial meeting through their representatives acting as intermediaries.

---

[2]42 Ops.Cal.Atty.Gen. 61 (1963); see also 32 Ops.Cal.Atty.Gen. 240 (1958).

In the *Stockton Newspapers* case, the court concluded that a series of individual telephone calls between the agency attorney and the members of the body constituted a meeting.[3] In that case, the attorney individually polled the members of the body for their approval on a real estate transaction. The court concluded that even though the meeting was conducted in a serial fashion, it nevertheless was a meeting for the purposes of the Act.

An executive officer may receive spontaneous input from board members on the agenda or on any other topic. But problems arise if there are systematic communications through which a quorum of the body acquires information or engages in debate, discussion, lobbying, or any other aspect of the deliberative process, either among themselves or between board members and the staff.

Although there are no cases directly on point, if an executive officer receives the same question on substantive matters addressed in an upcoming agenda from a quorum of the body, this office recommends that a memorandum addressing these issues be provided to the body and the public so they will receive the same information.

This office has opined that under the Brown Act (the counterpart to the Bagley-Keene Act which is applicable to local government bodies) that a majority of the board members of a local public agency may not e-mail each other to discuss current topics related to the body's jurisdiction even if the e-mails are also sent to the secretary and chairperson of the agency, posted on the agency's Internet website, and made available in printed form at the next public meeting of the board.[4]

The prohibition applies only to communications employed by a quorum to develop a collective concurrence concerning action to be taken by the body. Conversations that advance or clarify a member's understanding of an issue, or facilitate an agreement or compromise among members, or advance the ultimate resolution of an issue, are all examples of communications that contribute to the development of a concurrence as to action to be taken by the body. Accordingly, with respect to items that have been placed on an agenda or that are likely to be placed upon an agenda, members of state bodies should avoid serial communications of a substantive nature that involve a quorum of the body.

In conclusion, serial meeting issues will arise most commonly in connection with rotating staff briefings, telephone calls or e-mail communications among a quorum of board members. In these situations, part of the deliberative process by which information is received and processed, mulled over and discussed, is occurring without participation of the public.

Just remember, serial-meeting provisions basically mean that what the body can not do as a group it can not do through serial communications by a quorum of its members.

---

[3] *Stockton Newspapers, Inc.* v. *Redevelopment Agency* (1985) 171 Cal.App.3d 95, 105. See also, 65 Ops.Cal.Atty.Gen. 63, 66 (1982); 63 Ops.Cal.Atty.Gen. 820, 828-829 (1980).

[4] Cal.Atty.Gen., Indexed Letter, No. IL 00-906 (February 20, 2001).

- **Contacts by the Public**

One of the more difficult areas has to do with the rights of the public to contact individual members. For example, a communication from a member of the public to discuss an issue does not violate the Act. (§ 11122.5(c)(1).) The difficulty arises when the individual contacts a quorum of the body.

So long as the body does not solicit or orchestrate such contacts, they would not constitute a violation of the Bagley-Keene Act. Whether its good policy for a body to allow these individual contacts to occur is a different issue.

- **Social Gatherings**

The Act exempts purely social situations from its coverage. (§ 11122.5(c)(5).) However, this construction is based on the premise that matters under the body's jurisdiction will not be discussed or considered at the social occasion. It may be useful to remind board members to avoid "shop talk" at the social event. Typically, this is difficult because service on the body is their common bond.

- **Conferences and Retreats**

Conferences are exempt from the Act's coverage so long as they are open to the public and involve subject matter of general interest to persons or bodies in a given field. (§ 11122.5(c)(2).) While in attendance at a conference, members of a body should avoid private discussions with other members of their body about subjects that may be on an upcoming agenda. However, if the retreat or conference is designed to focus on the laws or issues of a particular body it would no be exempt under the Act.

- **Teleconference Meetings**

The Act provides for audio or audio and visual teleconference meetings for the benefit of the public and the body. (§ 11123.) When a teleconference meeting is held, each site from which a member of the body participates must be accessible to the public. [Hence, a member cannot participate from his or her car, using a car phone or from his or her home, unless the home is open to the public for the duration of the meeting.] All proceedings must be audible and votes must be taken by rollcall. All other provisions of the Act also apply to teleconference meetings. For these reasons, we recommend that a properly equipped and accessible public building be utilized for teleconference meetings. This section does not prevent the body from providing additional locations from wbich the public may observe the proceedings or address the state body by electronic means.

NOTICE AND AGENDA REQUIREMENTS

The notice and agenda provisions require bodies to send the notice of its meetings to persons who have requested it. (§ 11125(a).) In addition, at least ten days prior to the meeting, bodies must

prepare an agenda of all items to be discussed or acted upon at the meeting. (§ 11125(b).) In practice, this usually translates to boards and commissions sending out the notice and agenda to all persons on their mailing lists. The notice needs to state the time and the place of the meeting and give the name, phone number and address of a contact person who can answer questions about the meeting and the agenda. (§ 11125(a).) The agenda needs to contain a brief description of each item to be transacted or discussed at the meeting, which as a general rule need not exceed 20 words in length. (§ 11125(b).)

The agenda items should be drafted to provide interested lay persons with enough information to allow them to decide whether to attend the meeting or to participate in that particular agenda item. Bodies should not label topics as "discussion" or "action" items unless they intend to be bound by such descriptions. Bodies should not schedule items for consideration at particular times, unless they assure that the items will not be considered prior to the appointed time.

The notice and agenda requirements apply to both open and closed meetings. There is a tendency to think that agendas need not be prepared for closed session items because the public cannot attend. But the public's ability to monitor closed sessions directly depends upon the agenda requirement which tells the public what is going to be discussed.

REGULAR MEETINGS

The Act, itself, does not directly define the term " regular meeting." Nevertheless, there are several references in the Act concerning regular meetings. By inference and interpretation, the regular meeting is a meeting of the body conducted under normal or ordinary circumstances. A regular meeting requires a 10-day notice. This simply means that at least 10 days prior to the meeting, notice of the meeting must be given along with an agenda that sufficiently describes the items of business to be transacted or discussed. (§§ 11125(a), 11125(b).) The notice for a meeting must also be posted on the Internet, and the web site address must be included on the written agenda. In addition, upon request by any person with a disability, the notice must be made available in appropriate alternative formats, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12132), and the applicable federal rules and regulations. The notice must contain information regarding the manner in which and the deadline by which a request for any disability-related modification or accommodation, including auxiliary aids or services, may be made by a person requiring these aids or services in order to participate in the meeting.

In two special situations, items may be added to the agenda within the 10-day notice period, provided that they are added and notice is given no later than 48 hours prior to the meeting. (§ 11125.) The first such situation is where the body concludes that the topic it wishes to add would qualify for an emergency meeting as defined in the Act. (§ 11125.3(a)(1).) The second situation is where there is a need for immediate action and the need for action came to the attention of the body after the agenda was mailed in accordance with the 10-day notice requirement. (§ 11125.3(a)(2).) This second situation requires a two-thirds vote or a unanimous vote if two-thirds of the members are not present.

Changes made to the agenda under this section must be delivered to the members of the body and to national wires services at least 48 hours before the meeting and must be posted on the Internet as soon as practicable.

SPECIAL MEETINGS

A few years ago, special meetings were added to the Act to provide relief to agencies that, due to the occurrence of unforeseen events, had a need to meet on short notice and were hamstrung by the Act's 10-day notice requirement. (§ 11125.4.) The special meeting requires that notice be provided at least 48 hours before the meeting to the members of the body and all national wire services, along with posting on the Internet.

The purposes for which a body can call a special meeting are quite limited. Examples include pending litigation, legislation, licencing matters and certain personnel actions. At the commencement of the special meeting, the body is required to make a finding that the 10-day notice requirement would impose a substantial hardship on the body or that immediate action is required to protect the public interest and must provide a factual basis for the finding. The finding must be adopted by two-thirds vote and must contain articulable facts that support it. If all of these requirements are not followed, then the body can not convene the special meeting and the meeting must be adjourned.

EMERGENCY MEETINGS

The Act provides for emergency meetings in rare instances when there exists a crippling disaster or a work stoppage that would severely impair public health and safety. (§ 11125.5.) An emergency meeting requires a one-hour notice to the media and must be held in open session. The Act also sets forth a variety of other technical procedural requirements that must be satisfied.

PUBLIC PARTICIPATION

Since one of the purposes of the Act is to protect and serve the interests of the general public to monitor and participate in meetings of state bodies, bodies covered by the Act are prohibited from imposing any conditions on attendance at a meeting. (§ 11124.) For example, while the Act does not prohibit use of a sign-in sheet, notice must be clearly given that signing-in is voluntary and not a pre-requisite to either attending the meeting or speaking at the meeting. On the other hand, security measures that require identification in order to gain admittance to a government building are permitted so long as security personnel do not share the information with the body.

In addition, members of the public are entitled to record and to broadcast (audio and/or video) the meetings, unless to do so would constitute a persistent disruption. (§ 11124.1.)

To ensure public participation, the Legislature expressly afforded an opportunity to the public to speak or otherwise participate at meetings, either before or during the consideration of each agenda item. (§11125.7.) The Legislature also provided that at any meeting the body can elect to consider comments from the public on any matter under the body's jurisdiction. And while the body cannot act on any matter not included on the agenda, it can schedule issues raised by the public for consideration at future meetings. Public comment protected by the Act includes criticism of the programs, policies and officials of the state body.

ACCESS TO RECORDS

Under the Act, the public is entitled to have access to the records of the body. (§ 11125.1.) In general, a record includes any form of writing. When materials are provided to a majority of the body either before or during the meeting, they must also be made available to the public without delay, unless the confidentiality of such materials is otherwise protected. Any records provided to the public, must be available in appropriate alternative formats, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12132), and the applicable federal rules and regulations, upon request by a person with a disability.

Notwithstanding the foregoing, the Act makes Government Code section 6254, the most comprehensive exemption under the California Public Records Act, applicable to records provided to the body. That is, if the record that is being provided to the board members is a record that is otherwise exempt from disclosure under section 6254 of the Government Code, then the record need not be disclosed to members of the public. (§ 11125.1(a).) However, the public interest balancing test, set forth in Government Code section 6255, is expressly made inapplicable to records provided to members of the body.

If an agency has received a request for records, the Public Records Act allows the agency to charge for their duplication. (§ 11125.1(c).) Please be aware that the Public Records Act limits the amount that can be charged to the direct cost of duplication. This has been interpreted to mean a pro-rata share of the equipment cost and probably a pro-rata share of the employee cost in order to make the copies. It does not include anything other than the mere reproduction of the records. (See,§ 6253.9 for special rules concerning computer records.) Accordingly, an agency may not recover for the costs of retrieving or redacting a record.

ACCESSABILITY OF MEETING LOCATIONS

The Act requires that the place and manner of the meeting be nondiscriminatory. (§ 11131.) As such, the body cannot discriminate on the basis of race, religion, national origin, etc. The meeting site must also be accessible to the disabled. Furthermore, the agency may not charge a fee for attendance at a meeting governed by the Act.

CLOSED SESSIONS

Although, as a general rule, all items placed on an agenda must be addressed in open session, the Legislature has allowed closed sessions in very limited circumstances, which will be discussed in detail below. Closed sessions may be held legally only if the body complies with certain procedural requirements. (§ 11126.3)

As part of the required general procedures, the closed session must be listed on the meeting agenda and properly noticed. (§ 11125(b).) Prior to convening into closed session, the body must publically announce those issues that will be considered in closed session. (§ 11126.3.) This can be done by a reference to the item as properly listed on the agenda. In addition, the agenda should cite the statutory authority or provision of the Act which authorizes the particular closed session. (§11125(b).) After the closed session has been completed, the body is required to reconvene in public. (§ 11126.3(f).) However, the body is required to make a report only where the body makes a decision to hire or fire an individual. (§ 11125.2.) Bodies under the Bagley-Keene Act are required to keep minutes of their closed sessions. (§ 11126.1.) Under the Act, these minutes are confidential, and are disclosable only to the board itself or to a reviewing court.

Courts have narrowly construed the Act's closed-session exceptions. For example, voting by secret ballot at an open-meeting is considered to be an improper closed session. Furthermore, closed sessions may be improperly convened if they are attended by persons other than those directly involved in the closed session as part of their official duties.

- **Personnel Exception**

The personnel exception generally applies only to employees. (§ 11126(a) and (b).) However, a body's appointment pursuant to subdivision (e) of Section 4 of Article VII of the California Constitution (usually the body's executive director) has been designated an employee for purposes of the personnel exception. On the other hand, under the Act, members of the body are not to be considered employees, and there exists no personnel exception or other closed session vehicle for board members to deal with issues that may arise between them. Board elections, team building exercises, and efforts to address personality problems that may arise between members of the board, cannot be handled in closed session.

Only certain categories of subject matter may be considered at a closed session authorized under the personnel exception. (§ 11126(a)(1).) The purpose of the personnel exception is to protect the privacy of the employee, and to allow the board members to speak candidly. It can be used to consider appointments, employment, evaluation of performance, discipline or dismissal, as well as to hear charges or complaints about an employee's actions. Although the personnel exception is appropriate for discussion of an employee's competence or qualifications for appointment or employment, we do not think that discussion of employee compensation may be conducted in closed

session in light of an appellate court decision interpreting a similar exception in the Brown Act, (the counterpart to the Bagley-Keene Act which is applicable to local government bodies).[5]

The Act requires compliance with specific procedures when the body addresses a complaint leveled against an employee by a third person or initiates a disciplinary action against an employee. Under either circumstance, the Act requires 24-hour written notice to the employee. (§ 11126(a)(2).) Failure to provide such notice voids any action taken in closed session.

Upon receiving notice, the employee has the right to insist that the matter be heard in public session. (§ 11126(a)(2).) However, the opposite is not true. Under the Act, an employee has no right to have the matter heard in closed session. If the body decides to hold an open session, the Bagley-Keene Act does not provide any other option for the employee. Considerations, such as the employee's right to privacy, are not addressed under the Bagley-Keene Act.

If an employee asserts his or her right to have the personnel matter addressed in open session, the body must present the issues and information/evidence concerning the employee's performance or conduct in the open session. However, the body is still entitled to conduct its deliberations in closed session. (§ 11126(a)(4).)

- **Pending Litigation Exception**

The purpose of the pending litigation exception is to permit the agency to confer with its attorney in circumstances where, if that conversation were to occur in open session, it would prejudice the position of the agency in the litigation. (§ 11126(e)(1).) The term "litigation" refers to an adjudicatory proceeding that is held in either a judicial or an administrative forum. (§11126(e)(2)(c)(iii).) For purposes of the Act, litigation is "pending" in three basic situations. (§11126(e)(2).) First, where the agency is a party to existing litigation. Secondly, where under existing facts and circumstances, the agency has substantial exposure to litigation. And thirdly, where the body is meeting for the purpose of determining whether to initiate litigation. All of these situations constitute pending litigation under the exception.

For purposes of the Bagley-Keene Act, the pending litigation exception constitutes the exclusive expression of the attorney-client privilege. (§ 11126(e)(2).) In general, this means that independent statutes and case law that deal with attorney-client privilege issues do not apply to interpretations of the pending litigation provision of the Bagley-Keene Act. Accordingly, the specific language of the Act must be consulted to determine what is authorized for discussion in closed session.

Because the purpose of the closed session exception is to confer with legal counsel, the attorney must be present during the entire closed session devoted to the pending litigation. The Act's pending litigation exception covers both the receipt of advice from counsel and the making of

---

[5]*San Diego Union v. City Council* (1983) 146 Cal.App.3d 947.

litigation decisions (e.g., whether to file an action, and if so, what approach should be taken, whether settlement should be considered, and if so, what the settlement terms should be.

What happens in a situation where a body desires legal advice from counsel, but the Act's pending litigation exception does not apply? In such a case, legal counsel can either (1) provide the legal advice orally and discuss it in open session; or (2) deliver a one-way legal advice memorandum to the board members. The memorandum would constitute a record containing an attorney-client privileged communication and would be protected from disclosure under section 6254(k) of the Public Records Act. (11125.1(a).) However, when the board members receive that memorandum, they may discuss it only in open session, unless there is a specific exception that applies which allows them to consider it in closed session.[6]

- **Deliberations Exception**

The purpose of the deliberations exception is to permit a body to deliberate on decisions in a proceeding under the Administrative Procedures Act, or under similar provisions of law, in closed session. (§ 11126(c)(3).)

- **Real Property Exception**

Under the Act, the real-property exception provides that the body can, in closed session, advise its negotiator in situations involving real estate transactions and in negotiations regarding price and terms of payment. (§ 11126(c)(7).) However, before meeting in closed session, the body must identify the specific parcel in question and the party with whom it is negotiating. Again, the Act requires that the body properly notice its intent to hold a closed session and to cite the applicable authority enabling it to do so.

- **Security Exception**

A state body may, upon a two-thirds vote of those present, conduct a closed session to consider matters posing a potential threat of criminal or terrorist activity against the personnel, property, buildings, facilities, or equipment, including electronic data, owned, leased, or controlled by the state body, where disclosure of these considerations could adversely affect their safety or security. (11126(c)(18).) After such a closed session, the state body must reconvene in open session prior to adjournment and report that a closed session was held along with a description of the general nature of the matters considered, and whether any action was taken in closed session.

Whenever a state body utilizes this closed session exception, it must also provide specific written notice to the Legislative Analyst who must retain this information for at least four years. (11126(c)(18)(D).) This closed session exception will sunset in 2006. (11126(h).)

---

[6] *Roberts* v. *City of Palmdale* (1993) 5 Cal.4th 363, 381.

REMEDIES FOR VIOLATIONS

The Act provides for remedies and penalties in situations where violations have allegedly occurred. Depending on the particular circumstances, the decision of the body may be overturned (§ 11130.3), violations may be stopped or prevented (§ 11130), costs and fees may be awarded (§11130.5), and in certain situations, there may be criminal misdemeanor penalties imposed as well. (§ 11130.7.)

Within 90 days of a decision or action of the body, any interested person may file suit alleging a violation of the Act and seeking to overturn the decision or action. Among other things, such suit may allege an unauthorized closed session or an improperly noticed meeting. Although the body is permitted to cure and correct a violation so as to avoid having its decision overturned, this can be much like trying to put toothpaste back in the tube. If possible, the body should try to return to a point prior to when the violation occurred and then proceed properly. For example, if the violation involves improper notice, we recommend that the body invalidate its decision, provide proper notice, and start the process over. To the extent that information has been received, statements made, or discussions have taken place, we recommend that the body include all of this on the record to ensure that everyone is aware of these events and has had an opportunity to respond.

In certain situations where a body has violated the Act, the decision can not be set aside or overturned; namely, where the action taken concerns the issuance of bonds, the entering into contracts where there has been detrimental reliance, the collection of taxes, and, in situations where there has been substantial compliance with the requirements of the Act. (11130.3(b).)

Another remedy in dealing with a violation of the Act involves filing a lawsuit to stop or prevent future violations of the Act. (§ 11130.) In general, these legal actions are filed as injunctions, writs of mandates, or suits for declaratory relief. The Legislature has also authorized the Attorney General, the District Attorney or any other interested person to use these remedies to seek judicial redress for past violations of the Act.

A prevailing plaintiff may recover the costs of suit and attorney's fees from the body (not individual members). (§ 11130.5.) On the other hand, if the body prevails, it may recover attorney's fees and costs only if the plaintiff's suit was clearly frivolous and totally without merit.

The Act provides for misdemeanor penalties against individual members of the body if the member attends a meeting in violation of the Act with the intent to deprive the public of information to which he or she knows, or has reason to know, the public is entitled to receive. (§ 11130.7.)

UPDATED Guidance on Remote Public Participation in Public Meetings

On March 12, 2020, Governor Newsom issued Executive Order N-25-20 in response to the COVID-19 pandemic. The Executive Order authorized a wide variety of actions to protect the health and safety of California residents. One such action allowed state bodies covered by the Bagley-Keene Open Meeting Act (Act) to hold public meetings covered by the Act via web conferencing or audio conferencing. This original Order—which, as explained below, has been superseded—still required meeting organizers to have at least one publicly accessible physical location from which members of the public would have the right to attend and observe the meeting and offer public comment.

Due to the evolving nature of the emergency and the need to further combat the spread of COVID-19, on March 18, 2020, Governor Newsom issued Executive Order N-29-20. This Order supersedes the provisions in Executive Order N-25-20 pertaining to the Bagley-Keene Act and expands state bodies' ability to hold meetings entirely via remote-meeting technology. Subject to additional notice and accessibility requirements described in the new Order (and summarized in the next paragraph of this Guidance), if a state body holds a meeting via remote-meeting technology, and makes it possible for members of the public to observe and address the meeting remotely (for example, via web or audio conferencing), then the state body is not required to provide a physical location in connection with the meeting.

State bodies must continue to adhere to the Bagley-Keene Act's ordinary requirements for publicizing meeting times and posting meeting agendas. Additionally, each time the meeting time or agenda is noticed, the state body must also publicize two other things. First, the state body must publicize the means by which members of the public may observe and address the meeting. (As discussed in this Guidance, this might be remote-meeting technology; it could even be as simple as the combination of a streaming video link and a phone line made available for public comment.) Second, the state body must publicize its process for receiving and swiftly resolving requests for reasonable modification or accommodation for individuals with disabilities.

A range of proven teleconferencing and digital engagement tools already are available through existing procurement platforms at the California Department of General Services and the California Department of Technology's California Network and Telecommunications Program (CALNET).

What follows is **updated** guidance to state agencies on choosing the right method, best practices for running virtual meetings, a sample set of tools to choose from, and contacts to reach out to for questions and comments. This is not a legal interpretation or guidance on the Bagley-Keene Act. Please consult with your legal counsel for any questions regarding the Act.

What is the right technology for my virtual meeting?

If you simply need to share information without receiving feedback or viewing presentations, conference calling is a good solution.

If you need to make presentations, hold discussions in public view, and/or allow participants to ask questions and make comments, a video conferencing tool is a good solution.

Some departments use a combination of live streaming via social media (e.g. YouTube, Twitter or Facebook) and a phone conference line that allows listeners to hear a meeting and be put into a queue if they want to make a comment or ask a question.

Best practices and considerations for running a virtual meeting

1. **Pick the right technology**
    a. Understand the licensing restrictions, particularly on the number of attendees.
    b. Ideally, the public should not have to download an application to participate. If software is necessary, ensure that it is free for the public to use and otherwise easily available and accessible to members of the public.
    c. Always offer a phone dial-in. Most video conferencing tools provide dial-in numbers so attendees can choose to participate by video or phone.
    d. For web conferencing, you should verify if members participating remotely have webcams and microphones, and if not, you may need to provide them for members who will be participating remotely.
    e. A sample of providers is provided below.

2. **Prepare & test**
    a. Make sure staff has downloaded and installed software and configured members' devices ahead of time.
    b. Run a test with staff and all members.
    c. Give public notice that includes full details on how to participate remotely, including instructions for downloading software and a call-in number.
    d. Make sure your tool allows the meeting administrator to mute public participants.

3. **Publish agendas and key materials ahead of time**
    a. Follow the Bagley-Keene Act's advance notice requirements for the time of each public meeting, and post the agenda for each meeting according to the ordinary requirements of Bagley-Keene.
    b. When you notice the meeting time or post the meeting agenda, remember to include the required information about how the public may participate remotely in the meeting, as well as the required information about accessibility.
        i. For meetings noticed prior to EO N-29-20, you may add this information after the fact, as long as you post the updated information on the state body's website and otherwise use "the most rapid means of communication available at the time" to publicize the change.

ii. If this information changes later, you may update it the same way: publicize the change using "the most rapid means of communication available," which must include posting on the state body's website.

c. Review Executive Order N-29-20 to ensure you understand its accessibility requirements, and otherwise follow state accessibility guidelines.
d. Whenever possible, for longer meetings you should add estimated times and speakers to agendas so that members of the public can join for only the sections that are relevant to them.

4. **Provide opportunities for feedback before, during and after the meeting**
   a. For general questions, provide an option for the public to submit questions or comments. Consider an email inbox, web form, phone comment queue or other methods to allow people to submit questions or comments ahead of time and as follow-ups.

5. **Structure the meeting for valuable participation**
   a. Create and communicate the process for unmuting and asking questions or commenting.
   b. Create a queue to manage questions and comments by asking people to raise their hand or submit their question or comment, via messaging, the moderator, or a telephone queuing system.
   c. Have one person responsible for managing the queue of questions and comments.
   d. Make sure the host knows how to mute all other participants. At the same time, provide instructions on how to unmute when others need to participate.

6. **Ensure accessibility**
   a. Offer multiple means of access to address the needs of various audiences wherever possible. Ensure that the tool or combination of tools you use is sufficient to make the meeting accessible to everyone.
   b. Use tools such as automatic transcriptions, captioning or real-time text to accompany audio. Consider allowing public comment via e-mail (which should be read aloud at the meeting to ensure parity with other public comment) to accommodate hearing- or speech-impaired individuals.
   c. Ensure you have established a process to receive and swiftly resolve individual requests for reasonable modifications or accommodations to ensure accessibility. This process should be as user-friendly and accessible as possible.

Tools

The list below represents a sample of what is available across the state and includes options to access meetings online, and by phone. Note: check in with your IT systems administrator or IT support to determine how best to enable various features.

WebEx

- Where to Access: CALNET

- For hosts: There are four plans available including a free version, which is not recommended due to the limits on participation and meeting length. Priced plans offer larger participation limits and longer (or unlimited) meeting duration times. More information can be found here.
- For participants: Participants can join in a variety of ways -- through an email invite, or by clicking on a meeting link through their desktop or mobile application. Participants do not need an account to access a meeting.
- Accessibility: WebEx offers keyboard navigation, low vision support, and screen reader support. WebEx also offers the ability to create automatic transcripts.
- Capturing Comments & Questions: Meetings set through WebEx come with an automatic chat function (though hosts will need to set user privileges) to take comments and questions.
- Also available through CALNET as an option: AT&T Conferencing and NWN.

Zoom

- Where to Access: DGS Software Licensing Program
- For hosts: There are four plans available including a free version, which is not recommended due to the limits on participation and meeting length. Priced plans offer larger participation limits and longer (or unlimited) meeting duration times. More information can be found here.
- For participants: Participants do not need to have a Zoom account to attend a Zoom meeting. A first time user will be prompted to download the software and can do so by clicking on a meeting link, or by heading to the Download Center.
- Accessibility: Zoom has four key accessibility features: closed captioning, keyboard accessibility, automatic transcripts, and screen reader support. More information can be found here. Each meeting room also comes with a dial-in number, which can be provided to those without reliable internet access.
- Capturing Comments & Questions: There is a chat function at the bottom of the screen that allows any participant to comment or ask questions. You can save in meeting chat content by following these instructions.

Skype Meeting Broadcast

- Where to Access: Through the Microsoft Office 365 bundle; may have to ask your system administrator to push it out.
- For hosts: Enables you to schedule, produce and broadcast meetings or events to online audiences of up to 10,000 attendees. Scheduling instructions are linked here.
- For participants: Participants do not need a Skype for Business account to attend a meeting, however members of the public will need to download the software plug-in to participate. Instructions for those steps are linked here.
- Accessibility: Skype offers screen reader support, closed captioning, and real-time transcription and translation features. For those with less reliable internet access, follow instructions on how to add a dial in number.
- Capturing Comments & Questions: To enable questions and comments, add a Q&A section that will display during the meeting.
- Microsoft is transitioning Skype users to Microsoft Teams, which also is part of Office 365, although departments are just learning about Teams' webcasting functionality.

Teleconferencing

Teleconferencing can be an important supplement to web conferencing. To add teleconferencing services, call the provider your organization has chosen from the CALNET options and purchase additional services using Form 20.

One service that offers a broad range of features is AT&T Teleconferencing, which can be offered as audio through web browsers, and features scheduling, comment queueing, moderated question and answer session. It also allows voting and polling. Different service levels include translation, question queueing and transcripts.

Other Video Tools Available Through CALNET

The following services also are available through CALNET. These services typically are used for point-to-point virtual conferencing, and may not provide all of the features necessary for conducting a public meeting.

- **Jive Multipoint Video Conferencing Bridge Service**
  Multipoint Video Conference Bridge for 6-80 participants. Allows 6-80 participants to join and communicate via both video and audio on the same conference call.

- **Verizon Managed Video Conferencing Service**
  Managed Video Conferencing provides Video Conference session support with assistance of a live Conferencing Attendant.

- **Verizon Open Video Communication Service**
  OVC is multi-party video conferencing with a variety of usage levels suitable for individual devices to multi-screen telepresence rooms with document sharing.

Key Contacts

California Department of Technology

Ellen Ishimoto, PMP, Acting State Chief Technology Officer
California Department of Technology
916.228.6512
Ellen.Ishimoto@state.ca.gov

Kami Dudley, Program Chief
CALNET
California Department of Technology, Office of Technology Services
(916) 228-6468
Kami.Dudley@state.ca.gov

Tiffany Angulo
Branch Chief Telecommunications Procurement
1-916-431-5483
Tiffany.Angulo@state.ca.gov

California Network and Telecommunications Program (CALNET)

CALNET Customer Service Line: (916) 657-9150
General CALNET Questions: CALNEThelp@state.ca.gov

California Department of General Services

Patrick Mullen
Manager, Multiple Award Programs Section
916-375-4617
Patrick.Mullen@dgs.ca.gov

Kimberly Hettrick
Manager, Software Licensing Program
916-375-4725
Kimberley.Hettrick@dgs.ca.gov

LEGAL UNIT MEMORANDUM

To: Panel Members Date: 07/24/2020

From: Michael A. Cable, Legal Counsel

Subject: Robert's Rules of Order

I. Why does ETP follow Robert's Rules of Order?
Because Article IX of the By-Laws of the Employment Training Panel mandate: "Except as provided herein, all meetings of the Panel relative to procedural process shall be subject to Robert's Rules of Order, Revised."

II. What are the benefits of following Robert's Rules of Order?
- Allows for free democratic speech and action
- Provides known consistency and preserves order
- Focuses on the rights of the organization over individuals
- Facilitates group discussion and rules for debate

III. A Quick Cheat Sheet Re: How to Introduce New Business

Step One: Panel Member makes a clearly worded motion to take action or position
"I move…" [be specific, direct, loud, and clear so that the motion may be heard by all Panel Members and for the Meeting Minutes]

Step Two: Motion must be seconded
"I second…" [it does not signify approval; to be seconded allows for discussion to take place on the motion]

Step Three: Chairperson restates the motion
"It is moved and seconded that…" [be loud and clear so that the motion may be heard by everyone and confirmed by the moving Panel Member]

Step Four: Discussion/Debate takes place
Maker of the motion starts; Proposals are made to Panel Members
Amendments may be offered ["I move to amend by…" adding words; striking out words; substituting words]

Step Five: Chairperson closes discussion/debate and asks for a vote
"The question is on the adoption of the motion that…"
Provide instructions: "Those in favor of the motion, say yes/aye; Those opposed of the motion, say no"

Step Six: Chairperson announces the result of the vote
"The ayes have it, and the motion is adopted"
"The noes have it, the motion is lost"

RETRAINEE - JOB CREATION

Training Proposal for:

Con J. Franke Electric, Inc.

Contract Number: ET21-0123

Panel Meeting of: July 24, 2020

ETP Regional Office: Sacramento **Analyst:** C. Kaiser

PROJECT PROFILE

Contract Attributes:	SB <100 Priority Rate Job Creation Initiative HUA SET	Industry Sector(s):	Construction (C) Priority Industry: ☒ Yes ☐ No
Counties Served:	San Joaquin	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☒ Yes ☐ No International Brotherhood of Electrical Workers Local 100, 302, 340 and 684		

Number of Employees in:	CA: 85	U.S.: 85	Worldwide: 85
Turnover Rate:	5%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
$115,146

Total ETP Funding
$75,900

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100 SET	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., HazMat, OSHA 10/30, PL-Comm'l. Skills	35	8-200	0-1	$1,380	*$13.76
				Weighted Avg: 60			
2	Retrainee Priority Rate SB <100 Job Creation SET	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., HazMat, OSHA 10/30, PL-Comm'l. Skills	15	8-200	0-1	$1,840	*$15.00
				Weighted Avg: 80			

*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 Numbers1 (SET/HUA): $13.76 per hour in San Joaquin County
Job Number 2(SET/Job Creation): $15.00 per hour in San Joaquin County

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Staff		5
Electricians		19
Estimators		1
Front Line Supervisors		2
Project Managers		5
Warehouse Staff		3
Job Number 2		
Administrative Staff		4
Electricians		8
Estimators		1
Project Managers		2

INTRODUCTION

Founded in 1925 and located in Stockton, Con J. Franke Electric, Inc. (CJF), (www.cjfranke.com) is an electrical engineering and construction contractor specializing in design-build and bid-build projects. CJF customers include counties, state agencies, hospitals, school districts, water districts, sanitary districts, and commercial buildings. Training will be provided at the Company's single location in Stockton. This is CJF's first ETP Contract.

Veterans Program

Veterans account for approximately 8% of CJF employees. Veteran employees will participate under Job Numbers 1 and 2 for this Contract. The Company does not actively recruit for Veterans at this time.

Union Support

Electricians, Warehouse Staff, and Frontline Supervisors are represented by the International Brotherhood of Electrical Workers Local Union 684, 340, 302, and 100. Letters of support have been submitted.

PROJECT DETAILS

The Company provides a rigorous training program to develop the skills needed to ensure workers meet and/or exceed customer demand and remain competitive. A large amount of training will focus on the necessary skills to perform jobs accurately including Building Codes, Building Systems, Electrical Installation, Electrical Programming, and Engineering Theory/Planning/Design. Due to the complex building structures of CJF's clientele, Electricians will receive additional specialized training in Local Regulations, Engineering Theory/Planning/Design, Electrical Programming, Blue Print Reading and Schematics, and Building Systems. Training in the mentioned areas will provide Electricians with an in-depth knowledge of multiple building foundations to ensure electrical wiring is properly installed.

Due to CJF's clientele, staff must be diverse in multiple building structures. A large part of cross training involves highlighting the different types of building systems and processes used for each type. Training includes building codes, specifications, electrical components, wiring methods, and various installation requirements. Cross training will also focus on extracting the knowledge from the seasoned employees and providing that knowledge to the newer employees. This allows all employees the opportunity to advance in CJF and greatly broadens their knowledge in the electrical field.

Additionally, CJF will also provide training on new equipment such as forklift and bobcat to ensure staff can properly operate and maintain the equipment. Staff will also receive training on new software including ProCore and ToolWatch, as well as updates to the current ERP system (Timberline). Training will provide staff with the abilities needed to perform their job duties.

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.

CJF has seen a 32% increase in revenue in the last year and projects an additional 20% increase per year for the next two years. Due to this growth, the Company will hire 15 new employees (Job Number 2) over the next two years. The date-of-hire for trainees will be within

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

Training Plan

Training will be delivered via Classroom/Laboratory, E-Learning, Video Conferencing, Computer-Based Training, and Productive Lab delivery methods. Training will be delivered by in-house experts and vendors as needed in the following:

Business Skills: Training is offered to all occupations and will focus on product knowledge and effective communication. Training topics include Customer Service, Cost Control, Negotiating and Operational Skills.

Commercial Skills: Training will be offered to Electricians, Warehouse Staff, Project Managers, Front Line Supervisors and Estimators. Training will improve knowledge of proper techniques for equipment and production. Training topics include Electrical Equipment, Engineering Theory/Planning/Design and Lighting.

Computer Skills: Training will be offered to all occupations to improve software skills. Training topics include Autodesk/AutoCAD and ToolWatch.

Continuous Improvement: Training will be offered to all occupations and focus on improving Company processes. Training topics include Leadership, Teambuilding and Problem Solving and Decision Making.

Hazardous Materials: Training will be offered to Electricians and Front Line Supervisors. Training will focus on proper handling and techniques of waste and chemicals. Training topics include Asbestos Removal.

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.

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 up to one hour of CBT.

Productive Laboratory

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

PL-Commercial Skills training will be provided to Electricians, Warehouse Staff, and Front Line Supervisors to supplement Class/Lab training. The delivery of PL training is necessary as trainees will be given real life projects to perform work on. The training will strengthen their understanding of how to correctly operate machinery and other equipment that requires on-the-job training. Trainees will be instructed on the operations procedures and then will then operate the equipment independently as the trainer observes. All PL training will take place onsite at CJF. The trainer-to-trainee ratio for all PL training will be 1:2 and trainees will receive up to 80

hours of PL training. The higher ratio is required because production and production processes require a team of two workers.

Special Employment Training/High Unemployment Area

Under Special Employment Training (SET), the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period. For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from $33.34 to $25.01).

- **Wage Modification**

All trainees work in a High Unemployment Area, with unemployment exceeding the state average by 25%. The Company's location in San Joaquin 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. CJF requests a wage modification from $18.34 per hour to $13.76 per hour for Job Number 1.

COVID Waivers

CJF is requesting the following waivers due to the effects of the COVID-19 pandemic:

- Alternate Record Keeping: Due to the telecommuting and other guidelines the Company has put in place, CJF is requesting alternate recordkeeping to include the trainer taking roll call and providing an email back to the Contract Representative with all required roster information including those who participated in the training.

- Productive Lab Hours Cap: In efforts to try and limit large group gatherings, CJF plans to use up to 100% of training in PL for Electricians, Warehouse Staff, and Front Line Supervisors. PL training is focused on job specific training and will take place at the project construction site instead of a classroom setting.

Commitment to Training

The Company's annual training budget is approximately $100,000 and includes orientation, compliance and basic computer skills. The majority of training under this Contract will be provided to all employees. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

The Operations Manager will oversee the administration and implementation of training. In addition, two Department Leaders and the Training & Safety Manager will be responsible for reviewing and submitting rosters. The Company has also retained Sierra Consulting Services, who has extensive ETP experience, to assist with the administration.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Sierra Consulting Services in Cameron Park assisted with development for a flat fee of $7,500.

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/E-Learning/Video Conferencing Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Administration
- Business Fundamentals
- Conflict Resolution
- Customer Relationship Management
- Customer Service
- Cost Control
- Dealing with Difficult People
- Develop Employee Accountability
- Employee Coaching
- Employee Engagement
- Essential Skills for New Supervisor
- Financial Analysis
- Interpersonal Communications
- Marketing/Sales Techniques & Strategy
- Negotiating
- Operational Skills
- Planning and Organization
- Product Knowledge
- Project Management and Methodology
- Project Requirements Analysis and Specifications
- Property and Resource Management Skills
- Retaining Customers
- Relationship Building
- Strategic Planning
- Time Management

COMMERCIAL SKILLS

- Air Monitor Equipment
- Blue Print Reading and Schematics
- Bobcat
- Building Codes
- Building Systems
- Changeover Procedures
- Construction Overview
  - Job Site Preparation
  - Job Site Sequencing
  - Methodologies
- Cross-Training in Production Equipment/Skills
- Dimmers
- Electrical and Electronics
- Electrical Equipment
- Electrical Installation
- Electrical Programming
- Electricity Overview

- Energy & Environmental Design for Green Building
- Engineering Theory/Planning/Design
- Environment Impact Planning
- Equipment Operation
- Equipment Safety
- Forklift/Scissor Lift
- LED Lighting Systems
- Lighting
- Local Regulations
- Megger Equipment
- Switches
- Telecommunication
- Voltage Tester
- Wiring
- Work Orders

COMPUTER SKILLS

- Autodesk/AutoCAD
- Building Information Modeling
- Customer Relationship Management
- Financial Management System
- iOS
- Microsoft Office
- ProCore
- Timberline Software
- ToolWatch

CONTINUOUS IMPROVEMENT

- Coaching Procedures
- Communication Skills
- Creating a Quality Organization
- Decision Making
- How to Coach and Mentor
- Leadership
- Lean Manufacturing
- Motivation
- Problem Solving and Decision Making
- Process Capability
- Process Improvement
- Production Operations/Workflow
- Production Scheduling
- Project Management
- Supervisor Skills
- Teambuilding
- Teamwork Development Skills

HAZARDOUS MATERIALS

- Asbestos Removal
- Hazardous Materials Handling

- Hazardous Chemical Cleaning/Handling
- Hazardous Waste

OSHA10/30 (OSHA Certified Instructor)
- OSHA 10
- OSHA 30

Productive Lab Hours (1:2 Ratio)
0-80

COMMERCIAL SKILLS
- Air Monitoring Equipment
- Audio Visual Installation
- Audio Visual Programming
- Building Systems and Clashes
- Construction
  - Job Site Preparation
  - Job Site Sequencing
  - Methodologies
- Core Drill
- Dimmer Installation
- Electrical Equipment
- Electrical Installation
- Electrical Programming
- Equipment Operation
- Forklift/Sissorlift
- Hydraulic Bender
- LED Lighting System Installation
- Lighting Installation
- Megger Equipment
- Switch Installation
- Telecommunication Equipment Installation
- Thread Machine
- Voltage Testers

CBT Hours
0-1

CONTINUOUS IMPROVEMENT
- Safety Overview (equipment usage, ladder, heat exhaustion) (45 min)

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.

International Brotherhood of Electrical Workers Local 100

5410 East Home Avenue • Fresno, California 93727

Telephone (559) 251-8241 • Fax (559) 251-0543

April 28, 2020

Employment Training Panel
1100 J St
Sacramento, CA 95814

Dear ETP Panel Members,

We understand Con J Franke Electric, Inc. is requesting an Employment Training Panel contract with your office. This letter confirms the IBEW Local 100 supports Con J Franke Electric, Inc. regarding their application for funding from the Employment Training Panel. We also support Con J Franke's effort to increase the capabilities of their employees and our members.

The California General Journeyman's License requires all electricians in the State of California to pass an exam and take 32 hours of continuing education every three years. The training provided insures that the electrical work done by the employees of the company will be done in a safe workmanlike manner.

Sincerely,

Ronny Jungk
Business Manager/Financial Secretary
International Brotherhood of Electrical Workers, Local 100

Local Union No. 302

INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS

REGULAR MEETING 4TH WEDS. EACH MONTH 1 EXECUTIVE BOARD MEETS 3RD WEDS. EACH MONTH

1875 ARNOLD DRIVE • MARTINEZ, CALIFORNIA 94553-4239
TELEPHONE (925) 228-2302 • FAX (925) 228-0764

April 15, 2020

Employment Training Panel
1100 J St
Sacramento, CA 95814

Dear ETP Panel Members,

We understand Con J Franke Electric, Inc. is requesting an Employment Training Panel contract with your office. This letter confirms the IBEW Local 302 supports Con J Franke Electric, Inc. regarding their application for funding from the Employment Training Panel. We also support Con J Franke's effort to increase the capabilities of their employees and our members.

Sincerely,

Tom Hansen
Business Manager
Financial Secretary

TH:nlp
Opeiu#29:afl-cio

INTERNATIONAL BROTHERHOOD
OF ELECTRICAL WORKERS

April 15, 2020

Employment Training Panel
1100 J St
Sacramento, CA 95814

Dear ETP Panel Members,

We understand Con J Franke Electric, Inc. is requesting an Employment Training Panel contract with your office. This letter confirms the IBEW Local 340 supports Con J Franke Electric, Inc. regarding their application for funding from the Employment Training Panel. We also support Con J Franke's effort to increase the capabilities of their employees and our members.

Sincerely,

International Brotherhood of Electrical Workers, Local 340

Robert D. Ward

Business Manager/Financial Secretary

10240 Systems Parkway, Suite 100, Sacramento, CA 95827 / P: (916) 927-4239 / F: (916) 927-1074 / ibewlocal340.org

Local Union 684
INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS
Serving Stanislaus, Merced, Tuolumne, and Mariposa Counties Since 1910

April 15, 2020

Employment Training Panel
1100 J St
Sacramento, CA 95814

Dear ETP Panel Members,

We understand Con J Franke Electric, Inc. is requesting an Employment Training Panel contract with your office. This letter confirms the IBEW Local 684 supports Con J Franke Electric, Inc. regarding their application for funding from the Employment Training Panel. We also support Con J Franke's effort to increase the capabilities of their employees and our members.

Sincerely,

Bobby Stutzman
IBEW, Local 684

519 12th Street • Modesto, CA 95354 • Tel (209) 524-5171, Fax (209) 521-9664 • www.ibewlu684.org

Training Proposal for:

Fullerton Chamber of Commerce dba North Orange County Chamber

Contract Number: ET21-0136

Panel Meeting of: July 24, 2020

ETP Regional Office: San Diego **Analyst:** C. Clady

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee SET HUA	Industry Sector(s):	MEC H Construction (23) Professional, Scientific (54) Health Care (62) Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles, Orange, Kern Alameda, San Diego, and Santa Clara	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		≤20%	

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
$186,415		$12,830 8%		$199,245

In-Kind Contribution:	50% of Total ETP Funding Required	$277,491

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Priority Retrainee	Business Skills Commercial Skills Computer Skills	140	8-200	0	$565.00	$18.34
				Weighted Avg: 23			
2	Retrainee	Business Skills Commercial Skills Computer Skills	100	8-200	0	$738.00	$18.34
				Weighted Avg: 30			
3	Retrainee Priority SET Medical Skills	Medical Skills Computer Skills Business Skills	45	8-200	0	$713.00	$25.01
				Weighted Avg: 29			
4	Medical Skills Retrainee Priority SET HUA	Medical Skills Computer Skills Business Skills	20	8-200	0	$713.00	*$13.76
				Weighted Avg: 29			

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

Minimum Wage by County: Job Number 1: $20.00 per hour Alameda County,$19.05 per hour Los Angeles County, $18.39 per hour for Orange County .and $18.34 San Diego County.

Job Number 2: $20.00 per hour Santa Clara County and $18.39 per hour Orange County.

Job Number 3: SET Statewide Average Hourly Wage. $25.01.

Job Number 4: $13.76 per hour (HUA/ SET) 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

Participating employers may use health benefits to meet the Post-Retention Wage for Job Numbers 1 & 3.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Laborers		20
Carpenters		25
Plumbers		40
Masons		30
Supervisors		25
Job Number 2		
Accountants		50
Administration		50
Job Number 3		
Therapist		25
Case Managers		20
Job Number 4		
Emergency Medical Technician		20

INTRODUCTION

Established in 1898, and located in Fullerton, Fullerton Chamber of Commerce dba North Orange County Chamber (NOCC) (www.nocchamber.com) provides assistance to small businesses on legislative updates, advocacy, and information on current business issues, as well as operates as a general resource center for its members. NOCC promotes a trained workforce, providing opportunities for women and minority-owned enterprises. The organization serves as the chamber representing the cities of Buena Park, Fullerton, La Palma, and Stanton

Veterans Program

Participating employers regularly employ Veterans through their normal hiring practices. However no Job Number for Veterans will be designated in this project.

PROJECT DETAILS

The Chamber intends to bring ETP-funded training to multi-industry businesses. NOCC will serve a wide spectrum of Participating Employers of the business community. The proposed participating employers have operations in Orange, Los Angeles, Kern, Alameda, San Diego and Santa Clara Counties. Employee retention and efficiency are key goals of the employers. To compete, employers need to provide their products and services competitively. This means they must combine pricing with customer service to present an acceptable value proposition.

Each participating employer strives to improve the business skills of its respective workforce in areas such as leadership, communications, and problem resolution. In addition companies are also looking to improve the computer skills of their employees through more advanced usage of Microsoft Office, Enterprise Resource Management (ERP), Customer Resource Management (CRM) and accounting software.

Training Plan

All training will be customized to meet each employers needs based on assessments of business and industry demands. Training will occur at the participating employers' sites and other training sites in California, and delivered via a classroom/ E- Learning setting. The following are some of the curriculum topics included in the Menu Curriculum, Exhibit B of the proposed Agreement.

Business Skills: Training will be offered to Administrative, Accounting Staff, Therapists, and Case Managers.

Commercial Skills: Training will be offered to Laborers, Carpenters, Plumbers, and Masons.

Computer Skills: Training will be provided to all occupations to become efficient in Microsoft Office, Customer Resource Management (CRM), Enterprise Resource Program (ERP), and Audit software

Medical Skills: Training will be offered to Therapists and Case Managers to help assess clients with Autism more effectively. Courses include Clinical Evaluation, Understanding Evidence based Autism Treatment and Discrete trail training.

Core Employer Group

The Core group of participating employers include, Construction, Healthcare, and Accounting businesses represents 80% of the requested funding (8 participating employers).

Curriculum Development

NOCC met with each of the participating employers and discussed the training plans for the proposed project. In each case the employer assessed skilled workers needs.

Commitment to Training

Most participating employers provide basic on the job training or job specific training and will continue to do so at its own expense. ETP funds are intended to provide supplemental training for companies that lack the resources to provide training on their own, but need training to upgrade the job skills of its workers to keep the workforce competitive. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

President and CEO of the Chamber, assisted by the Director of Marketing and Community Relations will have oversight of the project. NOCC has an administrative contractor to help with the project. The administrative contractor will handle all the client facing administrative work such as enrollment of employees, tracking the training hours and determining the payment amount to each of the participating employers.

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 (Job 3)**

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 (Job 4)

Trainees in Job Number 4 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company request an HUA wage in Kern County of $13.76 per hour which qualify for the ETP Standard Minimum Wage by county.

Marketing and Support Costs

The Chamber marketed this training project by sending letters to potential companies followed up by phone calls. They will also continue to market the program as well as schedule onsite visits to prospective eligible participating companies providing high paying jobs in both priority and non-priority industries.

Trainer Qualifications

The training will be provided primarily by participating employer internal trainers experienced in the specific topics. Training provided by vendors will have at least 5 years' experience in their field.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

North Orange County Chamber retained Training Refund Group in Anaheim to assist with development at no cost.

ADMINISTRATIVE SERVICES

North Orange County Chamber retained Training Refund Group in Anaheim to perform administrative services in connection with this proposal for a fee of not to exceed 13 % of payment earned.

TRAINING VENDORS

The participating employer will provide in-house trainers at the ETP Fixed Fee rate minus Administrative costs.

Other trainers will be identified as they are retained. NOCC expects that 5-10% of training will be provided by third party training vendors at a cost to be determined.

Exhibit B: Menu Curriculum

Class/Lab Hours/E-Learning

Trainees may receive any of the following:

BUSINESS SKILLS

- Team Building
- Communications
- Sales Skills
- Presentation Skills
- Client Service
- Compliance Management
- Effective Meetings
- Presentation Tools
- Marketing
- Product Knowledge
- Mentoring and Coaching
- Negotiation Skills
- Leadership Skills

COMMERCIAL SKILLS

- Tax Compliance
- Regulatory Compliance
- Accounting and Auditing
- Fraud Detection
- Government Auditing Standards
- Estate Planning and Compliance
- Best Accounting and Tax Practices
- Project Management
- Risk Management
- Insurance Best Practices
- Field Operational procedures
- Advanced Blueprint Reading
- Arches (Types, Hands-On Project)
- Bricklaying Terminology
- Brick-Paving Techniques
- Building a Straight Wall
- Building Codes-Reinforced
- Grouted Masonry
- Cement Blocks and Bricks
- Complete a Masonry Wall
- Components and Shell Bricks
- Concrete in Masonry Units
- Construction of Jambs
- Construction of Pilasters
- Custom Residential Work
- Glass Blocks
- Glazed Tile
- Interpret and Use Blueprints

- Job Layouts/Steps Related to Layout
- Learn the Communications Skills Required of a Job Supervisor
- Materials -Veneer Construction
- Materials-Residential Masonry Design
- Parging in Masonry Construction
- Patterns -Bonded Masonry • Planning and Construction of Custom Masonry
- Recognize the Terms Used with Reinforced Grouted Masonry
- Responsibilities of a Job Supervisor
- Safety, Health and Employment Rules and Procedures
- Scaffolding Safety Practices • Shop Safety Rules and Procedures
- Shop Safety Rules for Operating Tools and Equipment
- Solve Problems in Masonry Mathematics
- Stick-On Veneer
- Stones
- Techniques for Setting and Laying Brick
- Trade Math
- Various Types of Veneer Applied to a Fireplace
- Advanced Materials Safe working procedures and practices
- Scaffold Safety
- Construction Techniques
- Customer Relations
- Communication Skills
- Construction Best Practices
- Fall Protection
- Heavy Equipment Movement (Lifts, Excavators, Bobcat, etc.)
- Field Operation procedures
- Plumbing Material Identification & Application
- Pipe Joining Methods & Procedures
- First Aide
- Silica Awareness (Bi-Annual)
- Excavation Competent Person
- Estimating Procedures and Processes
- Construction Math
- Job Costing and Accounting
- Engineering Best Practices
- Pump sizing and installation
- Sewage pump system repair
- Water Heater/ Boiler trouble shooting and repair
- Water booster pump and recirculating pump troubleshooting and repair
- Switches and electrical components
- Plumbing Code
- Heat Exchanger Systems
- Advanced diagnosis
- Fundamentals of Water flow and plumbing systems
- Fall Protection/Safety
- Communication Skills
- Confined Space/Safety

- Presentation Skills
- On Demand hot water systems
- Gas and fuel systems
- How to Estimate for Mechanical & Plumbing
- Insurance & Bonds
- Metal Stud and Drywall
- Self-Performed Concrete & Rebar
- Forklift and Ariel Training
- Asbestos Awareness
- Elevator Training
- Intermediate Microsoft Excel
- Owner Billing in JDE
- Building Strong Work Relationships
- Hand Signal Person
- Qualified Rigger & Hand Signal Person
- Rough Terrain Forklift
- Safety Dinner-SAC (Jul-2017

o

COMPUTER SKILLS

- Tax Compliance software
- Case Management software
- Audit software
- Accounting software
- Microsoft Office Intermediate
- Customer Resource Relations Management (CRM)
- Enterprise Resource Planning (ERP)
- On line research
- EPIC (Insurance company management software)

MEDICAL SKILLS DIADATIC

- Functional Behavior Assessment (FBA)
- Interdisciplinary Understanding of Autism Spectrum Disorder
- Understanding Funding Sources
- Discrete Trial Training
- Applied Behavior Analysis Skill Building Training and Session
- Parent Satisfaction
- Staff Support
- Clinical Evaluation
- Understanding Evidence Based Autism Treatment
- Providing Feedback
- Assessing Behavior Interventionist Performance
- Behavioral case Conceptualization, problem solving, and Decision Making
- E-Learning/Video Conferencing

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

Fullerton Chamber of Commerce DBA North Orange County Chamber: CCG No.: ET21-0136

Reference No: 20-0220

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Andersen Commercial Plumbing

Address: 190 E. Arrow highway, STE H

City, State, Zip: San Dimas, CA 91773

Collective bargaining Agreement NO

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

Total # of full-time company employees worldwide: 145

Total # of full-time company employees in California: 145

Company: Autism Behavior Services, Inc.

2080 N. Tustin Ave. STE B

City, State, Zip: Santa Ana, CA 92705

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 45

Total # of full-time company employees worldwide: 142

Total # of full-time company employees in California: 60

Company: Brown Armstrong

Address: 4200 Truxton Ave. #300

City, State, Zip: Bakersfield, CA 93309

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 90

Total # of full-time company employees in California: 90

Company: Burnham Benefits Insurance Services

Address: 2211 Michelson Drive #1200

City, State, Zip: Irvine, CA 92612

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 99

Total # of full-time company employees in California: 99

Participating Employers in Retrainee
Multiple Employer Contracts

Fullerton Chamber of Commerce DBA North Orange County Chamber: CCG No.: ET21-0136

Reference No: 20-0220

Company: C. Overaa and CO

Address: 200 Parr Blvd.

City, State, Zip: Richmond, CA 94801

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 60

Total # of full-time company employees worldwide: 325

Total # of full-time company employees in California: 325

Company: Hall Ambulance

Address: 2001 O Street

City, State, Zip: Bakersfield, CA 93301

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 455

Total # of full-time company employees in California: 455

Company: Macias, Gini and O'Connell

Address: 3000 S St. #300,

City, State, Zip: Sacramento, CA 95816

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 502

Total # of full-time company employees in California: 502

Company: Pacific Masonry Walls

Address: 1007 W Grove Ave STE J,

City, State, Zip: Orange, CA 92865

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 140

Total # of full-time company employees in California: 140

Participating Employers in Retrainee
Multiple Employer Contracts

Fullerton Chamber of Commerce DBA North Orange County Chamber: CCG No.: ET21-0136

Reference No: 20-0220

Company: Rudolph and Sletten

Address: 2 Circle Star Way, 4th Floor

City, State, Zip: San Carlos, CA 94070

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 556

Total # of full-time company employees in California: 556

Company: Wheeler Accountants

Address: 1475 Saratoga Ave, Ste. 100

City, State, Zip: San Jose, CA 95129

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 40

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

Training Proposal for:

JobTrain, Inc.

Contract Number: ET21-0133

Panel Meeting of: July 24, 2020

ETP Regional Office: San Francisco Bay Area **Analyst:** R. Jackson

PROJECT PROFILE

Contract Attributes:	COVID New Hire SET	Industry Sector(s):	Services (G) Manufacturing (E) Other (J) Priority Industry: ☒ Yes ☐ No
Counties Served:	Alameda, Contra Costa, Marin, San Francisco, San Mateo, Santa Clara	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		NA	

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
$198,000		N/A		$198,000

In-Kind Contribution:	50% of Total ETP Funding Required	Inherent

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	New Hire SET COVID	Other Titles (COVID-19 Bundle)	99	4-4	0	$2,000	$17.50
				Weighted Avg: 4			

Minimum Wage by County: Job Number 1 (COVID/Statewide): $17.50 per hour

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Production Worker		5
Administrator		5
Administrative Support Staff		5
Professional Support Staff		4
Food Supply Chain Worker		30
Healthcare Worker		50

INTRODUCTION

Founded in 1965 and headquartered in Menlo Park, JobTrain, Inc. (JobTrain) (www.jobtrainworks.org) is a private, non-profit training agency that empowers low-income individuals to gain the job skills needed to obtain sustainable employment in high-demand growth industries. ETP-funded training will be delivered out of its Menlo Park headquarters' facility.

JobTrain provides services to approximately 6,000 people each year of which 1,000 benefit from intensive-career training, which includes skills' upgrades such as GED, ESL and digital-skills' development. JobTrain has job-placement success, which it states is historically above 75% per year of its graduates with average wages at nearly $22.00 per hour.

This is JobTrain's seventh ETP Contract, and it's third within the last five years. In this proposal, it is requesting ETP funds to train 99 (New Hire) trainees primarily to become entry-level Healthcare Workers and Food Service Workers. Other occupations working inside the allowed NAICS codes will also be trained as permitted by ETP's COVID Rapid Reemployment and Retraining Pilot.

Veterans

Even though there is not a Veterans' component in this project, JobTrain partners with the Employment Development Department (EDD) to serve clients including veterans. EDD operates its main office for San Mateo County at JobTrain's Menlo Park headquarters, and EDD has a veteran's program via its Workforce Services Branch that refers trainees to JobTrain.

Employment Demand

Healthcare occupations with the largest anticipated job growth in the San Francisco, San Mateo, and Redwood City's metropolitan statistical area (MSA) include Medical Assistants (MA) and Certified Nurse Assistants (CNA). According to the Bureau of Labor Statistics:

- Employment of MAs is expected to grow 29% from 2016 to 2026
- Employment of CNAs is expected to grow 21% from 2016 to 2026

EDD projects growth in healthcare jobs of up to 22% in the San Francisco-San Mateo MSA by 2024, resulting in a projected total of over 300,000 healthcare jobs. The Bay Area's population is projected to increase by 30% by 2040 with a 137% growth in the 65 and over age group, according to Plan Bay Area 2040. This demographic shift will drive significantly increased demand for care and the healthcare professionals to provide it.

Since March 2020, the unemployment rate for the greater San Francisco Bay Area dramatically increased due to the COVID-19 pandemic. The purpose of this proposal is to train unemployed people for jobs in healthcare, the food supply chain, and other frontline occupations that have been substantially impacted by the COVID-19 pandemic.

Certified employment with employers in the following NAICS codes has been pre-determined to be required for meeting placement requirements: 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 and Toilet Paper Manufacturing; and, 445 Food and Beverage Stores.

PROJECT DETAILS

Training Plan

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

Other Titles/Job Readiness (COVID-19 Bundle): Training will be offered to all occupations on Workplace Success, Interviewing, Critical Thinking, Conflict Resolution, and Goal Setting.

Special Employment Training (New Hire)

Under Special Employment Training, the participating employer is not required to demonstrate out-of-state competition. Trainees may also receive a higher portion of Literacy or Other Skills; however, up to 50% of training hours per trainee must be vocational.

- **Wage Modification**

  SET (New Hire) trainees may be subject to earn at least the ETP COVID Pilot's Minimum Wage rather than the Statewide Average Hourly Wage. Ordinarily, these trainees may receive

the ETP New Hire Minimum Wage (post-retention), but in this case ETP's COVID Pilot has its own wage requirement of $17.50 (Statewide).

- **Retention Modification**

  The Panel may also modify the retention period for these trainees, making it satisfied by employment of at least 90 consecutive days, with at least 20 hours of employment per week. Incidental placement with public and non-profit entities is permissible, not to exceed 50% of the total number of trainees retained in employment. JobTrain requests this retention modification.

Trainer-to-Trainee Ratio Waiver (New Hire)

JobTrain request no required trainer-to-trainee ratio be applied as permitted by ETP's COVID Pilot guidelines.

Curriculum Development

COVID-19 Bundle is limited to four hours of training designed primarily to provide job-search skills' training to successfully gain and retain employment. This training will be offered to all trainees in Workplace Success, Communications, Resume Development and Interview Skills.

Marketing and Support Costs

JobTrain advertises its programs through direct mail, publishes marketing materials, and launches social media campaigns to recruit trainees. JobTrain program staff conducts marketing of its programs by engaging with businesses and students throughout San Mateo County. In addition, JobTrain markets its programs through outreach to nonprofit and community partners including Second Harvest Food Bank, HIP Housing, Daybreak Shelter, LifeMoves, Boys and Girls Club of the Peninsula, Peninsula Family Services, Redwood City Community Schools, Sequoia Union High School District, Nuestra Casa and Fair Oaks Community Center, Community Legal Services in East Palo Alto, and One East Palo Alto for youth employment.

JobTrain also partners with employers to connect students with careers. Healthcare partners include Palo Alto Medical Foundation, Kaiser Permanente, and Stanford Health Care. COVID Pilot guidelines do not allow for support costs.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Government funds, foundation funding, and/or private funding will be used to cover costs that exceed the amount paid by ETP. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- **Training Infrastructure**

  The Chief Executive Officer and Chief Operating Officer will provide administrative oversite. The Outreach Admissions and Resource Center Manager (dedicated administrator), Client Services Manager, two Career Development Specialists, and the Finance Director will also assist in administering the project. JobTrain's four in-house experts will coordinate training delivery. Additionally, JobTrain retained Steve Duscha Advisories to assist with administration, ETP's online systems and ETP staff.

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).

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

- Certification by Western Association of Schools and Colleges
- Bureau of Post Private Secondary Education licensure valid until March 26, 2020, but it is in process of being renewed. The renewal application was submitted, but the renewal process is taking longer than usual due to the COVID-19 pandemic.

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.

Electronic Recordkeeping

JobTrain will use a Learning Management System (Salesforce) to document all ETP training. The system has been reviewed and approved by 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
ET20-0218	$381,250	12/23/19 – 12/22/21	125	0	TBD*
ET19-0353	$199,515	12/17/18 – 12/16/20	138	138	TBD**

*ET20-0218 based on ETP systems, 0 hours have been tracked for potential earnings of $0 (of approved amount). Contractor states that 2,000 hours have been delivered; $50,400 in potential earnings. This is an estimated 13% of the Contract's Approved Amount potentially being earned within 29% of the available training time (21 months). The delay in entering the hours is reportedly caused by interruptions in administrative duties due to the COVID-19 pandemic.

**ET19-0353 based on ETP systems, 26,647 hours have been tracked for potential earnings of $199,515 (100% of approved amount). Current invoicing shows $164,332 invoiced, of which $25,929 is earned. Once retention is served, the remaining invoiced will be placed.

DEVELOPMENT SERVICES

Steve Duscha Advisories in Sacramento assisted with development for a flat fee of $2,500.

ADMINISTRATIVE SERVICES

Steve Duscha Advisories 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
4-4

Trainees may receive any of the following:

OTHER TITLES (COVID-19 Bundle)

- Workplace Success
- Conflict Resolution
- Resume Development
- Interview Skills
- Communication Skills
- Time Management
- Critical Thinking
- Goal Setting
- Financial Literacy

Note: Reimbursement for retraining is capped at 4 total-training hours per trainee, regardless of the method of delivery.

RETRAINEE- JOB CREATION

Training Proposal for:

La Tapatia Tortilleria, Inc.

Contract Number: ET21-0125

Panel Meeting of: July 24, 2020

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

PROJECT PROFILE

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

Number of Employees in:	CA: 155	U.S.: 155	Worldwide: 155
Turnover Rate:	13%		
Managers/Supervisors: (% of total trainees)	12%		

FUNDING DETAIL

In-Kind Contribution
$120,000

Total ETP Funding
$114,954

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	Business Skills, Computer Skills, Cont. Improv., HazMat., Mfg. Skills, Mgmt. Skills, Literacy Skills, OSHA 10/30	127	2-200	0-1	$782	*$13.76
				Weighted Avg: 34			
2	Retrainee Job-Creation Priority Rate Temp To Perm HUA	Business Skills, Computer Skills, Cont. Improv., HazMat., Mfg. Skills, Mgmt. Skills, Literacy Skills, OSHA 10/30	15	2-200	0-1	$782	*$13.00
				Weighted Avg: 34			
3	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Improv., HazMat., Mfg. Skills, Mgmt. Skills, Literacy Skills, OSHA 10/30	5	2-200	0-1	$782	$18.34
				Weighted Avg: 34			

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

Minimum Wage by County: Job Number 1: $13.76 per hour in Fresno County; Job Number 2: $13.00 per hour in Fresno County; Job Number 3: $18.34 per hour in Sacramento County

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

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

Up to $0.76 per hour may be used to meet the Post-Retention Wage in Job Number 1 and up to $2.34 in Job Number 3.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Administrative		3
Senior Administrative		10
Logistics		4

Senior Logistics		6
Operations		63
Senior Operations		16
Quality Control		4
Senior Quality Control		3
Sales		11
Transportation		7
Job Number 2		
Logistics		3
Operations		9
Sales		2
Transportation		1
Job Number 3		
Administrative		2
Transportation		3

INTRODUCTION

Founded in 1969 and headquartered in Fresno, La Tapatia Tortilleria, Inc. (La Tapatia) (www.tortillas4u.com) manufactures corn and flour tortillas, tortilla chips, flavored wraps, taco shells, and tostada bowls. Their specialty products include gluten free, non-GMO, whole wheat, high fiber, and low-carb options. La Tapatia provides services to restaurants, grocery stores, school districts, and correctional facilities throughout the state. La Tapatia has expanded to provide services overseas to China, South Korea, Indonesia and South America. Training will be delivered at their facilities in Fresno and McClellan. This is La Tapatia's second ETP Contract and the second in the last five years.

Veterans Program

Although there is no Veterans component in this project, La Tapatia actively recruits and hires Veterans and values the workforce.

PROJECT DETAILS

Under the previous training project, La Tapatia focused training on new equipment, specifically an Artech-Bagger Sealer and a Burfford- Twist Tie Machine. For this new training project La Tapatia will focus on production processes, quality assurance, lean manufacturing and Covid-19 compliance. La Tapatia is in the process of increasing its production capacity to meet the demands of its domestic and international markets. In order to meet the expectations of the consumer, trainees will be trained in multiple processes with the goal of increased efficiency and limited waste.

In addition, the FDA passed the Food Safety Modernization Act (FSMA) in 2018. In order to meet these new regulations, La Tapatia has increased its quality assurance standards allowing for a more knowledgeable consumer. Trainees will learn about product quality and control in order to keep updated with ever-changing criteria.

The Company is also adding new technology (Chip Production Machine) on the production line to provide staff with real time analytics in order to make better production decisions. This system requires extensive training in order to master new procedures. Trainees will gain valuable knowledge of this technology that help them be competitive in the job market.

Employees who received training in the prior ETP project will not receive duplicate training.

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 customer needs, La Tapatia is expanding production lines in their Fresno facility. To help fill production needs, the Company will hire 15 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Training will be delivered via Classroom/Laboratory, E-Learning, Videoconference and Computer Based Training (CBT). In-house subject matter experts and external training vendors may be utilized to deliver training in the following:

Business Skills: Training will be offered to all occupations. Training is intended to improve business operations. Training topics include Business Communication, Strategic Planning, and Time Management.

Computer Skills: Training will be offered to all occupations. Training is intended to improve software skills. Training topics included Advanced and Intermediate Microsoft Office and Crystal Reports.

Continuous Improvement: Training will be offered to all occupations. Training is intended to provide continuous training to sharpen skills. Training topics include Cross Training, Kaizen Training, Lean Manufacturing Procedures, and Product Quality and Control.

Literacy Skills: Training will be offered to Logistics, Operations, Quality Control and Transportation. Training is intended to improve language and communication skills. Training Topics include Vocational Math and English.

Hazardous Materials: Training will be offered to Logistics, Operations, Quality Control and Transportation. Training is intended to provide skills in handling materials. Topics include Materials Handling and Disposal.

Management Skills: Training will be offered to all occupations. Training is intended to provide skills to management trainees. Topics include Administration, Leadership, and Supervisor Skills.

Manufacturing Skills: Training will be offered to Logistics, Operations, Quality Control and Transportation. Training is intended to increase knowledge in operations and processes. Topics include Equipment Operation, Food Processing, and Manufacturing 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 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.

Computer-Based Training (CBT)

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees in Job Numbers 1-3 will receive between 0-1 hour of CBT.

Commitment to Training

The current annual training budget is approximately $240,000 for both facilities. Most of the training is for new hire orientation, general safety, and production processes.

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

California Business Expansions Consulting Group (CALBEC) will assist with ETP project administration. In addition, La Tapatia has designated the Human Resources Manager to be the lead administrator for the project internally and will be responsible for collecting and submitting training rosters to the administrative subcontractor for data entry into the ETP systems.

High Unemployment Area

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

- Wage Modification

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

Temporary to Permanent Hiring

La Tapatia will train 7 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.

COVID-19 Waiver

La Tapatia is requesting the following waiver due to the effects of the COVID-19 pandemic on their company. The company has made a shift to remote working to abide by the shelter in place orders.

- **Alternate Recordkeeping:** The Company will use scans of the ETP roster and have the trainee sign an electronic copy.
- **Lower Minimum Hours from 8 hours to 2 hours:** In the case that training is impacted, this will allow the Company to capture a larger population of trainees.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned $ %
18CS-0043-000	Fresno, McClellan	9/5/2017-9/4/2019	$170,760	$114,108 (66%)

La Tapatia's last ETP contract was their first project. When the project started, the management team did its best to explain the program to their managers and supervisors, requesting that all training be reported and rosters be completed as needed. This approach did not go well as these leaders did not have a good grasp of the program. In the latter part of the ETP contract period, senior management decided to centralize all ETP tracking and roster collection, assigning the task to the human resources (HR) department. The company also researched the different types of training that are eligible for ETP, which allowed them to capture more training hours. With HR taking the lead and this better understanding of the program, the company's ETP training hours increased significantly.

As the company moves into this new contract, they are confident that their experience with the program will result in a strong performance for the new contract. The HR staff, as well as the management team, are now well acquainted with the ETP processes, ensuring that this next contract will be a great success.

DEVELOPMENT SERVICES

CALBEC Group in Clovis assisted with development of this proposal for a flat fee of $11,400.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab, E-Learning, Videoconference Hours

2-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Business Communication
- Behavior Style Strategies
- Customer Relationship Management
- Customer Service
- Communication styles
- Dealing with Difficult People
- Employee Coaching
- Interpersonal Communications
- Leadership
- Marketing/Sales Techniques
- Retaining Customers
- Relationship Building
- Strategic Planning
- Successful Selling Techniques/Sales
- Time Management

COMPUTER SKILLS

- Crystal Reports
- MAS 90/SAGE100
- Microsoft Office Intermediate and Advanced

CONTINUOUS IMPROVEMENT

- 5S
- Cross Training
- Communication Skills
- Creating a Quality Organization
- Creating Continuous Flow
- Decision Making
- How to Coach and Mentor
- Kaizen Training
- Key Performance Indicators
- Leadership
- Lean Procedures Practices
- Meeting Management
- Process Improvement
- Product Quality and Control
- Project Management
- Team Building
- Teamwork Development Skills
- Time Management
- Understanding Waste

HAZARDOUS MATERIALS

- Materials Disposal
- Materials Handling

MANAGEMENT SKILLS (Management Trainees Only)

- Administration
- Coaching Procedures
- Effective Meetings for Leaders
- Essential Skills for the New Supervisor
- Leadership
- Motivation
- Supervisor Skills
- Teambuilding

MANUFACTURING SKILLS

- Electrical and Electronics
- Equipment Operation
- Fall Prevention/Protection
- Food Processing
- Forklift Driving
- Hydraulics
- Inventory Control
- Loading
- Logistics
- Machine Maintenance
- Manufacturing Practices
- Measurement and Measuring Devices
- Packaging
- Pallet Jack Operation
- Pneumatics
- Production Operations
- Respirator Training and Fitting
- Troubleshooting
- Warehousing

LITERACY SKILLS

- Vocational English as a Second Language
- Vocational Math

OSHA 10/30 (Certified Instructor)

- OSHA 10
- OSHA 30

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

Computer Based Training (CBT) Hours

0- 1

BUSINESS SKILLS

- How to Facilitate a Meeting (30 Mins)

MANUFACTURING SKILLS

- Shop Safety (30 Mins)

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 Valle Sabbia, Inc.

Contract Number: ET21-0134

Panel Meeting of: July 24, 2020

ETP Regional Office: San Diego **Analyst:** K. Hernandez

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative HUA Seasonal SET	Industry Sector(s):	Agriculture (B) Priority Industry: ☒ Yes ☐ No
Counties Served:	Imperial	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 140	U.S.:140	Worldwide: 140
Turnover Rate:	2%		
Managers/Supervisors: (% of total trainees)	5%		

FUNDING DETAIL

In-Kind Contribution:
$172,235

Total ETP Funding
$162,150

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Business Skills, Comm. Skills, Computer Skills, Cont. Imp., Haz. Mat., Mfg. Skills, OSHA 10/30, Literacy Skills	47	8-200	0	$1,150	*$13.76
				Weighted Avg: 50			
2	Retrainee Priority Rate Job Creation Initiative HUA	Business Skills, Comm. Skills, Computer Skills, Cont. Imp., Haz. Mat., Mfg. Skills, OSHA 10/30, Literacy Skills	14	8-200	0	$1,150	*$13.00
				Weighted Avg: 50			
3	Retrainee Priority Rate Seasonal HUA SET	Business Skills, Comm. Skills, Computer Skills, Cont. Imp., Haz. Mat., Mfg. Skills, OSHA 10/30, Literacy Skills	80	8-200	0	$1,150	*$13.76
				Weighted Avg: 50			

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

Minimum Wage by County: Job Number 1 (HUA): $13.76/hr. Imperial County.
Job Number 2 (Job Creation/HUA): $13.00/hr. Imperial County.
Job Number 3 (Seasonal/HUA): $13.76/hr. Imperial County
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☐ Yes ☒ No ☐ Maybe
Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Mechanics		13
Welders		5
Electricians		4
Building/Concrete Construction Laborers		6

Lathe Operators		1
Auto Body Techs		1
Leads		6
Administrative Staff		5
Managers/Supervisors		6
Job Number 2		
Mechanics		3
Welders		2
Electricians		1
Building/Concrete Construction Laborers		1
Lathe Operators		1
Auto Body Techs		1
Leads		1
Administrative Staff		3
Managers/Supervisors		1
Job Number 3		
Ranch General Laborers		30
Irrigators		28
Equipment Operators		22

INTRODUCTION

Founded in 1989 and headquartered in El Centro, La Valle Sabbia, Inc. (LVS) (www.abatti.com) is a leading grower in the agribusiness industry, farming over 10,000 acres in the Imperial Valley region. LVS specializes in forage production of hay products that consist of Alfalfa Hay & Straw, Wheat Straw, Bermuda Hay & Straw, Kleingrass, Oat Hay, Sudan Hay & Straw. LVS distributes products domestically to dairies, feedlots and retailers located in California, Arizona, New Mexico and Texas. In addition, the company's products are also exported to Japan, China, Taiwan, Korea and the Middle East.

Veterans Program

Although there is no dedicated Veterans job number LVS employs Veterans and appreciates the value they contribute to the company's culture.

PROJECT DETAILS

LVS's primary operational goal is to increase its workforce's ability to grow, harvest and produce hay products more efficiently. Due to customer demand and business growth, LVS faces unique challenges recruiting skilled employees as new generations of applicants are lacking the skills and experience needed for this industry in all occupation groups. In addition, new technology creates a need for additional training and a higher skilled workforce.

The training project will set out to increase training related to hard skills and soft skills to upskill and/or cross-train the workforce. This will keep the workforce motivated and will enhance business operation efficiency. Training will focus on internal job development, helping the company retain long term employees and allow them to progress to higher paying occupations within. Training will also assist the company with hiring external candidates to fill positions that require an elevated skillset needed for higher paying occupations.

In addition, technology for the agribusiness industry related to the purchase of new LNG terminals & trucks, a solar power system and new automated packing & processing equipment will require a significant amount of training. Thus, the majority of training will be delivered to the Ranch General Laborers, Mechanics, Irrigators, and Equipment Operators focusing on Commercial Skills, Computer Skills and Manufacturing Skills.

Training Plan

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

Business Skills: Training will be provided to Administrative Staff, Leads & Managers/Supervisors to improve customer service through effective communication and product knowledge.

Commercial Skills: Training will be provided to Mechanics, Ranch General Laborers and Equipment Operators focusing on driving certification, welding certification and solar power system maintenance.

Computer Skills: Training will be provided to Administrative Staff, Leads & Managers/Supervisors focused on ADP payroll system, ADP time & attendance system and ERP System that will reduce errors, increase efficiencies and reduce operating costs.

Continuous Improvement: Training will be provided to all occupations to improve company performance by focusing on product & process improvement and Quality Control.

Literacy Skills: Training will be provided to Ranch General Laborers focused on basic English certification in order to provide career progression within the company.

Manufacturing Skills: Training will be provided to Ranch General Laborers, Welders and Lathe Operators focused on CNC machine/computer training and equipment operation that will increase production, reduce errors and increase profits.

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, Irrigators, Leads and Managers/Supervisors 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.

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.

LVS has increased farmland capacity and invested in new farming equipment that requires additional Equipment Operators and support staff to repair and maintain the new farming equipment. Thus, the Company will hire 14 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.

Seasonal Workers

The Panel is authorized to fund training for Seasonal Workers pursuant to specific statutory standards for Special Employment Training, at Unemployment Insurance Code Section 10214.5(d). (S.B.1680, Stats. 2006.) The Panel adopted guidelines for a Seasonal Worker pilot program effective January 1, 2007 consistent with this enactment. As stated in the guidelines, the purpose of this program is to increase employment retention and productivity in all cycles of crop production including harvesting, packing, processing, and transportation.

LVS qualifies as a Major Seasonal Industry, and the 80 Ranch General Laborers, Irrigators, and Equipment Operators are seasonal time-base trainees (Job Number 3) and are eligible under the statute and guidelines. All of the trainees are hired, in time for the season. Under the Seasonal Worker statute and guidelines, the Panel is authorized to substitute a special employment retention requirement.

- Retention Modification

The Ranch General Laborers, Irrigators, and Equipment Operators trainees in Job Number 3 qualify for a modified retention period of no less than 500 hours within 12 months of the end-of-training. This retention period recognizes the cyclical nature of crop production. LVS requests this retention modification for trainees in Job Number 3 due to the seasonal nature of their industry (LVS employs its worker fulltime 10 of 12 months of the year).

High Unemployment Area

Trainees (Job Numbers 1, 2 and 3) work in a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. The Company's location in Imperial County is in an HUA.

- Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. LVS is requesting a wage modification from $18.34 per hour to $13.76 per hour for Job Numbers 1 and 3; and from $15.00 per hour to $13.00 per hour for Job Number 2 to serve workers in lower-wage occupations.

Commitment to Training

In 2019, LVS invested approximately $190,600 in training at its California facility. Training includes new hire training, Arbinger Institute training program, construction building certification and RTA

fleet management software system. This training will be provided at LVS's expense during the term of the proposed Contract.

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

LVS is ready to begin training upon approval. The Human Resources Manager will oversee project administration, execute the training plan and coordinate training across the facility to ensure proper recordkeeping procedures. In addition, LVS trainers will be tasked with supporting the administration of ETP training.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab/E-Learning Hours
8-200 Trainees may receive any of the following:

BUSINESS SKILLS
- Customer Service
- New Product Knowledge
- Project Management
- Sales-Effective Communication

COMMERCIAL SKILLS
- Construction Building Certification
- Driving Certification
- LNG Operation, Maintenance, and Repair
- Solar Power System Maintenance
- Welding Certification

COMPUTER SKILLS
- ADP Payroll System
- ADP Time & Attendance System
- Enterprise Resource Planning System
- Microsoft Office (Entry, Intermediate & Advanced)
- RTA Fleet Management Software System

CONTINUOUS IMPROVEMENT
- Arbinger Institute Training Program
- Building Rapport & Leadership
- Product & Process Improvement
- Quality Control
- Safety & Compliance Training

HAZARDOUS MATERIALS
- HAZMAT Environmental Training

MANUFACTURING SKILLS
- CNC Machine/Computer Training
- Equipment Maintenance & Repair
- Equipment Operation
- Farming Operation Training
- Food Safety Training
- Shop Safety Warehouse Procedures

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

LITERACY SKILLS
- Basic English Certification (language comprehension)

Literacy Training cannot exceed 45% of total training hours per-trainee
Safety Training cannot exceed 10% of total training hours per-trainee

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

Training Proposal for:

Shirley Ware Education Center

Contract Number: ET21-0142

Panel Meeting of: July 24, 2020

ETP Regional Office: PPU-Central Office **Analyst:** A. Monteon

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SET MEC	Industry Sector(s):	Services (G) Healthcare (62) Priority Industry: ☒ Yes ☐ No
Counties Served:	Statewide	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☒ Yes ☐ No SEIU-United Healthcare Workers West		
Turnover Rate:		<20%	
Managers/Supervisors: (% of total trainees)		N/A	

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
$162,495		$11,295 8%		$173,790

In-Kind Contribution:	50% of Total ETP Funding Required	Inherent

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SET	Commercial Skills, Computer Skills, Continuous Improvement, Literacy Skills	45	8-200	0-100	$3,862	$25.01
				Weighted Avg: 157			

Minimum Wage by County: $25.01/hr. 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

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
Vision Services Associate		30
Interventional Radiologic Technologist		5
Computed Tomography Technologist		5
Magnetic Resonance Imagining Technologist		5

INTRODUCTION

Founded in 1998 by the Service Employees International Union (SEIU), The Shirley Ware Education Center (SWEC) is a nonprofit organization that provides education and training opportunities to community members and healthcare workers. It is located in Oakland and will partner with its sister agency, the SEIU United Healthcare Workers West & Joint Employer Education Fund (Education Fund) to execute this project. The Education Fund is Taft-Hartley education benefit fund whose services are negotiated into collective bargaining agreements between employers and unions and is funded by employer contributions. It was established in conjunction with Kaiser Permanente and other healthcare employers. SWEC has been integrated into the work of the Education Fund and will pay that organization to provide training in this project. Both organizations share oversight boards and an Executive Director. This will be SWEC's first ETP contract.

The Education Fund offers career advancements services including counseling and a variety of programs designed to help healthcare workers succeed in their current positions and move into a higher skilled job. Its services to workers include community college and general education courses, preparation for college or training programs, and courses to strengthen critical job skills.

PROJECT DETAILS

This project will train 45 healthcare workers to improve skills and obtain certifications in the following occupations: Vision Services Associates, Interventional Radiology Technicians, Magnetic Resonance Imaging Technicians, and Computed Tomography Technicians. According to labor market information data from the Employment Development Department, the California healthcare sector will require 15.9% more Interventional Radiology Technicians and 16.7% more Visions Services Associates by 2026. This project aims to meet those industry needs and provide career ladders for lower skilled trainees seeking advancement.

Two employers will participate in training, the Southern California Permanente Medical Group, which plans to train 15 employees to become Radiology Technicians, Magnetic Resonance Technicians and Computed Tomography Technicians, and the Permanente Medical Group in Northern California, which will train 30 employees to become Vision Services Associates. ETP-funded training in this proposal will ensure the employers are able to fill important allied healthcare roles from within.

Training Plan

Training will be delivered via Class/Lab and Computer Based Training by the Education Fund in conjunction with external training vendors as needed.

Commercial Skills: This training will be offered to all occupations and will equip trainees with necessary skills to work independently in their new roles. Training will include topics such as Equipment Functionality, Diagnostic and Interventional Procedures, Advanced Imaging Techniques, Principles of Cross-Sectional Pathology and Surgical Technique.

Computer Skills: This training will be offered to all occupations, providing necessary software and computer skills for trainees to work with basic digital platforms. Training will include Email Skills, Microsoft Office Suite, and online meeting platforms like Zoom.

Continuous Improvement: This training will be offered to all occupations. Trainees will learn to efficiently manage projects and work in a team environment. Topics include Project Management, Leadership Skills, Decision Making Skills, and Change Management.

Literacy Skills: This training will be provided to trainees who need industry specific English language skills to clearly and effectively communicate with patients and coworkers.

Computer-Based Training (CBT): Visions Services Associates will receive CBT to supplement class/lab which is a more convenient means of delivering training. Trainees will receive an average 96 hours of CBT.

Commitment to Training

The employers provide New Hire Orientation, On-the-Job training 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. ETP0funded training in this project will deepen the commitment to training and allow SWEC and the Education Fund to one day be able to fund the training program from its own trust fund.

- Training Infrastructure

  This project will be overseen by the SWEC's Program Administrator who will work closely with 10 statewide staff and the employers to schedule and coordinate training.

Marketing and Support Costs

SWEC requests 8% support costs to perform outreach and recruitment for the program through websites, mailers, informational sessions, and employer engagement. There are 10 full time staff that will assist with marketing, recruitment, and needs assessments.

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, SWEC requests this modification.

Trainer Qualifications

The curriculum for the trainees is a combination of state-approved standards blended with community specific needs to ensure trainees can pass statewide industry standards certification exams and meet the needs of the community. Training will be provided by trainers from the Education Fund and external subject matter experts.

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.

Impact/Outcome

Trainees included in this project will take the appropriate certification exams set by the governing bodies and organizations. Upon completion of the training and successfully passing the certification exams, trainees may receive one of the following: Certified Ophthalmic Certification, Department of Labor Certification, the American Registry of Radiologic Technologists Magnetic Resonance Imaging Certification or the American Registry of Radiologic Technologists Computed Tomography Certification.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

SWEC retained California Labor Federation in Oakland and Strategy Workplace Communications in Alameda to assist with development of this proposal at no fee.

ADINISTRATIVE SERVICES

To Be Determined

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

Vision Services Associate

- Surgical technique
- Lensometry; Manual and Automated
- Keratometry
- Ocular motility
- Pupillary assessment
- Supplemental testing; color vision, W-4dot, stereopsis
- Visual field testing
- Fundus photography

Interventional Radiology (IR)

- Roles and responsibilities of the IR Technician
- Radiologic equipment identification
- Equipment functionality training
- Safety training
- Emergency preparation
- Principals of digital subtraction angiography
- Sterile bed assembly
- Diagnostic and interventional procedures
- Patient history analysis
- Post procedure follow-up care
- AART exam preparation

Magnetic Resonance Imaging (MRI)

- Roles and responsibilities of MRI Technician
- Equipment identification and functionality
- Cross sectional anatomy
- Advanced imaging techniques
- Disease processes radiographic appearance identification
- Selecting proper modalities
- Determining need for repeat procedures
- Principals of MRI technology
- AART exam preparation

Computed Tomography (CT)

- Roles and responsibilities of CT Technician
- Equipment identification and functionality
- Cross sectional anatomy
- Applied physics & imaging techniques for Computed Tomography
- Principles of cross-sectional pathology
- Disease process appearance identification
- Determining need for repeat procedures
- Principals of CT technology
- AART exam preparation

Computer Skills

- Introduction to computers
- Introduction to online learning
- Basic email
- Advanced email
- Microsoft Word (Intermediate/Advanced)
- Microsoft Excel (Intermediate/Advanced)
- Online Human Resources Management Systems
- Intro to Zoom
- Advanced Zoom

Continuous Improvement

- Project management
- Leadership skills
- Decision making
- Team building
- Change management
- Effective meetings for managers

Literacy Skills

- Vocational English as a Second Language

Computer Based Training

0-100

Commercial Skills

- Anatomy and physiology of the eye (4.8 Hours)
- Systemic diseases and ocular effects (4.8 Hours)
- Ocular microbiology and pharmacology (4.8 Hours)
- Surgical assisting and sterile techniques (4.8 Hours)
- Ophthalmic patient services and education (4.8 Hours)
- Ophthalmic medical ethics and regulatory issues (4.8 Hours)
- General optics (4.8 Hours)
- Transposition (4.8 Hours)
- Lensometry (4.8 Hours)
- Spectacles and contact lenses (4.8 Hours)
- Principles of Refraction, retinoscopy, and refractometry (4.8 Hours)
- History taking and documentation (4.8 Hours)
- Specialty evaluations (Ocular Motility, Tonometry, etc.) (4.8 Hours)
- Supplemental testing (4.8 Hours)
- Fundus Photography (4.8 Hours)
- Wide field photography (4.8 Hours)
- Fluorescein angiography (4.8 Hours)
- Biometry; A-scan and B-scan (4.8 Hours)
- Optical coherence tomography (4.8 Hours)
- Topography and Pentacam(4.8 Hours)

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.

Training Proposal for:

Tidwell Excavation Acquisition Co. Inc.

Contract Number: ET21-0132

Panel Meeting of: July 24, 2020

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

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee SET	Industry Sector(s):	Construction (C) Priority Industry: ☒ Yes ☐ No
Counties Served:	Ventura	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☒ Yes ☐ No Teamster Local #986, I.U.O.E Local #12, Operating Engineers Local 3, Construction Teamster Local 166, Southern California District Council of Laborers		

Number of Employees in:	CA: 126	U.S.:126	Worldwide: 126
Turnover Rate:	11%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution:
$188,250

Total ETP Funding
$138,000

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 Priority Rate	Business Skills, Computer Skills, Comm. Skills, Continuous Impr. HazMat OSHA 10/30, PL- Commercial Skills	100	8-200	0-50	$1,380	$25.01
				Weighted Avg: 60			

Minimum Wage by County: : Job Number 1 (SET): $25.01/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 Number 1

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Operation Support		5
Construction Staff		30
Engineers		30
Foremen		20
Project Management Staff		10
Frontline Managers/Supervisors		5

INTRODUCTION

Founded in 1956 and headquartered in Ventura, Tidwell Excavation Acquisition Co. Inc. (TID) (www.Tidwell-inc.com) is an affiliate of Muerelo Enterprises, Inc. and an industry leader in excavating and grading installation. TID provides planning, construction, engineering, design, and management services for large scale public and private projects serving the gas, electric, telecommunications services. The Company delivers services that help clients achieve their goals while focusing on cost effective possibilities and ground breaking options. TID's specialized approach to its client's needs offers the delivery of a value driven product, while ensuring safety and quality. TID's customers include Southern California Gas, Southern California Edison, Verizon and Sprint.

Veterans Program

TID has not included a Veterans component in this proposal; however, the Company does employ Veterans through its normal hiring practices.

PROJECT DETAILS

TID is in a highly competitive and construction-driven business that is growing and changing rapidly. To remain competitive and keep pace with a rapid growing industry, the Company must learn new installation procedures of power grids systems and products being rolled out by utility companies across California. Additionally, employees must be constantly trained to deliver on client requests and to maintain a competitive edge.

Improvements and maintenance to California's infrastructure has increased the demand for the Company's services with the various utility companies, especially Southern California Edison SCE, its largest customer. SCE is updating the power grid to a new smart-grid system. More sophisticated technologies will be delivering electricity more reliably than ever before. SCE contracts with Tidwell to assist with reinforcing and replacing current equipment with new technologies in order to meet the State of California's mandates for cleaner, efficient, reliable and renewable energy. The large infrastructure initiative requiring state mandated upgrades to the power grid will require the Company to learn specific customer equipment and procedures to improve the installation process. These upgrades are critical to the overall electric grid in reducing outages and preventing wild fires.

Additionally, TID has structured its existing training plan to focus on new and advanced skills in each functional area which will keep up productivity, lowering turnover and improving work quality. This will be accomplished by cross functional-training that will enable each employee to make real-time decisions on products and escalate any identified issues quickly. A quicker response to construction issues will reduce delays and better serve customers. Cross functional-training will provide staff with collaboration skills to come together to work toward a common goal. This will enable teams from different departments to solve specific customer or equipment problems.

TID is also committed to providing a work place free from all recognized hazards inherent in excavation and trench work areas such as live electrical, gas, and water infrastructures. As such, the Company has expanded and developed a comprehensive occupational safety program focused on accident reduction through hazard recognition, education, and safety leadership. Training outlined in the proposed Curriculum will help mitigate the hazards that workers encounter.

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.

Training Plan

Training will be delivered via Class/Lab, E-Learning and Computer-Based Training (CBT) training in the following:

Business Skills: Training will be offered to Operations, Construction, Engineer and Frontline Supervisor/Manager occupations. Training will focus on account management, communication, support skills and internet marketing. This training is intended to improve teamwork and customer relations.

Computer Skills: Training will be offered to Operations, Construction, Engineer, and Project Manager occupations. This training is geared towards system upgrades and systems training and improving analysis for specific construction needs. Topics include Auto/CAD, Netsuite Systems, Workday Systems and Resources Planning Systems.

Commercial Skills: Training will be offered to Construction, Project Manager and Frontline Supervisor/Manager occupations. These modules will account for a sizeable portion of the proposed training by covering a large amount of industry-specific technical and safety skills including Underground Construction Best Practices, Planning and Design, Industrial Electrical and Construction Skills and Occupational Hazard Procedures and Skills.

Continuous Improvement: Training will be offered to all occupations Training will focus on technical competence to solve problems and make effective decisions. Training topics include Goal Setting, Leadership Skills, Problem Solving and Workplace Communications.

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.

TID will train Construction occupations on Commercial Skills processes. Due to the nature of services, certain training cannot be replicated in a class/lab environment. PL will allow practical, hands-on experience in a working environment. The equipment used for PL will be: Trench diggers for conduit installation, chainsaws for utility line clearing, and cranes for Utility Pole placement.

Training will be taught by subject-matter experts with demonstrated knowledge and expertise in the field. Instructors will monitor trainee competencies before the trainee is deem competent for each trade skillset. The Company is requesting a trainer-to-trainee ratio of 1:3 in order to meet job completion goals. Staff will be trained up to 60 hours of PL.

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, Construction, Engineer, Foremen, Project Managers and Frontline Supervisors/Managers occupations will receive up to 24 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, the certification entity has not yet been determined.

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 up to 50 hours of CBT.

Safety Training Limitation

Safety is intrinsic to the nature of TID's business; therefore, the Company is not subject to the 10% Safety Training limitation per trainee.

Commitment to Training

TID spends approximately $342,200 on training annually per facility in California. Company training covers new hire orientation, diversity, sexual harassment prevention, and management responsibilities. Safety training is provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

TID's Safety Manger will oversee administration of this project. The Company's Senior Vice President of Risk Management and the Human Resources Manager will assist with scheduling, delivering, and documenting training at both locations. The Company has also retained an outside administrative consultant to assist with ETP administrative requirements. Training will be delivered by in-house subject matter experts and training vendors as needed. TID has a training schedule in place and is prepared to commence training upon contract approval.

Alternate Recordkeeping

Due to COVID-19, TID requests alternate recordkeeping.

Union Support

TID has submitted letters of support (attached) from Teamster Local #986, Construction Teamster Local 166, I.U.O.E Local #2, Operating Engineers Local 3, Southern California District Council of Laborers in support of its Construction Staff and Foremen members participating in this training project.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

The Company retained California Training Administration in Rocklin to assist with development of this proposal for a flat fee of $2,500.

ADMINISTRATIVE SERVICES

TID retained California Training Administration in Rocklin 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

- Advanced Spelling – Suffixes and Capitalization 1.0
- Contracts - Advanced Skills
- DISC - Advanced
- Managing Multiple Task in a timely manner
- Account Management
  - Client Relationship Management
  - Contract Management
  - Handling Objections & Closing
  - Negotiation Skills
- Marketing Skills
  - SEO (Search Engine Optimization)
- 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
  - Strategic Seller/Strategic Planning Training

COMMERCIAL SKILLS

- Underground Construction Best Practices
  - Asphalt Grinding and Paving
  - Concrete Sawing
  - Conduit Rodding and Cleaning
  - Heavy Equipment Operation
  - Inner-duct Placing
  - Installing / Replace Hand-holes and Pull Boxes
  - Installing Conduit
  - Utility Line Clearing
  - Vault and Manhole Installation / Repair
- Planning and Design Skills
  - AutoCAD Drafting
  - Civil Base Mapping
  - Pipe Fabrication
  - Planning & Design Techniques
  - Project Management
  - Traffic Control & Permitting processes (Lane Closures, Detour Plans)
- Industrial Electrical / Construction Skills
  - Cross-functional Equipment Training

- Emergency Repair Techniques
- Equipment Maintenance
- Fork Lift Training / Lift Trucks
- Gas-Covered Tasks
- Heavy Equipment Operator Training
- Hoisting and Rigging Training
- Lead Awareness / Lead in Construction
- Maintenance of Electrical Systems
- Power Tool Operation
- Storm Restoration Processes
- Trenching & Shoring
- Welding Operations
- Welding Skills

OCCUPATIONAL HAZARD PROCEDURES & SKILLS *(not limited to 10%)*

- Accident Investigations
- Behavior Based Safety
- Chipping on Energized Encasement
- Confined Space
- COVID19 Mitigation Procedures
- Excavation, Trenching & Shoring Competencies
- Job Hazards Analysis and Mitigation (JHA)
- Personal Protective Equipment
- Proper Lifting
- Rescue Techniques (Confined Space, Pole Top, Bucket & Trenches)
- Respiratory Protection & Equipment
- Smith System Driver's Training
- Tailboards – Daily Work Instruction and updates for job-site hazards
- Wildfire Prevention & Mitigation Training
- Work Area Assessment
- Working near Power Lines
- Working with Ladders / Portable Ladders

COMPUTER SKILLS

- AutoCAD / Design Tools
- field software or reporting system
- MEI / Platform – ERP system
- Microsoft Programs (Advanced/Intermediate)
  - (Word, Excel, PowerPoint, Access, Publisher)
- Performance Management – Labor Cost Tracking System
- Sales-Ops Training (Sales Software & Platform Tools)
- System Upgrades/New Systems Training
- Cloud Computing
- Computer and/or Internet Navigation
- CRM - Customer Relationship Management
- Delivery Workflows
- Google Applications
- NetSuite Systems Training
- Programming Languages
  - CSS Language (Cascading Style Sheets)
  - Java Language
  - Structured Query Language (SQL)

- 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
  - Workflow
- Workday System
  - Reporting & Analytic Functionality
  - Reviewing Configuration Requirements
  - Perform Administrative Activities

CONTINUOUS IMPROVEMENT

- Building a Positive Work Environment
- Building Effective Work Teams
- 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
- Quality Control Certifications (Electricians, Equipment Operators, Forman)
- Team Meetings
- Train-the-Trainer Skills
- Workplace Communications

HAZARDOUS MATERIALS

- Bloodborne Pathogens
- Chemical Handling
- Dept. of Transportation DOT Safety procedures
- Hazardous Material Handling
- Hazardous Waste Cleaning
- Operator Qualification Veriforce Certification
- Respirator / Hearing PPE

- Spill Prevention, Control and Remediation

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

Productive Lab (PL) (ratio 1:3)
0- 60

COMMERCIAL SKILLS
- Construction Skills
- Dangerous Material Handling
- Equipment Maintenance
- Inspection Techniques
- Installing New Equipment
- Professional driver classification skills (Class C to Class B to Class A)
- Repairing Techniques

CBT
0-50

BUSINESS SKILLS
- Communicating 1.0 (.5 hr)
- Communicating Effectively 2.0 (.5 hr)
- Communication Barriers (.5 hr)
- Conflict Management (.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)
- Objection handling (.5 hr)
- Overcoming Barriers to Workplace Communications (.5 hr)
- Productive Conflict Resolution (.5 hr)
- Project Management (2 hrs)

COMMERCIAL SKILLS
- Arc Hazard Awareness (.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 & 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)
- Rigging (.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)

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

CHRISTOPHER S. GRISWOLD
Secretary-Treasurer

SEAN P. HARREN
President

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

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
Rebeca Christy, Meruelo Group
rchristy@meruelogroup.com

Main Office: 1430 E. Holt Avenue • Covina, CA 91724 • PHONE (626) 350-9860 • FAX (626) 448-0986
Regional Office: 300 Shadow Lane • Las Vegas, NV 89106 • PHONE (702) 385-0995 • FAX (702) 385-4410
Regional Office: 204 N. Broadway • Santa Maria, CA 93454 • PHONE (805) 922-7875 • FAX (805) 922-3885
www.local986.org

LOCAL 12

International Union of Operating Engineers AFL-CIO
Southern California & Southern Nevada

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

Reference: Tidwell Excavation Acquisition Co., Inc. – 19-0873

Dear Mr. Cooper:

This letter is to confirm support by the International Union of Operating Engineers, Local Union No. 12 for Tidwell Excavation Acquisition Co., 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@meruelo enterprises.com
Rebeca Christy, Meruelo Group
rchristy@meruelogroup.com

150 EAST CORSON STREET • P.O. BOX 7109 • PASADENA, CALIFORNIA 91109-7209 • TELEPHONE: (626) 792-8900

OPERATING ENGINEERS
LOCAL 3
N. CALIFORNIA N. NEVADA HAWAII UTAH

1620 SOUTH LOOP ROAD
ALAMEDA, CA 94502
PHONE 510.748.7400
FAX 510.748.7401
DAN REDING BUSINESS MANAGER

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

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

Sincerely,

Dan Reding

Dan Reding
Business Manager
International General Vice President

Cc: Sandy Dennis, Contract Administration
sdennis@merueloenterprises.com
Rebeca Christy, Meruelo Group
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

John Davidson
Coordinator

Carly Reed
Office Manager

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

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
Rebeca Christy, Meruelo Group
rchristy@meruelogroup.com

SOUTHERN CALIFORNIA DISTRICT COUNCIL
OF
LABORERS
AFFILIATED WITH
LABORERS' INTERNATIONAL UNION OF NORTH AMERICA, AFL-CIO

SERGIO RASCON, *President* | JON P. PRECIADO, *Business Manager* | ERNESTO J. ORDONEZ, *Secretary-Treasurer*

4399 Santa Anita Ave. • Suite 205 • El Monte, CA 91731 • Tel (626) 350-6900 • Fax (626) 350-7583

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

Reference: Herman Weissker Inc. – 19-0870
Doty Bros. Equipment Co., Inc. – 19-0871
Select Electric, Inc. – 19-0872
Tidwell Excavation Acquisition Co., Inc. – 19-0873

Dear Mr. Cooper,

The Southern California District Council of Laborers 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 the number noted on this letter.

Sincerely,

SOUTHERN CALIFORNIA DISTRICT
COUNCIL OF LABORERS

Jon P. Preciado
Business Manager

cc: Sandy Dennis, Contract Administration
sdennis@meruelloenterprises.com
Rebeca Christy, Meruelo Group
rchristy@meruelogroup.com

Feel the Power
LiUNA!

RETRAINEE - JOB CREATION

Critical Proposal for:

Apeel Technology, Inc. dba Apeel Sciences

Contract Number: ET21-0131

Panel Meeting of: July 24, 2020

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

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative Critical Proposal	Industry Sector(s):	Services (G) Agriculture (11) Priority Industry: ☒ Yes ☐ No
Counties Served:	Santa Barbara	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 232	U.S.: 256	Worldwide: 293
Turnover Rate:	2%		
Managers/Supervisors: (% of total trainees)	10%		

FUNDING DETAIL

In-Kind Contribution:
$860,112

Total ETP Funding
$599,472

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	226	8-200	0	$552	$22.00
				Weighted Avg: 24			
2	Retrainee Job Creation Priority Rate	Business Skills, Commercial Skills, Computer Skills	516	8-200	0	$920	$22.00
				Weighted Avg: 40			

Minimum Wage by County: Job Number 1: $18.34 for Santa Barbara County
Job Number 2: $15.00 for Santa Barbara 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 (Jobs 1 and 2)		
Occupation Titles	Wage Range	Estimated # of Trainees
Operations Staff		186
Product Staff		37
Engineering Staff		105
Finance Staff		72
Marketing Staff		35
People & Culture Staff		42
Sales Staff		48
Strategy Staff		43
Technology Staff		100
Manager/Supervisor		74

CRITICAL PROPOSAL

This is designated as a “Critical Proposal” recommended by the Governor’s Office of Business and Economic Development (GO-Biz) because of the Company’s continuous expansion efforts in California by hiring 516 newly-created positions in its headquarters in Goleta.

INTRODUCTION

Founded in 2012, Apeel Technology, Inc. dba Apeel Sciences (Apeel) (www.apeelsciences.com) provides plant-derived technology extending the shelf life of produce. This involves adding a layer of plant-derived protection to the surface of fresh produce to slow water loss and oxidation, which are the factors that cause spoilage. Produce with Apeel stays fresh two to three times longer, promoting more sustainable growing practices, better quality food, and less food waste. This technology has been proven effective at minimizing food waste and reducing the rate of spoilage for dozens of USDA Certified Organic and conventional produce categories.

For growers, suppliers, and retailers, Apeel is the only post-harvest solution that creates an optimal microclimate inside every piece of produce, which leads to extended shelf life and transportability with reduced reliance on refrigeration and controlled atmosphere. Apeel works with partners ranging from smallholder farmers and local organic growers to the world's largest food brands and retailers.

Headquartered in Goleta, the company also has locations in Netherlands and Mexico. The training in this proposal will be provided to employees in the Goleta location.

Veterans Program

Apeel 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 Apeel's first ETP Contract. Due to the increasing demand of the food supply chain which surged during the COVID-19 pandemic, Apeel must scale its training to upgrade employees' skill sets, foster ongoing research and development of technologies, and promote leadership development within the company.

As Apeel continues to rapidly expand its technology and services across global markets, there is a significant need to keep its workforce skilled and continue to allow the company to address the global food crisis by reducing food waste with a competitive advantage. This is crucial as additional resources in the food supply chain are more important. Several foreign and out-of-state competitors have recently entered the agricultural and produce preservation market, competing with Apeel in this essential space.

The proposed training will focus on tools and technical skills required to create and apply Apeel products. Training will also enable the company to keep up with the research and development of this cutting-edge technology that preserves and reduces food waste, the demands of the supply chain, as well as its company's growth.

Training will also provide employees the importance of sustainability and understanding the environmental impacts of the Apeel technology and ways it can reduce its operational footprint as a business and as individuals. This is embedded deeply within the company's daily operations, which is central to Apeel's core values as an organization and to its mission and vision.

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.

There has been a significant demand in Apeel's technology and product offerings, particularly during the COVID-19 pandemic. To meet this demand, Apeel is expanding its business capacity by hiring 516 newly-created positions (Job Number 2) in Operations, Marketing, Engineering and Technology. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

The Panel offers incentives to companies that commit to hiring new employees. Although training for newly-hired employees will be subject to a lower post-retention wage, Apeel is committed to paying higher than the required minimum wage for Job Number 2.

Training Plan

Commercial Skills: Training will be offered to all occupations to help employees learn the company's product offerings. This training will cover a wide range of topics such as the Edipeel Technology, Produce Industry, Product Quality, and Food Safety.

Business Skills: Training will be offered to all occupations which will focus on internal business systems and functionality such as Supply Chain Management, Sustainability, Performance Management, Customer Solutions, and other strategic skills.

Computer Skills: Training will be offered to all occupations to utilize the company's software and system tools to their full potential.

Commitment to Training

Apeel spends approximately $700,000 for staff training and development annually. Training included new hire orientation, business related and industry specific skills, State-mandated training, and elective courses for personal enrichment. ETP funds will not displace the existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  Apeel's Director of Learning and Development will be responsible for overseeing all aspects of the contract and will lead a team of five staff members who will provide training and manage internal administration. Apeel has a detailed training schedule in place and is ready to begin training upon Panel approval. An outside administrative consultant has also been retained to ensure that all training records meet ETP compliance. The Company will be using an ETP approved alternative recordkeeping process for this project.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Apeel retained Glendale Community College Professional Development Center (PDC) in Montrose to assist with the development of this proposal at no cost.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab/E-Learning Hours

8-200 Trainees may receive any of the following:

COMMERCIAL SKILLS

- Food Handling and Safety
- Brush Bed and Drying Systems
- Clean In Place (CIP) and Washing/Sanitizing Equipment
- Edipeel
- Gamma System
- General Process Equipment
- Inline Application System (IAS) Cleaning
- Lab Safety Training
- Mixing
- Motors and Electrical Systems
- Peracetic Acid (PAA) Handling
- Packing House Safety
- Produce Industry
- Product Quality (PQ)
- Product Training
- Reliability, PM, and Spare Parts
- System-Specific Cleaning
- Tubing, Piping, Fittings, Nozzles and Sprayers
- Valves and Pumps

BUSINESS SKILLS

- Building Solid Teams
- Coaching
- Collaboration
- Customer Solutions
- Documentation Review
- Effective 1:1's
- Effective Communication
- Emotional Intelligence
- Feedback Skills
- Goal Setting
- Global Leadership
- High Impact Hiring
- Intercultural Training
- Leadership Development
- Marketing
- New Leader Assimilation
- New Manager Training
- New Team Alignment Training
- New Hire Training
- One Sided vs Two Sided Business Models
- Performance Management
- People Team Continuous Learning

- Presentation Skills
- Productivity and Prioritization
- Product Road Map
- StrengthsFinder Training
- Strategic Regional Reports
- Supply Chain Management
- Sustainability Environmental Impact
- Tent Pole Sales Strategy
- Value Selling

COMPUTER SKILLS

- Asana
- BambooHR (HRIS)
- Box
- Concur
- Coupa
- Culture Amp
- Expensify
- Fishbowl
- Google Suite
- Greenhouse
- Litmos
- MediaWiki
- Office 365
- Okta
- Slack
- Sphera
- Spoke
- Upkeep

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

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

Training Proposal for:

Doty Bros. Equipment Co.

Contract Number: ET21-0139

Panel Meeting of: July 24, 2020

ETP Regional Office: North Hollywood **Analyst:** J. Romero

PROJECT PROFILE

Contract Attributes:	Retrainee SET Priority Rate	Industry Sector(s):	Construction (C) Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles and Kern Counties	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☒ Yes ☐ No International Union of Operating Engineers Local No. 12; Cement Masons' Local No. 600; Local Union 250; Teamsters Local Union No. 986; Construction Teamsters Apprenticeship Program of Southern California Local No 166; Southern California District Council of Laborers; Operating Engineers Local 3; IBEW Local Union 477; International Brotherhood of Electrical Workers Local Union 441		

Number of Employees in:	CA: 340	U.S.: 340	Worldwide: 340
Turnover Rate:	11%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution:
$413,312

Total ETP Funding
$358,800

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET Priority Rate	Business Skills, Commercial Skills, Computer Skills, Cont. Improv., HazMat, OSHA 10/30, PL-Commercial Skills	260	8-200	0-50	$1,380	$25.01
				Weighted Avg: 60			

Minimum Wage by County: SET Wage of $25.01 SET hourly wage requirement in Job 1.

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

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

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
JOB Number 1		
Operation Support Staff		10
Field Workers		150
Engineers		15
Foreman		20
Journeyman		30
Estimator		25
Frontline Manager/Supervisor (Project Coordinator/Project Engineer)		10

INTRODUCTION

Founded in 1935, Doty Bros. Equipment Co. (Dotybros.com) (Doty Bros.) provides construction services to industries involved in water and waste water, oil and gas, underground utilities and electrical trades. The Company offers installation and repair of pipeline systems for the delivery of consumable water and redistribution of waste water. Doty Bros. capabilities include routing, hydraulics, alternative materials evaluation and alternative construction techniques. Doty Bros. was acquired by Meruelo Enterprises in 2000. This enabled Doty Bros. to advance forward as an organization with state of the art safety and training programs, enhanced risk management and insurance programs, and access to capital and equipment. Doty Bros. is headquartered in Norwalk and operates a construction yard in Bakersfield.

Veterans Program

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

Union Support

Occupations listed under Engineers, Field Workers, Foreman, Journeyman, Estimators in this proposal are represented by their respective union as stated below:

International Union of Operating Engineers Local No. 12; Cement Masons' Local No. 600; Local Union 250; Teamsters Local Union No. 986; Construction Teamsters Apprenticeship Program oof Southern California Local No 166; Southern California District Council of Laborers; Operating Engineers Local 3; IBEW Local Union 477; International Brotherhood of Electrical Workers Local Union 441.

Each union has submitted a letter of support for this training project.

PROJECT DETAILS

The construction industry is currently experiencing rapid changes. Training on the latest technology and newest methods in construction and pipeline systems are an organizational priority for Doty Bros. The Company is working to expand its project management tools and IT systems to take advantage of these advances.

As a company operating in a highly competitive industry, Doty Bros. recognizes that the success of its business rely primarily in the skills of their employees. The Company currently forecasts 5% growth over the next calendar year and has identified various training needs. Under this proposal, Doty Bros. aims to upgrade employee's skillset. The Company proposes to accomplish this by providing training in new technologies, processes, enhanced risk management programs, maintaining various certifications and ensuring competence in operating various tools and equipment used in its industry. The acquired skills will raise the overall level of employee workmanship, improve quality of service and increase overall customer satisfaction.

Doty Bros. has found it difficult to find outside qualified candidates to fill technical and construction positions; along with a high cost associated with the hiring process. Therefore, under the proposal the Company prefers to train and promote from within the Company by incorporating cross-functional training. These skillsets will provide employees the capability to identify issues and make real-time decisions and recommendations to solve customer or product problems.

The company also invested and installed new equipment to improve work processes to allow a higher rate of accuracy and efficiency. Skills gained from this training will benefit the Company with increased productivity, accuracy and higher quality standard. In addition, employees will develop flexibility to meet demand in a timely manner and the confidence and motivation to promote to higher positions within the company.

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. Doty Bros. will provide up to 60 PL training hours to 90 Field Workers. 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 trainer-to-trainee ratio of 1:2.

Training Plan

Training will be provided via class/lab and E-learning in the following:

Business Skills: This training will be offered to estimators, engineers, operation support staff, and project coordinators. Employees will be trained in becoming proficient in account management, communications skills and internet marketing which they will use to develop new and innovative products and in creating construction budgets.

Commercial Skills: This training will be offered to estimators, foreman, field workers, superintendent, and project coordinators. The training provides detailed job skills training for those trainees who need to understand the scope of the construction projects from start to finish. Training will be focused on all aspects of construction, planning and design.

Computer Skills: This training will be offered to operations support staff, engineers, project coordinators/project engineers and estimators. These occupations will receive training in various topics which include Database Tools, Cloud Computing, and Design tools, Microsoft Office, CRM, Programming Languages and DBE Products & Tools. Operation support staff will be offered training classes to support our products and systems which include System Integration/configuration, systems upgrades and systems training. The training will allow employees to customize databases, spreadsheets, reports, charts, graphs and professional presentation materials for our clients for internal purposes which is necessary to provide employees with the best designs and detailed analysis for their specific construction needs.

Continuous Improvement: This training will be offered to all occupations. The training will provide technical competence to solve problems, make effective decisions, and formulate solutions customer's require to work within their systems and processes.

Hazardous Material: This training will be provided to field workers, foreman, journeyman, project coordinator and project engineer. It is a series of courses including modules, specific to industry sectors involved in the transport and handling of hazardous materials. Trainees may need 8 - 48 hours of training which would help to expand employment opportunities.

Certified Safety Training

OSHA 10/30. This training will be provided to field workers, foreman, journeyman, project coordinator and project engineer. It is a series of courses bundled by industry sector and occupation. 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.

Frontline Worker

Doty Bros' classification of Frontline Manager/Supervisor (Project Coordinator/Project Engineer) denotes employees that actively manage teams and projects, provide training, and spend more than 50% of their time performing frontline work. These individuals do not hire, fire, or make company policy. These trainees meet the Panel's definition of frontline workers and are not considered "Managers".

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.

Commitment to Training

The Company spends approximately $130,500 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 Doty Bros' 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 Vice President of Risk Management will be responsible for overall project management. Project administration will be led by the Senior Vice President of Risk Management with the assistance of one Site Coordinator (Bakersfield). The Company has also retained a third party administrator to ensure that training administration and documentation procedures adhere to ETP requirements.

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 – 50 hours of CBT.

ELearning

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

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Doty Bros. 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 Hours/E-Learning

8-200

Trainees may receive any of the following:

COMMERCIAL SKILLS

- Underground Construction Best Practices
  - Arborist Skills: Chain Saw; Chipper; Ground Operations
  - Asphalt Grinding and Paving
  - Concrete Sawing
  - Conductor in Conduit (CIC)
  - Conduit Rodding and Cleaning
  - Heavy Equipment Operation
  - Inner-duct Placing
  - Installing / Replace Hand-holes and Pull Boxes
  - Installing Conduit
  - Utility Line Clearing
  - Vault and Manhole Installation / Repair
- 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)
- Industrial Electrical / Construction Skills
  - Cross-functional Equipment Training
  - Elevated Platforms / Aerial Devices
  - Emergency Repair Techniques
  - Equipment Maintenance
  - Fork Lift Training / Lift Trucks
  - Gas-Covered Tasks
  - Heavy Equipment Operator Training
  - Hoisting and Rigging Training
  - Lead Awareness / Lead in Construction
  - Maintenance of Electrical Systems
  - New Employee Job Skills Orientation
  - Power Tool Operation
  - Storm Restoration Processes
  - Trenching & Shoring
  - Welding Operations
  - Welding Skills

OCCUPATIONAL HAZARD PROCEDURES & SKILLS (not limited to 10%)

- Accident Investigations
- Behavior Based Safety
- Chipping on Energized Encasement
- Confined Space
- COVID19 Mitigation Procedures
- Excavation, Trenching & Shoring Competencies
- Job Site Analysis and Mitigation (JSA)
- Daily Job Hazard Analysis (JHA)

- Personal Protective Equipment PPE
- Proper Lifting of heavy tools and equipment
- Rescue Techniques (Confined Space, Pole Top, Bucket & Trenches)
- Respiratory Protection & Equipment
- Equipment Operator/Driver Training
- Tailboards – Daily Work Instruction and updates for job-site & hazards
- Wildfire Prevention & Mitigation Training
- Work Area Assessment
- Working near Power Lines
- Working with Ladders / Portable Ladders

OSHA 10/30

- OSHA 10
- OSHA 30

HAZARDOUS MATERIALS (HAZMAT)

- Bloodborne Pathogens
- Chemical Handling
- Dept. of Transportation DOT Safety procedures
- Hazardous Material Handling
- Hazardous Waste Cleaning
- Operator Qualification Veriforce Certification
- Respirator / Hearing PPE
- Spill Prevention, Control and Remediation

BUSINESS SKILLS

- Advanced Spelling – Suffixes and Capitalization 1.0
- Contracts - Advanced Skills
- DISC - Advanced
- Managing Multiple Task in a timely manner
- Account Management
  - Client Relationship Management
  - Sales Skills
  - Contract Management
  - Handling Objections & Closing
  - Negotiation Skills
- 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
  - Presentation Skills
  - Proposal Writing
  - Marketing/Sales Techniques
  - Strategic Seller/Strategic Planning Training

COMPUTER SKILLS

- AutoCAD / Design Tools
- Field software or reporting system
- Microsoft Programs (Advanced/Intermediate)
  - (Word, Excel, PowerPoint, Access, Publisher)
- Performance Management – Labor Cost Tracking System
- Sales-Ops Training (Sales Software & Platform Tools)
- System Upgrades/New Systems Training
- Cloud Computing
- Computer and/or Internet Navigation
- CRM - Customer Relationship Management
- Delivery Workflows
- Google Applications
- NetSuite Systems Training
- Programming Languages
  - CSS Language (Cascading Style Sheets)
  - Java Language
  - Structured Query Language (SQL)
- 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
  - Workflow
- Workday System
  - Reporting & Analytic Functionality
  - Reviewing Configuration Requirements
  - Perform Administrative Activities

CONTINUOUS IMPROVEMENT

- Building a Positive Work Environment
- Building Effective Work Teams
- Customer Service
- Efficiency & Quality Improvements
- Goal Setting
- Leadership/Coaching Essentials
  - Giving/Receiving Feedback
  - 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
- QIP – Quality Inspection Program
- Quality Control Certifications (Electricians, Equipment Operators, Forman)
- Team Meetings HPWT
- Workplace Communications

Productive Lab (PL) Hours
0- 60

Trainees may receive any of the following:

PL- COMMERCIAL SKILLS (1:2 Ratio)

- Dangerous Material Handling
- Equipment Maintenance
- Inspection Techniques
- Installing New Equipment
- Professional driver classification skills (Class C to Class B to Class A)
- Repairing Techniques

CBT
0-50

CBT - COMMERCIAL SKILLS

- Arc Hazard Awareness (0.5 hr.)
- Barricading Vehicles (0.5 hr.)
- Confined & Enclosed Spaces / Entry (0.5 hr.)
- Control of Hazardous Energy (0.5 hr.)
- Electrical Hazards & Basic Safety (0.5 hr.)
- Emergency Action Plans (0.5 hr.)
- Fall Protection (0.5 hr.)
- Fire Prevention (0.5 hr.)
- Hazard Communications (0.5 hr.)
- Hearing Protection (0.5 hr.)
- Heat Illness Prevention program (0.5 hr.)
- Injury & Illness Prevention (0.5 hr.)
- Job Hazard Analysis / Pre Job Tailboards (0.5 hr.)
- Line of Fire (0.5 hr.)
- Minimum Approach Distance (0.5 hr.)
- Personal Protective Equipment (0.5 hr.)
- Rigging (0.5 hr.)
- Silica Awareness (0.5 hr.)
- Traffic Control (0.5 hr.)
- Trench & Shoring Competent Person (0.5 hr.)

CBT - 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 (20.5 hrs.)
- Outlook 2010: Effective Email Management (1.75 hrs.)
- Outlook 2010: Power Shortcuts (20.5 hrs.)
- Outlook 2010: Time Management with Calendar and Tasks (20.5 hrs.)
- PowerPoint 2010: Audio and Video in Depth (40.5 hrs.)
- PowerPoint 2010: Real-World Projects (0.5 hr.)
- PowerPoint Tips and Tricks for Business Presentations (3 hrs.)

CBT - CONTINUOUS IMPROVEMENT

- 5 Steps to Problem Solving (0.5 hr.)
- A Motivators toolkit 1.0 (0.5 hr.)
- Active Listening (0.5 hr.)
- Creative Problem Solving (0.5 hr.)
- Decision Making Excellence (0.5 hr.)
- Delegate to save & Develop others (0.5hr.)
- Effective Delegation 1.0 (0.5 hr.)
- Leadership vs Coaching (0.5 hr.)
- Principles of Planning 1.0 (0.5 hr.)
- Strategic Planning at its Best (0.5 hr.)
- The Key to Delegation 1.0 (0.5 hr.)
- Tools and Knowledge for Successful Plans (0.5 hr.)

CBT - BUSINESS SKILLS

- Communicating 1.0 (0.5 hr.)
- Communicating Effectively 2.0 (0.5 hr.)
- Communication Barriers (0.5 hr.)
- Conflict Management (0.5 hr.)
- Diffusing Upset Customers (0.5 hr.)
- Effective Meetings (10.5 hrs.)
- Establishing Trust and Customers 1.0 (0.5 hr.)
- Identifying the Causes of Conflict (0.5 hr.)
- Managing Conflict (0.5 hr.)
- Negotiation (0.5 hr.)
- Objection handling (0.5 hr.)
- Online Marketing (1.75 hrs.)
- Overcoming Barriers to Workplace Communications (0.5 hr.)
- Productive Conflict Resolution (0.5 hr.)
- Project Management (2 hrs.)
- Sales Skills Fundamentals (1.25 hrs.)

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

LOCAL 12

International Union of Operating Engineers AFL-CIO

Southern California & Southern Nevada

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

Reference: Doty Bros. Equipment Co., Inc. – 19-0871

Dear Mr. Cooper:

This letter is to confirm support by the International Union of Operating Engineers, Local Union No. 12 for Doty Bros Equipment Co., Inc. proposed training to be submitted to Employment Training Panel.

Sincerely,

Ronald J. Sikorski

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@meruelo enterprises.com
Rebeca Christy, Meruelo Group
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
Affiliate AFL-CIO

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

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

CHRISTOPHER S. GRISWOLD
Secretary-Treasurer

SEAN P. HARREN
President

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

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
Rebeca Christy, Meruelo Group
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

John Davidson
Coordinator

Carly Reed
Office Manager

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

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
Rebeca Christy, Meruelo Group
rchristy@meruelogroup.com

SOUTHERN CALIFORNIA DISTRICT COUNCIL
OF
LABORERS
AFFILIATED WITH
LABORERS' INTERNATIONAL UNION OF NORTH AMERICA, AFL-CIO

SERGIO RASCON, *President* | JON P. PRECIADO, *Business Manager* | ERNESTO J. ORDONEZ, *Secretary-Treasurer*

4399 Santa Anita Ave. • Suite 205 • El Monte, CA 91731 • Tel (626) 350-6900 • Fax (626) 350-7583

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

Reference: Herman Weissker Inc. – 19-0870
Doty Bros. Equipment Co., Inc. – 19-0871
Select Electric, Inc. – 19-0872
Tidwell Excavation Acquisition Co., Inc. – 19-0873

Dear Mr. Cooper,

The Southern California District Council of Laborers 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 the number noted on this letter.

Sincerely,

SOUTHERN CALIFORNIA DISTRICT
COUNCIL OF LABORERS

Jon P. Preciado
Business Manager

cc: Sandy Dennis, Contract Administration
sdennis@meruelo enterprises.com
Rebeca Christy, Meruelo Group
rchristy@meruelogroup.com

Feel the Power
LiUNA!

OPERATING ENGINEERS
LOCAL 3
N. CALIFORNIA N. NEVADA HAWAII UTAH

1620 SOUTH LOOP ROAD
ALAMEDA, CA 94502
PHONE 510.748.7400
FAX 510.748.7401
DAN REDING BUSINESS MANAGER

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

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

Sincerely,

Dan Reding

Dan Reding
Business Manager
International General Vice President

Cc: Sandy Dennis, Contract Administration
sdennis@meruelogenterprises.com
Rebeca Christy, Meruelo Group
rchristy@meruelogroup.com

May 7, 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: Doty Bros. Equipment Co., Inc. – 19-0871
Neal Electric, Inc. – 19-0874
Select Electric Inc. – 19-0872

Dear Mr. Cooper,

The IBEW Local 477 San Bernardino County 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.

Sincerely,

Marilynda Watts, MBA
Office Manager

Cc: Sandy Dennis, Contract Administration
sdennis@merueloenterprises.com
Rebeca Christy, Meruelo Group
rchristy@meruelogroup.com

International Brotherhood of Electrical Workers

Local Union 441
309 N. Rampart Street
Suite M
Orange, CA 92868-1855

(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

May 7, 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: Doty Bros. Equipment Co., Inc. – 19-0871
Neal Electric, Inc. – 19-0874
Select Electric Inc. – 19-0872

Dear Mr. Cooper,

The IBEW Local 441 Orange County 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 714-939-3131.

Sincerely,

Neal H. Lauzon
Business Manager
IBEW Local 441

Cc: Sandy Dennis, Contract Administration
sdennis@meruelogenterprises.com
Rebeca Christy, Meruelo Group
rchristy@meruelogroup.com

Training Proposal for:

ELADH, L.P.

Contract Number: ET21-0135

Panel Meeting of: July 24, 2020

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

PROJECT PROFILE

Contract Attributes:	Retrainee SET Priority Rate Medical Skills Training	Industry Sector(s):	Services (G) Healthcare (62) Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 1,902	U.S.:1,902	Worldwide: 1,902
Turnover Rate:	8%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
$565,080

Total ETP Funding
$331,200

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 Priority Rate Medical Skills Training	Business Skills, Computer Skills, Cont. Imp., MS-Didactic, MS-Preceptor	600	2-200	0-89	$552	$25.01
				Weighted Avg: 24			

Minimum Wage by County: SET/Priority Industry Statewide Wage $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
Administration		130
Therapist/Technician		130
Licensed Vocational Nurse		30
Registered Nurse		310

INTRODUCTION

ELADH, L.P. (ELADH) (www.eladh.avantihospitals.com), located in East Los Angeles, is one of four acute care hospitals owned and operated by Avanti Hospitals. Founded in 2008, Avanti Hospitals is headquartered in El Segundo. In addition to ELADH, Avanti owns and operates Memorial Hospital of Gardena (Memorial Hospital) in Gardena, Coast Plaza Hospital (CPH) in Norwalk and Community Hospital of Huntington Park (CPHP) in Huntington Park. Training in the proposal includes the Contract holder ELADH and its affiliates, Memorial Hospital, CPH, CPHP and Avanti Hospitals corporate headquarters.

ELADH has served the community for over 70 years. The Hospital provides a wide range of inpatient/outpatient diagnostic and therapeutic services to meet patient needs. Other services provided include Obstetrics, Pediatrics, Medical/Surgical, Intensive, Coronary and Sub-Acute Care; as well as along with 24-hour Emergency Services, Cardio-Pulmonary and Rehabilitation Services.

Accredited by the Joint Commission and licensed providers for the Medicare and Medi-Cal programs, along with many HMO's, PPO's and managed care organizations, ELADH and its closely related entities, focuses on providing affordable, high-quality healthcare services to patients in underserved communities of Los Angeles. This will be ELADH's third ETP Contract, and the first within the last five years.

Veterans Program

ELADH does not currently have a specific Veterans program in place. However, its System-wide Clinical Recruiter works with the US Army Transition Program in the local area, providing them with information regarding potential job opportunities.

PROJECT DETAILS

To provide healthcare, with consistency and compassion, to the communities it serves, the Hospitals in this proposal have identified the need to train workers in response to several changes and challenges currently impacting the healthcare industry. This includes a growth increase in the aging population, rising prevalence of chronic diseases, technological advancement, evolving health care models, the COVID 19 pandemic, and higher labor costs amid worker shortages.

The COVID 19 pandemic has put a strain in many areas of the healthcare system. To address COVID 19, and the government mandates associated with it, ELADH's was required to dedicate 100% of its resources to care for only those patients suffering from the virus. Consequently, the change to a limited patient focus had a significant impact on normal hospital operations which led to a loss of revenue. As a result, many hospitals experienced a series of furloughs, work sharing arrangements and layoffs. To address this impact, and be able to continue and thrive in the California economy, frontline workers need training on new strategies, processes and skills addressing new ways to safely provide services and continue to conduct business, while adapting to the rapid changes being mandated in the healthcare industry.

ELADH and partner hospitals have invested in a new Electronic Health Records (EHR) system which will impact every employee. The hospitals are moving to a cloud-based system providing more security related to data and operations. Training will be provided on the system which also includes software to improve workflow, efficiency and advance patient care. Other training will be provided on a new HRIS system the Company recently invested in to help manage finance functions.

Proposed ETP funds will assist ELADH and its partner hospitals provide comprehensive Business, Computer, Continuous Improvement, and Medical Skills training. Training will insure staff demonstrates confidence and skills in their occupation; proficiency in updated processes to care for patients with COVID 19 and other complex health care needs. Overall, training will enable ELADH to successfully support its growth while providing stellar patient care services, improve quality processes, clinical outcomes, and strategic measures at an affordable cost.

Training Plan

Training will be delivered via Class/Lab, Videoconference, E-Learning and Computer-Based Training by in-house experts and vendors as needed in the following:

Business Skills: Training will be offered to all occupations. This training will improve the ability of the frontline workforce to provide exemplary customer service and better manage overall business processes. Trainees will receive training on COVID related process changes communications and conflict resolution.

Computer Skills: Training will be offered to all occupations in Electronic Medical Records software and new systems to accurately enter and retrieve patient information regarding patient information, readmission prevention and help maximize reimbursement rate. Training will also provide skills so trainees can effectively operate these systems and provide customer support.

Continuous Improvement: Training will be offered to all occupations to improve efficiencies and productivity by implementing improved processes throughout the organization. Training will include teambuilding, problem solving/critical thinking skills, change management, process and quality improvement skills.

Medical Skills (MS): Didactic and Preceptor training will be provided to RN's, LVN's, Therapists, and Technicians. Training will provide staff with a well-rounded knowledge in a broad range of topics including: cardiac patient diagnosis, nursing skills, infection control, COVID related care, rapid response, patient assessment, medication administration/management, emergency room procedures, ventilator and tracheotomy care. Trainees will participate in Didactic and Preceptor training, based on the complexity of their patient care responsibilities. Training will provide a better understanding 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 Continuous Improvement and Medical Skills class/lab, videoconference and E-learning training.

Special Employment Training

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

For trainees employed in a priority industry, the Panel may modify the 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, ELADH will use an approved alternate recordkeeping.

Commitment to Training

ELADH's training budget for all four Hospitals is approximately $900,000 per year. Training programs include staff orientation, staff in-services, sexual harassment prevention, safety, vocational and basic skills training. ETP funds will not displace the existing financial commitment to training.

- Training Infrastructure

  ELADH has a detailed training plan in place and is ready to begin upon approval. ELADH's Nurse Residency Program Manager will oversee project administration. An appointed Nurse Administrator at each hospital location will assist with scheduling and documenting training. The Company has also retained a third-party administrator to assist with the administration of this project.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Training Funding Partners in Fountain Valley assisted with development for a flat fee of $23,460.

ADMINISTRATIVE SERVICES

Training Funding Partners will also 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/Videoconferencing Hours

2-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Business Process Skills
- Communication Skills
- Conflict Resolution
- COVID Related Process Changes
- Documentation Skills
- Patient Experience/Advanced Customer Service
- Procedure Skills
- Train-the-Trainer Skills
- Utilization Review

COMPUTER SKILLS

- Electronic Medical Records Application
- Microsoft Office (Intermediate/Advanced)
- Microsoft Project
- Microsoft SharePoint
- Paragon Order Entry Skills
- System Security/Operations

CONTINUOUS IMPROVEMENT

- Change Management
- Decision Making/Critical Thinking
- Frontline Leadership/Charge Nurse Training
- Problem Solving/Critical Thinking
- Process/Performance/Quality Improvement Concepts/Techniques /Procedures
- Team Building

MEDICAL SKILLS TRAINING – DIDACTIC

- Acute Psychiatric Care
- Acute Myocardial Infarction
- Advanced Cardiac Life Support
- Age Appropriate Care
- Anticoagulation
- Arterial Blood Gas Interpretation
- Basic Life Support
- Blood and Blood Products Administration and Care
- Body Mechanics
- Care of the Cardiac Patient
- Care of Pediatric Patients
- Care of the Stroke Patient
- Case Management/Discharge Planning
- Central Lines Management
- Code Blue Response & Procedures
- COVID Related Care Skills
- Critical Care Nursing Skills

- Crisis Prevention Intervention
- Culturally Appropriate Care
- Decontamination Procedures
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginning/Advanced)
- Emergency Room Nursing Skills
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, specialty beds and mattresses, etc.)
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Infection Control
- Intravenous 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
- Neonatal/Infant Pain Scale
- Neonatal Intensive Care Unit Nursing
- Neonatal Nursing
- Neonatal Resuscitation Provider
- New Graduate Nursing
- Nurse Orientation Training (for New Grads only)
- Nursing Diagnosis
- Nursing Process Skills
- Patient and Family Centered Care
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support
- 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
- Ventilator and Tracheotomy Care
- Wound & Skin Care

MEDICAL SKILLS TRAINING – PRECEPTOR (1:10 Ratio)

- Acute Psychiatric Care
- Acute Myocardial Infarction
- Advanced Cardiac Life Support

- Arterial Blood Gas Interpretation
- Basic Life Support
- Body Mechanics
- Care of the Cardiac Patient
- Care of the Stroke Patient
- Case Management/Discharge Planning
- Central Lines Management
- Code Blue Response & Procedures
- Emergency Department Training
- Intensive Care Unit/Critical Care Unit Training
- Medical/Surgical Unit Training
- Obstetrics Unit Training
- Telemetry Unit Training

CBT Hours

0 – 89 Trainees may receive any of the following:

MEDICAL SKILLS-DIDACTIC

- Abuse Recognition and Reporting (1 hour)
- Accuvein Finder Training (1 hour)
- Basic Pharmacology for Nursing (2 hours)
- Boarding of Psychiatric Patients (1 hour)
- Care of the Stroke Patient (2 hours)
- Central Venous Catheter Removal Training (4 hours)
- Charge Nurse Development (2 hours)
- Chemical/Biological/Radiological/Nuclear Decontamination Training (4 hours)
- Chest Tubes – The More You Know the Easier to Manage (1 hour)
- Detoxing the Substance Abuse Patient Safely (1 hour)
- Ebola in the Clinical Setting (2 hours)
- EKG Rhythm Interpretation and Treatment Modalities (2 hours)
- EMTALA Training (2 hours)
- Environmental Risk Mitigation Training (2 hours)
- Extreme or Severe Obesity (2 hours)
- Gerontological Nursing (4 hours)
- Head to Toe Assessment (2 hours)
- HIPAA Training (1 hour)
- Hospital Disaster Preparedness Training (1 hour)
- Hourly Round for Patient Safety (1 hour)
- Identifying Substance Abuse (1 hour)
- Infection Control and Prevention Training (1 hour)
- Intrapartum and Postpartum Nursing Diabetic Pt (1 hour)
- Introduction to Sepsis (1 hour)
- Just Culture – Creating Safer Patient Care (1 hour)
- Malignant Hyperthermia Prevention and Treatment (2 hours)
- Management of Assaultive Behavior in Healthcare (4 hours)
- Medication Error Reporting and Prevention Training (2 hours)
- Medication Safety- Avoiding Medication Errors (1 hour)
- Moderate Sedation (2 hours)
- National Patient Safety Goals (2 hours)
- Neonatal Resuscitation Program (1 hour)

- Nursing the Patient with a G-Tube or J-Tube (2 hours)
- Opioid Stewardship (1 hour)
- Optimal Titration Training (1 hour)
- Organ and Tissue Donation – One Legacy (1 hour)
- Patient Care Analgesia – Making it Safer Training (1 hour)
- Point of Care Testing (blood glucometer, urine pregnancy) Training (1 hour)
- Powered Air Purifying Respiratory Training (1 hour)
- Preceptor Training (2 hours)
- Preventing C-Diff Infection in the Healthcare Setting (1 hour)
- Preventing Healthcare Associated Infection:
  - CLABSI (1 hour)
  - VAP (1 hour)
  - CAUTI (1 hour)
  - HAPI: (1 hour)
  - MDRO/Antibiotic Stewardship (1 hour)
  - CD (1 hour)
- Preventing Pediatric Medication Errors (2 hours)
- Prevention Complication of IV Catheters (1 hour)
- Rapid Response/Code Blue Training (1 hour)
- Restraints –Safe Use (1 hour)
- Safe Patient Handling – Protecting Patients and Self (1 hour)
- Sepsis – Screening and Treatment (1 hour)
- Surgical Fire Prevention (1 hour)
- Wound Care Education (2 hours)

CONTINUOUS IMPROVEMENT

- Cultural Diversity Training for Patient Care (2 hours)
- Quality Assurance/Performance Improvement (1 hour)
- Time Management – Providing Safe Patient Care Efficiently (2 hours)

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

THE PERMANENTE MEDICAL GROUP, INC.
DBA SOUTHERN CALIFORNIA
PERMANENTE MEDICAL GROUP

ET21-0129

WITHDRAWN

Training Proposal for:

Optum Services, Inc.

Contract Number: ET21-0137

Panel Meeting of: July 24, 2020

ETP Regional Office: San Diego **Analyst:** T. Philips

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Medical Skills Training SET	Industry Sector(s):	Healthcare (62) Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles, Orange, San Bernardino, San Diego	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 14,155	U.S.:145,853	Worldwide: 188,719
Turnover Rate:	2%		
Managers/Supervisors: (% of total trainees)	5%		

FUNDING DETAIL

In-Kind Contribution:
$777,004

Total ETP Funding
$416,576

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 Medical Skills Training SET	Commercial Skills Computer Skills Continuous Improvement Medical Skills Didactic/Preceptor	566	2-200	0-20	$736	$25.01
				Weighted Avg: 32			

Minimum Wage by County: Statewide Average Hourly Wage (SET): $25.01
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
Allied Medical Staff		70
Claims Processing Staff		50
Patient Support Staff		90
Information Technology/Engineering		70
LPN/LVN/RN		120
Provider Relations Staff		40
Support Staff		100
Working Front Line Manager		26

INTRODUCTION

Optum Services, Inc. (Optum) was founded in 1992 and is headquartered in Minnesota with a regional office in Irvine 29 additional clinic locations in the Southern California region.

Optum (www.optum.com) is a health services company serving the broad health care marketplace, including care providers, medical groups, health plans, employers, and life sciences companies. Optum has dedicated units that help improve overall health system performance through optimizing care quality, reducing costs and improving consumer experience and care provider performance, leveraging distinctive capabilities in data and analytics, medication coordination services, population health, health care delivery and health care operations.

Optum is a priority industry in the healthcare industry and is eligible for ETP funding through the Special Employment Training (SET) program. This is Optum's first ETP Contract.

Veterans Program

Although there is no designated Veterans Job number, Optum is participating in the Military Internship Program in conjunction with the Department of Defense's Skillbridge program. The Military Internship Program is focused on providing training on career skills and reintegration to transitioning service members seeking civilian employment. This program allows military interns the opportunity to gain knowledge and training across the enterprise and participate in core functions that support the business and patient care as well as provide a broader perspective of the business, network and professional development.

PROJECT DETAILS

The global health care industry is driven by a growing and aging population, and rising health care costs amidst workforce shortages, and the expansion of health care systems in developing markets. These drivers create the need for health care systems to work toward a future in which the collective focus shifts away from treatment, to prevention and early intervention. In addition, with the recent onset of the COVID 19 pandemic, the healthcare system is being strained in many areas. Optum plans to evolve its business model to address a changing marketplace.

The telehealth market is growing rapidly, spurred by state laws mandating health plans cover telehealth services, and employers offer these services as an employee benefit. In response, health care organizations are in need of implementing virtual programs. Optum is in the process of implementing a new telehealth software platform called SecureVideo. This new system will benefit Optum's patients, lower office overhead, increase efficiency, and expand caseload. In addition, Optum is reviewing more advanced technology options to implement during the term of the proposed ETP project.

In addition, Optum is planning to implement a new Electronic Health Records (EHR) system to replace its previous Nexgen system. The new system is called Allscripts and is an open-platform solution that connects with the health community and brings all data sources together. Allscripts is a suite of fully integrated financial and clinical solutions that make it easier for clinicians to deliver quality care and allow clinics to focus more on their core. The easy-to-use and customized interface will allow Optum to manage its business more efficiently. Allscripts also allows for staff to access important information remotely, at any time, which greatly improves staff efficiency and ability to better serve patients.

Optum has plans to acquire other healthcare service~~s~~ companies in California during the term of the proposed ETP project. This growth will require Optum to provide extensive training to newly acquired employees to assimilate into the Optum organization. It will be critical for Optum to provide new and supplemental skills to its frontline workers to prepare for these, and future industry changes and continued needs of its patients. The proposed ETP funding will allow Optum to implement new curriculum, related to the new processes and systems described herein and will allow it to ramp up the amount of training it can provide to its incumbent and newly hired workforce.

Training Plan

Commercial Skills: Trainees across all occupations will receive Commercial Skills training in areas such as patient experience/advanced customer service, business process skills, business writing, and utilization review. This training will improve the ability of the workforce to provide exemplary customer service and better manage overall business processes.

Computer Skills: Computer Skills will be provided to all occupations in areas such as: Electronic Medical Records Application, Electronic Health Records, and Telehealth system. This training will enable Optum to improve its efficiencies with these new/consolidated systems and enable the

workforce to effectively operate these systems to provide the best and most efficient customer support.

Continuous Improvement: It will be important for all occupations to receive training in areas such as change management, conflict resolution, problem solving/critical thinking, and process and quality improvement concepts/techniques/procedures to improve Optum's efficiency and productivity.

Medical Skills - Didactic: Allied Medical Staff, Patient Support Staff, LPN/LVN/RN staff will receive supplemental medical skills training in areas such as emerging trends in patient care, end of life skills, infection control, and patient assessment & care. This training will allow the workforce to provide improved patient care and patient education.

Medical Skills – Preceptor: Allied Medical Staff, Patient Support Staff, LPN/LVN/RN staff may engage in clinical training during which trainees observe hands-on skills performed by a registered nurse or other practitioner (i.e., preceptor/mentor) in a productive work environment. After observing the preceptor, trainees will perform the skills under the preceptor's close supervision. The Preceptor to trainee ratio will be 1:1.

Computer Based Training (CBT): Trainees across all occupations will receive CBT in the categories of Commercial Skills, Computer Skills, Continuous Improvement and Medical Skills training covering areas such as patient experience/advanced customer service, business process skills, business writing, and utilization review. This electronically delivered training will improve the ability of the workforce to provide exemplary customer service and better manage overall business processes.

Commitment to Training

Optum's training budget in California is approximately $1 million for 2020-2021. Optum provides anti-harassment, diversity, basic computer skills, basic job skills training, new employee orientation and on boarding, and performance appraisal training. This training will be provided at Optum' expense during the term of the proposed agreement and beyond.

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

Optum has identified the Senior Human Capital Partner to have overall responsibility for the the ETP project. Optum has also identified a Human Resource Manager and Business Analyst to assist with the administration of the project in California. This team will be meeting with ETP staff and working with Optum's third-party administrator to manage the overall Agreement.

Optum has multiple trainers who will be responsible for managing the scheduling, delivery, and documentation of training for the Southern California facilities. Optum has a dedicated contact person at each facility who will oversee ensuring the training data is correctly documented on the ETP rosters. Training will be provided by internal trainers and subject matter experts, as well as vendors as necessary.

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). Optum requests this modification.

COVID-19 Waiver

Due to the statewide "safer at home" restrictions imposed in March 2020 as a result of the COVID-19 pandemic, Optum may be faced with some challenges. Therefore, Optum requests the following COVID-19 related modifications to the training plan:

- **Progress Payment Percentage:** Increase the progress payment 1 percentage from 25% to 50%.

- **Reduced Minimum Reimbursable Training Hours:** Reduce the minimum number of hours eligible for reimbursement for Class/Lab/E-Learning from 8 hours to 2 hours.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Optum has retained Training Funding Partners in Fountain Valley to assist with development of this proposal for a flat fee of $29,500.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

Optum has several in-house trainers who will be providing the proposed training and other outside trainers will be identified as they are retained.

Exhibit B: Menu Curriculum

Class/Lab/E-Learning Hours

2-200 Trainees may receive any of the following:

COMMERCIAL SKILLS

- Business Process Skills
- Business Writing
- ICD-10/Coding Skills
- Patient Experience/Advanced Customer Service
- Train-the-Trainer Skills
- Utilization Review

COMPUTER SKILLS

- Electronic Health Records Application
- Optum Intranet
- Microsoft Office (Intermediate/Advanced)
- Microsoft Project
- Microsoft SharePoint
- System Security/Operations
- Telehealth System

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 TRAINING – 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, etc.)
- 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 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 TRAINING – CLINICAL PRECEPTOR

- Emergency Department Training
  - Emergency Room Nursing Skills
  - Emergency Care of the Burn Patient
  - OB Trauma
  - Trauma Nursing Skills
  - Triage Nursing Skills
  - Care of Pediatric Patients

- Intensive Care Unit/Critical Care Unit Training
  - Critical Care Nursing Skills
  - Patient Assessment & Care
  - Intra-Aortic Balloon Pump (IABP)Therapy
  - Intracranial Pressure Monitoring & Ventriculostomy

    - Hemodynamic Monitoring
    - Pre and Post-Operative Care
    - Care of Trauma Patient
    - Ventilator & Tracheotomy Care

- Medical/Surgical Unit Training
    - Patient Assessment & Care
    - Medical/Surgical Nursing Skills
    - Pre and Post-Operative Care
    - Orthopedic Nursing Skills
    - Oncology Nursing Skills

- Neonatal Intensive Care Unit (NICU) Training
    - Patient Assessment & Care
    - Neonatal Resuscitation Provider (NRP)
    - Neonatal Advanced Life Support
    - Neonatal Intensive Care Unit (NICU) Nursing Skills
    - Neonatal/Infant Pain Scale (NIPS)
    - Palliative Care

- Maternal Child Health Unit Training
    - Patient Assessment & Care
    - Antepartum, Labor, Delivery and Postpartum Skills
    - Neonatal Nursing Skills
    - S.T.A.B.L.E.
    - Advanced & Electronic Fetal Monitoring
    - Neonatal Resuscitation Provider (NRP)
    - Neonatal Intensive Care Unit (NICU) Nursing Skills

- Operating Room and Post-Anesthesia Care Unit (PACU) Training
    - Patient Assessment & Care
    - Trauma Nursing Skills
    - Care of the Burn Patient
    - Peri-operative Nursing Skills
    - Pre and Post-Operative Care

- Rehabilitation Services Unit Training
    - Patient Assessment & Care
    - Medical/Surgical Nursing Skills
    - Pre and Post-Operative Care
    - Post-Orthopedic Surgery Nursing Skills
    - Post-Trauma Injury Nursing Skills
    - Post-Neurological Injury Nursing Skills

- Special Care Unit Training
    - Patient Assessment and Care
    - Critical Care Nursing Skills
    - Ventilator & Tracheotomy Care
    - Hemodynamic Monitoring
    - Total Parenteral Nutrition

- Surgical Services Unit Training
  - Patient Assessment & Care
  - Trauma Nursing Skills
  - Surgical Nursing Skills
  - Pre and Post-Operative Care

- Telemetry Unit Training
  - Care of the Cardiac Patient
  - EKG & Cardiac Monitoring
  - Dysrhythmia Interpretation
  - Telemetry Nursing Skills
  - Pre and Post-Operative Care
  - Care if the Neurosurgical Patient
  - Intravenous (IV) Therapy
  - Oncology Nursing Skills

CBT Hours

0-20 Trainees may receive any of the following:

COMMERCIAL SKILLS

- 2020 Special Needs Plan Model of Care (0.5 hours)
- Accessibility for Developers - Introduction (0.5 hours)
- Achieving Consistent Excellence in Patient Care (0.5 hours)
- Adjustment Basics - Claims Research (0.5 hours)
- AHM 250 - Module 4: Provider Compensation (0.75 hours)
- AHM 250 - Module 6: Types of HMOs (0.75 hours)
- ALM Getting Started for Business Analysts (BA's) (1.5 hours)
- Backlog Refinement and Prioritization (1 hours)
- Behavioral Health - Introducing Talkspace (0.5 hours)
- Behavioral Interviewing Skills Debrief Guide (0.5 hours)
- Being a Talent Steward Debrief Guide (0.5 hours)
- Business Acumen Learning Guide (12 hours)
- Business Analysis Documentation and Criteria (1 hours)
- C&E@Work Lesson - Interactions With Pharma Manufacturers (0.5 hours)
- C&E@Work Lesson - Organizational Conflicts of Interest (0.5 hours)
- C&E@Work Lesson - Understanding Conflicts of Interest (0.5 hours)
- Certified Business Analysis Professional (1 hours)
- Circuit for Web: Communicating with Others (0.5 hours)
- Claims 1.0 Assessment (0.5 hours)
- Claims Research (0.5 hours)
- CMS Overview (0.5 hours)
- Communicate Effectively Debrief Guide (0.5 hours)
- Communicate Effectively Development Activities Guide (0.5 hours)
- Communicate with Impact Debrief Guide (Leadership.EDU) (0.5 hours)
- Communicate with Impact Development Activities Guide (Leadership.EDU) (0.5 hours)
- Communicate with Impact Mini Module - Begin Here (7 hours)

- Communicating Effectively with Customers (0.5 hours)
- Communicating with Confidence (0.5 hours)
- Communication Module 1-Punctuations (0.5 hours)
- Community and State Expense Reporting (0.75 hours)
- Customer Service with Scott Green (0.5 hours)
- Delegation Process Tips Sheet (0.5 hours)
- Deliver Value to Customers Debrief Guide (0.5 hours)
- Deliver Value to Customers Development Activities Guide (0.5 hours)
- Effective Team Communication (0.5 hours)
- EOHS_DOTPharmaceuticalWaste_2020 (0.5 hours)
- EOHS_DOTRegulatedMedicalWaste_2020 (0.5 hours)
- EOHS_HazardCommunication_2020 (0.5 hours)
- EOHS_LithiumIonBatteries_2020 (0.5 hours)
- EOHS_Respiratory Protection Training_2020 (0.5 hours)
- EOHS_Safety & Security for Field-Based Professionals_2020 (0.5 hours)
- EUTS DelOps Communications Team Work at Home (WAH) Connectivity (0.5 hours)
- Facing and Resolving Conflict in the Workplace (0.5 hours)
- Field Safety (0.5 hours)
- Finding the Quality in Your Data (0.5 hours)
- Fundamentals of Business Storytelling (0.5 hours)
- Health Care Orientation: 1. Introduction to the U.S. Health Care Industry (0.5 hours)
- Health Care Orientation: 2. Providers and Health Care Services (0.5 hours)
- Health Care Orientation: 3. Health Insurance Expenses and Benefits (0.5 hours)
- Health Care Orientation: 4. Types of Health Insurance Plans (0.5 hours)
- Health Care Orientation: 5. The Claim Lifecycle (0.5 hours)
- Health Care Orientation: 6. Health Care Regulations and Compliance (0.5 hours)
- How to Manage Difficult Conversations (0.5 hours)
- Impact of Adverse Childhood Experiences (0.5 hours)
- Ingenix Policy 7.1 Risk Adjustment Data Validation (0.5 hours)
- Introduction to Accessibility (1.25 hours)
- Introduction to DevOps (0.5 hours)
- Introduction to DMEVS (0.5 hours)
- Introduction to Infrastructure as a Service at Optum (0.75 hours)
- Keeping Your Skillset Current in the Digital Economy (0.5 hours)
- Optum: Clinical Licensure Management Overview (0.5 hours)
- Understanding Differences in Physician and Facility Billing and Coding (0.5 hours)

COMPUTER SKILLS

- Adobe Analytics 101 (1 hours)
- Advanced Formulas and Functions in Excel 2013 (1 hours)
- Agile Essentials Certification Exam (1 hours)
- ALM Requirements and Traceability Overview (1.5 hours)

- Architecting Microsoft Azure Solutions: Data Services Design (0.5 hours)
- Architecting Microsoft Azure Solutions: Plan Azure SQL-Compliant Database Usage (0.5 hours)
- Automating Excel 2010 Tasks Using Macros (1 hours)
- Azure Developer: Relational Database Solutions (0.5 hours)
- Big Data Fundamentals (0.5 hours)
- BSL Training: Software Purchase and Installation (0.5 hours)
- CA Agile Central for Administrators Overview (0.5 hours)
- Cloud Computing Fundamentals: Overview (1 hours)
- Cloud Solution Management & Testing (0.5 hours)
- Collaboration, Evaluation and Printing in Visio 2010 (1 hours)
- Communicate and Finalize Project Information Using Project 2013 (1 hours)
- Configuring and Managing Meetings and Notes in Outlook 2016 (0.5 hours)
- Configuring Citrix XenDesktop 7.6 Components (3 hours)
- Creating Presentations in PowerPoint 2013 (0.5 hours)
- CSI Voice and Tone Training (0.5 hours)
- Data Concepts for Using Smart View (0.5 hours)
- Data Visualization with Tableau (3 hours)
- Data Warehousing with Azure: Implementing Azure SQL Data Warehouse (1 hours)
- Designing ASP.NET MVC Application Architecture (0.5 hours)
- Developing Cloud Aware Applications (0.5 hours)
- DevOps Testing and Delivery (1 hours)
- EUTS DelOps VMWare Virtual Desktop Support and Administration (0.75 hours)
- EUTS DelOps Windows 10 (0.75 hours)
- Getting Started with Crystal Reports 2011 (2 hours)
- Getting Started with Excel 2010 (1 hours)
- Getting Started with Microsoft OneNote 2013 (1 hours)
- Getting Started with Project 2016 (0.5 hours)
- Getting Started with Visio 2010 (1 hours)
- Getting Started with Word 2010 (1 hours)
- Getting to Know Microsoft OneNote 2016 (0.5 hours)
- HP LoadRunner 12 Essentials: Enhancing Vuser Scripts (1 hours)
- HP LoadRunner 12 Essentials: Working with Controller and Analysis (1 hours)
- HP LoadRunner 12 Essentials: Working with VuGen (1 hours)
- Hyperion Planning Training (0.5 hours)
- Introduction to IT Compliance Control Frameworks (0.5 hours)
- Introduction to Visual Analytics in Tableau (0.5 hours)
- KnowledgeNow Portal View Training (0.5 hours)
- Microsoft Office 2010: Managing Information with OneNote (1 hours)
- Microsoft SQL Server 2014: Manage, Maintain, and Troubleshoot SSAS (2 hours)Team Building

CONTINUOUS IMPROVEMENT

- 2020 Measurable Goals Training (0.5 hours)
- AHM 250 - Module 17: Quality Standards, Accreditation, and Performance Measures (0.5 hours)
- Aligning Goals and Priorities to Manage Time (0.5 hours)
- Assessing Your Own Leadership Performance (0.5 hours)
- BCI: Critical Thinking - 5 Whys (0.5 hours)
- BCI: Critical Thinking - Brainstorming (0.5 hours)
- BCI: Critical Thinking - Cause and Effect (0.5 hours)
- BCI: Integrity 2 (0.5 hours)
- C&E@Work Lesson - Intellectual Property (0.75 hours)
- C&E@Work Lesson - Introduction to Delegation of Authority (0.5 hours)
- C&E@Work Lesson - When Employees Raise Business Conduct Concerns (0.5 hours)
- Career Development Learning Track - Begin Here (7 hours)
- Common Analysis Model (CAM) (1.25 hours)
- Contributing as a Virtual Team Member (0.5 hours)
- Create Work Breakdown Structure (PMBOK Guide Sixth Edition) (1 hours)
- Creating a Plan for Performance Management (0.5 hours)
- Data Science University - 2.5 Hypothesis Testing (1 hours)
- Data Science University - 2.6 Investigational Design (1 hours)
- Data Science University - 3.1 Regression (1 hours)
- Data Science University - 3.3 Regularized Regression (1 hours)
- Data Science University - 3.4 Time-series Regression (1 hours)
- Data Science University - 3.5 Multivariate Regression (1 hours)
- Data Science University - 3.6 Nonparametric Regression (1 hours)
- Data Science University - 3.7 Generalized Linear Model (GLM) (1 hours)
- Data Science University - 4.2 Density-Based Classification (1 hours)
- Data Science University - 4.3 Tree-Based Classification (1 hours)
- Data Science University - 4.4 Hyperplane-Based Classification (1 hours)
- Data Science University - 4.5 Bayesian Classification (1 hours)
- Data Science University - 5.2 Connectivity-Based Clustering (1 hours)
- Data Science University - 5.3 Distribution-Based Clustering (1 hours)
- Data Science University - 5.4 Graph-Based Clustering (1 hours)
- Data Science University - 5.5 Association-Based Clustering (1 hours)
- Data Science University - 7.1 Markov Networks (1 hours)
- Data Science University - 7.2 Bayesian Networks (1 hours)
- Data Science University - 8.2 Bag of Words/N-Grams (1 hours)
- Data Science University - 8.3 Embedding (1 hours)
- Data Science University - 8.4 Latent Dirichlet Allocation (LDA) (1 hours)
- Data Science University - 8.5 Term Frequency-Inverse Document Frequency (TF-IDF) (1 hours)
- Data Science University - Accessibility(OGS OT) (1 hours)

- Data Science University - Ease of Use/Comprehension(OGS OT) (1 hours)
- Data Science University - Introduction to Data Visualization(OGS OT) (1 hours)
- Data Silos, Lakes, & Streams: Sources, Visualizations, & ETL Operations (1 hours)
- Data Visualization Series - Module 1: Visual Reporting and Analysis (1 hours)
- De-escalating Emotions (0.75 hours)
- De-escalation (0.5 hours)
- Determining Delegation for NICE (0.75 hours)
- Developing a Growth Mind-set (0.5 hours)
- Developing a Plan to Further Your Career (0.5 hours)
- Difficult People: Can't Change Them, so Change Yourself (0.5 hours)
- Difficult People: Strategies to Keep Everyone Working Together (0.5 hours)
- Difficult People: Why They Act That Way and How to Deal with Them (0.5 hours)
- DM0001340CBT - Exclusion Logic (0.5 hours)
- Drive High-Quality Execution Debrief Guide (0.5 hours)
- Drive High-Quality Execution Development Activities Guide (0.5 hours)
- Drive Sound, Disciplined Decisions Debrief Guide (0.5 hours)
- Drive Sound, Disciplined Decisions Development Activities Guide (0.5 hours)
- Emotional Intelligence (eBook) for Non-Integrated Businesses (0.5 hours)
- Encouraging Team Communication and Collaboration (0.5 hours)
- Establishing Effective Virtual Teams (0.5 hours)
- Everything DiSC Workplace (0.5 hours)
- Facing Virtual Team Challenges (0.5 hours)
- Finding and Nurturing a Mentor Relationship (0.5 hours)
- Frame It Up: The ASM Model of Behavior Change (0.5 hours)
- Gaining Insight through Organizational Awareness (0.5 hours)
- Handling Team Conflict (0.5 hours)
- How to Plan a Project (Manual Planning of options 10/11) (1 hours)
- Identifying Your Peer-to-Leader Challenges & Transition Tips (0.5 hours)
- Influencing Without Authority eBook (0.5 hours)
- Innovation for Leaders Debrief Guide (0.5 hours)
- Introduction to Human Centered Design (eBook) (0.5 hours)
- Introduction to Mindfulness: Be Here Now (0.75 hours)
- Introduction to Problem Solving Tool Kit Assessment (1 hours)
- Introduction to the Issue Resolution Decision Tree (0.5 hours)
- Lead and Develop People Debrief Guide (0.5 hours)
- Lead and Develop People Development Activities Guide (0.5 hours)
- Lead Change and Innovation Debrief Guide (0.5 hours)
- Lead Change and Innovation Development Activities Guide (0.5 hours)
- Leading Change (0.5 hours)

- Managing and Engaging Virtual Employees Debrief Guide (0.5 hours)
- Managing Motivation during Organizational Change (0.5 hours)
- Managing Multigenerational Employees (0.5 hours)
- Managing Virtual Employees (0.5 hours)
- Maximize Your Productivity by Managing Time and Tasks (0.5 hours)
- Optum Leadership 101 Briefing Guide (0.5 hours)
- Optum Leadership Evolution Briefing Guide (0.5 hours)
- Optum Leadership Fundamentals Briefing Guide (0.5 hours)
- Organizational Goals and Six Sigma (1 hours)
- Project Management Introduction (PMBOK Guide Sixth Edition) (1 hours)
- Project Management Training (NPI) Part III (1.5 hours)
- Quality Center Risk-Based Quality Management (0.5 hours)

MEDICAL SKILLS TRAINING

- BriovaRx 2018 Non-Clinical Multiple Sclerosis Training (1 hours)
- Care Philosophy On-Demand Training Kick-off (0.5 hours)
- Elder Abuse (0.5 hours)
- EOHS_Chemical Incident Awareness Training_2020 (0.5 hours)
- EOHS_Tuberculosis_2020 (0.5 hours)
- Flu Season Ahead (1 hours)
- Fostering a Trauma-Informed Environment (0.5 hours)
- Fraud and Abuse Detection and Prevention (0.5 hours)
- Harm Reduction (0.5 hours)
- Health Literacy Overview (1 hours)
- Heart Failure (5 hours)
- ICD 10 Overview (0.5 hours)
- Influenza Update (1 hours)
- Intro to Managed Care CSO CSPs (0.5 hours)
- Introduction to Managed Care (0.5 hours)
- Introduction to Medicare Advantage and Risk Scores (0.5 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:

Niagara Bottling, LLC

Contract Number: ET21-0127

Panel Meeting of: July 24, 2020

ETP Regional Office: Sacramento **Analyst:** D. Jordan

PROJECT PROFILE

Contract Attributes:	HUA Job Creation Initiative Priority Rate Retrainee	Industry Sector(s):	Manufacturing (E) Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles, San Bernardino, San Joaquin	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 1,896	U.S.:4,723	Worldwide: 4,903
Turnover Rate:	9%		
Managers/Supervisors: (% of total trainees)	8%		

FUNDING DETAIL

In-Kind Contribution:
$479,616

Total ETP Funding
$276,000

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, Continuous Impr, Mfg. Skills	300	8-200	0-200	$552	$18.34
				Weighted Avg: 24			
2	Retrainee Job Creation Initiative Priority Rate	Business Skills, Computer Skills, Continuous Impr, Mfg. Skills	150	8-200	0-200	$736	$15.00
				Weighted Avg: 32			

Minimum Wage by County: Job Number 1 (Retrainee): $19.05 per hour for Los Angeles County; $18.34 per hour for San Joaquin and San Bernardino County.

Job Number 2 (Job Creation): $15.00 per hour for San Joaquin County and San Bernardino County; $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 $0.99 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 & 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Customer Service Staff		35
Distribution Logistics Staff		35
Engineering Staff		50
Manufacturing Staff		60
Corporate Support Staff		100
Managers		20
Job Number 2: Job Creation		
Customer Service Staff		20
Distribution Logistics Staff		20
Engineering Staff		20
Manufacturing Staff		50
Corporate Support Staff		20
Managers		20

INTRODUCTION

Founded in 1963 and headquartered in Ontario, Niagara Bottling, LLC (Niagara) (www.niagarawater.com) is the largest private-label bottled water supplier in the United States. The Company uses advanced bottling technology such as PET (polyethylene terephthalate) recyclable manufacturing. The Company manufactures almost all component parts in-house including the water bottles and caps. The only parts it purchases are resin, labels, and shrink wrap. Niagara's customers include grocery stores, convenience stores, club stores and wholesale customers across the United States.

There are six operating facilities participating in this proposal. The Southern California facilities are located in Diamond Bar, Rialto and two in Ontario. The two Northern California facilities are located in Stockton. This is Niagara's third ETP Contract; the third in the last five years.

Veterans Program

Although there is not a dedicated Veterans job number, Niagara is committed to hiring and retraining Veterans. Niagara has a working relationship with RecruitMilitary that gives them the option to attend or sponsor virtual job fairs. Niagara has a Veterans outreach program through Indeed for recruiters to source and contact Veterans. In addition, the Company is establishing a working relationship with the VA to conduct outreach programs in areas where its production facilities are located.

PROJECT DETAILS

In the previous contracts, Niagara's training focused on reducing the use of materials and new technology updates. In this contract, training will focus on the Company's plans for expansion, new manufacturing lines and updated technology. At Niagara's Ontario facility, training will focus on converting two manufacturing lines from flavored water to new premium water lines. These premium water lines will produce alkaline water and specialty distilled water. Additionally, Niagara is installing two brand new quality checking machines to the production line that will require additional training. Niagara is also opening a new facility in Stockton. New staff at the Stockton location will require extensive training on how to effectively operate machines and manage the facility.

All trainees will receive Computer and Business Skills training. Improving efficiencies, customer service and sales skills are major training components for Customer Service and Corporate Support Staff. Training topics include Adobe Acrobat Reader, AutoCAD, Cross-Training Skills, Marketing Skills, and Intermediate and Advanced Microsoft Office. In addition, many of the current Managers have been promoted from within and need formal managerial training to enhance team building, leadership and motivation skills.

Some training topics and roll outs 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.

Niagara is expanding business capacity by opening a new manufacturing facility in Stockton and converting two manufacturing lines from flavored water to premium water lines. Niagara will hire

150 new employees (Job Number 2). The Company will hire Customer Service Staff, Distribution Logistics Staff, Engineering Staff, Manufacturing Staff, Corporate Support Staff, Managers. The date-of-hire for all trainees will be within the three-month period before approval or within the term-of-contract. Trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

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

Business Skills: Training will be offered to all occupations. Training will focus on improving customer service, and updates on new product skills. Training topics include Communication, Marketing, Sales and Cross-Training Skills.

Computer Skills: Training will be offered to all occupations and include AutoCAD, Adobe Acrobat Reader, Computer Language Skills and SharePoint.

Continuous Improvement: Training will be offered to all occupations and focus on enhancing performance, developing teams and problem solving. Staff will receive training in Product Development, Project Management, Process Performance Improvement and Effective Leadership.

Manufacturing Skills: Training will be offered to Distribution Logistics Staff, Engineering Staff, Manufacturing Staff and Managers. Staff will receive training in all areas of the manufacturing process to ensure consistency and a high quality of work. Many staff members will receive cross-training to diversify the workplace and to make many workers interchangeable. Training topics Electrical Safety, Palletizing, Quality Control Skills, Product Wrapping and Blow Molding.

Computer-Based Training (CBT)

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Due to COVID-19, Niagara is limiting the amount of in person training. The Company foresees staff only needing approximately 100 hours of CBT but in order to keep training flexible they are requesting 200 hours for all occupations.

High Unemployment Area

Trainees in Job Numbers 1 & 2 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. However, the Company is not requesting a wage modification.

Commitment to Training

Niagara budgets approximately $300,000 annually for training for each facility. Training includes new hire orientation, staff development, job-specific training and safety training.

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

- Training Infrastructure

  The Project Manager will oversee this training project. A Learning Administrator at each location will assist with training events and ensuring data is entered correctly into Niagara's LMS system. In addition, the Company has retained Training Funding Partners to assist with administration. Training will be delivered by in-house experts and vendors as needed. Niagara has a detailed training schedule in place and is ready to start training upon approval.

Electronic Recordkeeping/LMS

Staff has reviewed and confirmed that Niagara's LMS meets ETP Record Keeping 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 $ %
18CS-0031-000	Multiple	8/3/2017 – 8/2/2019	$140,352	$140,352 (100%)
*ET15-0276	Multiple	9/2/2014 – 9/1/2016	$236,000	$123,550 (52%)

*ET15-0276: Most of the training was done by out-of-state equipment vendors, done outside of California. The Company did not get timely approval for this type of training, by ETP management, during the term of the Contract. The Company has brought training previously delivered by out-of-state vendors in-house.

DEVELOPMENT SERVICES

Training Funding Partners in Fountain Valley assisted with development for a fee of $9,500.

ADMINISTRATIVE SERVICES

Training Funding Partners will also perform administrative services in connection with this proposal for a fee not to exceed 11.5% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class Lab/E-Learning Hours
8 - 200

Trainees will receive any of the following:

BUSINESS SKILLS
- Communication Skills
- Conflict Resolution Skills
- Cross-Training Skills
- Customer Service Support Skills
- Marketing Skills
- New Updated Product Skills
- Sales Skills
- Train-the-Trainer

COMPUTER SKILLS
- Adobe Acrobat Reader
- AutoCAD
- Computer Language Skills
- Intermediate and Advanced Microsoft Office
- SharePoint

CONTINUOUS IMPROVEMENT
- Developing Teams/Goals/Objectives
- Effective Leadership
- Innovation Skills
- Problem Solving
- Process Performance Improvement
- Product Development
- Project Management
- Troubleshooting

MANUFACTURING SKILLS
- Blow Molding
- Bottle Capping Processing
- Distribution Skills
- Electrical Safety
- Injection Molding Skills
- Logistics
- Manufacturing Equipment
- Maintenance Skills
- Packaging Skills
- Palletizing
- Product Wrapping
- Quality Control Skills
- Reverse Osmosis Water treatment
-

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

CBT Hours
0-200

BUSINESS SKILLS

- Expense Reports (0.75 hours)
- Logility MP Software Simulation: MP Customer Order Edits Table (0.5 hours)
- Logistics Training Snippet: Pickup Changes (0.33 hours)

COMPUTER SKILLS

- Access 2016 Advanced (1.6 hours)
- Access 2016 Intermediate (2.0 hours)
- Access 365 Advanced (1.7 hours)
- Access 365 Intermediate (4.27 hours)
- Adobe Acrobat DC Pro Advanced (1.33 hours)
- Adobe Illustrator CC Advanced (2.72 hours)
- Adobe InDesign CC Advanced (3.88 hours)
- Adobe Photoshop CC for Photographers Advanced (2.63 hours)
- Adobe Photoshop CC Intermediate (3.55 hours)
- Azure Active Directory Intermediate (1.86 hours)
- Azure Administrator (Exam AZ 103) Advanced (5.85 hours)
- Azure Automation and Log Analytics Intermediate (0.85 hours)
- Azure Azure Storage Intermediate (1 hour)
- Azure Containers Intermediate (0.48 hours)
- Azure Deploying Virtual Machines Intermediate (1.6 hours)
- Azure Deploying Websites Intermediate (1.33 hours)
- Azure Networking Intermediate (0.72 hours)
- Azure Solutions Intermediate
    - Introduction (2 minutes)
    - Introduction to Azure (48 minutes)
    - Deploying Virtual Machines (1.5 hours)
    - Deploying Websites (1.25 hours)
    - Azure Storage (58 minutes)
    - Azure Containers (28 minutes)
    - Azure SQL (42 minutes)
    - Azure Networking (40 minutes)
    - Azure Active Directory (1.83 hours)
    - Automation and Log Analytics (48 minutes)
- Azure SQL Intermediate (0.7 hours)
- C# Beginner
    - Introduction (3 minutes)
    - Overview of C# (18 minutes)
    - C# First Project (38 minutes)
    - Variables (1.33 hours)
    - Mathematical Expressions (1 hour)
    - Classes and Objects (55 minutes)
    - Arrays (1.38 hours)
    - LINQ (43 minutes)
    - Exceptions (45 minutes)
    - Inspecting Folders and Files (50 minutes)
    - Debug Common Errors (1.13 hours)

    - Conclusion (3 minutes)
- Creating Accessible Files in the Microsoft Office Suite and Adobe Intermediate (2.25 hours)
- Crystal Reports (3.43 hours)
- Cyber Security for the End User (0.35 hours)
- Database Design Beginner (1.63 hours)
- Excel 2016 Advanced (2.3 hours)
- Excel 2016 Intermediate (4 hours)
- Excel 365 Advanced (4.33 hours)
- Excel 365 Intermediate (4.52 hours)
- Excel 365 VBA Expert (5 hours)
- Installation, Storage and Compute Windows Server 2016 Advanced (5.63 hours)
- Microsoft 365 Identity and Service Intermediate (5.82 hours)
- Microsoft 365 Mobility and Security Intermediate (5.67 hours)
- Networking with Windows Server 2016 Advanced (3.83 hours)
- Office 365 Administration Advanced (6.47 hours)
- Oracle 11g PL/SQL Part 1
    - Introduction (3 minutes)
    - Preparing Your Environment (37 minutes)
    - Working with Oracle Database Tools (31 minutes)
    - Language Features (45 minutes)
    - The DECLARE Clause (1.47 hours)
    - The BEGIN Clause (3.08 hours)
    - The EXCEPTION Clause (1.13 hours)
    - Explicit Cursors (1.23 hours)
    - Nested Blocks (24 minutes)
    - Declared Subprograms (18 minutes)
    - Conclusion (4 minutes)
- Oracle 11g PL/SQL Part 2 Intermediate
    - Introduction (3 minutes)
    - Preparing Your Environment (43 minutes)
    - Database Program Units (19 minutes)
    - Working with Stored Procedures and Functions (1.5 hours)
    - Maintaining Stored Procedures and Functions (1.20 hours)
    - Creating and Maintaining Packages (1.58 hours)
    - Advanced Cursor Techniques (1 hour)
    - Using System Supplied Packages (42 minutes)
    - Creating Database Triggers (1.70 hours)
    - Trigger Maintenance (1 hour)
    - Working with System Event Triggers (22 minutes)
    - Conclusion (2 minutes)
- Outlook 2016 Advanced (4.08 hours)
- Outlook 365 Advanced (2.33 hours)
- PowerPoint 2016 Advanced (5.17 hours)
- PowerPoint 365 Advanced (2.95 hours)
- Project 2016 Advanced (1.63 hours)
- Project 365 Advanced (2.7 hours)
- SharePoint 2016 Site Owner (6.06 hours)
- SharePoint 2016 Site User (4.47 hours)

- SharePoint 365 Maintenance Breakdown Analysis (BDA) E-Learning (1 hour)
- SharePoint 365 Site Owner (5.30 hours)
- VB.NET
    - Introduction (4 minutes)
    - VB.net and Framework (19 minutes)
    - First Project (42 minutes)
    - Declare Variables (1.5 hours)
    - Flow Expressions (1 hour)
    - Classes and Objects (1 hour)
    - Arrays (1.33 hours)
    - LINQ (39 minutes)
    - Exceptions and Errors (10 minutes)
    - Reading and Writing Files (35 minutes)
    - Debugging (1 hour)
    - Garbage Collector (14 minutes)
    - Conclusion (4 minutes)
- Visio 2016 (2.93 hours)
- Visio 365 (2.48 hours)
- Windows 10 Troubleshooting Advanced (4.43 hours)
- Word 2016 Advanced (2.63 hours)
- Word 2016 Intermediate (4.77 hours)
- Word 365 Advanced (5.67 hours)
- Word 365 Intermediate (6.42 hours)
- Working with Teams Beginner (0.68 hours)

CONTINUOUS IMPROVEMENT

- Building High Performance Teams (0.57 hours)
- Everyday Change Management (0.77 hours)
- Goal Setting for Managers (0.55 hours)
- Leading Virtual Teams (0.93 hours)
- Manager's Role in Developing Talent Beginner (0.52 hours)
- Product Development – Opportunity Change Requests (OCRs) (0.33 hours)
- Working Effectively from Home (0.27 hours)

MANUFACTURING SKILLS

- Back Safety Training (0.42 hours)
- Bloodborne Pathogens (0.5 hours)
- Clean in Place of the Centralized Mineral Skid (0.27 hours)
- Confined Space Entry (0.58 hours)
- Crane Safety E-Learning (0.42 hours)
- Electrical Safety Awareness (0.58 hours)
- Fall Protection (0.33 hours)
- FourKites (Digital) Introduction (1.33 hours)
- Globally Harmonized System Safety Data Sheet (SDS) (0.42 hours)
- Globally Harmonized System Safety Data Sheets in Laboratory (0.33 hours)
- HAZCOM: Hazard Communication (0.42 hours)
- Heat Stress Prevention (0.33 hours)

- Ladder Safety E-Learning (0.33 hours)
- Line Specific Mineral Skid (0.30 hours)
- Lock-Out/Tag-Out Awareness (0.66 hours)
- Logility MP Software Simulation: Add an Item to the Gantt Chart (0.50 hours)
- Logility MP Software Simulation: Adjusting Line Efficiency (0.33 hours)
- Logility MP Software Simulation: Close Gaps (0.33 hours)
- Logility MP Software Simulation: Create User Defined Groups (0.33 hours)
- Logility MP Software Simulation: Custom Reports (0.33 hours)
- Logility MP Software Simulation: EPQ Exceptions (0.33 hours)
- Logility MP Software Simulation: Firming MP Schedule to EBS (0.50 hours)
- Logility MP Software Simulation: Generating a New Schedule with Capacity Planning (0.33 hours)
- Logility MP Software Simulation: Identifying Shortages (0.33 hours)
- Logility MP Software Simulation: Mass Comments Upload (0.33 hours)
- Logility MP Software Simulation: Opening Published Schedules (0.33 hours)
- Logility MP Software Simulation: Resolving Delays (0.33 hours)
- Logility MP Software Simulation: Set Unit Downtime (0.33 hours)
- Logility MP Software Simulation: SKU Deactivation (0.33 hours)
- Logility MP Software Simulation: Turning the Forecast On and Off (0.33 hours)
- Logility MP Software Simulation: Warehouse Space Report (0.33 hours)
- Machine Guard Safety (0.50 hours)
- Personal Protective Equipment (PPE) (0.58 hours)
- Product 101 (0.50 hours)
- Scissor Lifts in Industrial Environments (0.33 hours)
- Slips, Trips, and Falls (0.42 hours)
- Supply Chain 101 (1.50 hours)
- Supply Chain Planning Logility MP Software Simulation Series (5 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:

Ly Brothers Corporation dba Sugar Bowl Bakery

Contract Number: ET21-0126

Panel Meeting of: July 24, 2020

ETP Regional Office: PPU-Central Office **Analyst:** A. Monteon

PROJECT PROFILE

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

Number of Employees in:	CA: 325	U.S.: 335	Worldwide: 335
Turnover Rate:	5%		
Managers/Supervisors: (% of total trainees)	14%		

FUNDING DETAIL

In-Kind Contribution:
$352,915

Total ETP Funding
$330,740

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Computer Skills, Cont. Imp., Mfg. Skills	260	8-200	0	$920	$20.00
				Weighted Avg: 40			
2	Retrainee Priority Rate Job Creation	Computer Skills, Cont. Imp., Mfg. Skills	45	8-200	0	$1,932	$16.67
				Weighted Avg: 84			
3	Retrainee Priority Rate Veterans	Computer Skills, Cont. Imp., Mfg. Skills	5	8-200	0	$920	$20.00
				Weighted Avg: 40			

Minimum Wage by County: Job Numbers 1 & 3: $20.00/hr. in Alameda County
Job Number 2 (Job Creation): $16.67/hr. in Alameda County

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

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

Up to $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
Job Number 1		
Maintenance Mechanics		21
Production Staff		138
Research & Development Staff		8
Purchasing/Buyers		7
Warehouse Staff		7
Administrative Staff		15
Supervisors/Managers		39
Shift/Department Leads		25
Job Number 2 - Job creation		
Manager/Supervisor		6
Production Staff		34
Maintenance Staff		5
Job Number 3 - Veterans		
Maintenance Mechanic		5

INTRODUCTION

Founded in 1984, and headquartered in Hayward, Ly Brothers Corporation dba Sugar Bowl Bakery (Ly Brothers) (www.sugarbowlbakery.com) develops baked goods including Madeleines, Petite Palmiers and Petite Brownie Bites. Ly Brothers distributes to grocers and supermarket chains (Safeway, Walmart & Krogers), warehouse clubs (Costco & Sam's Club) and food service institutions. Additionally, its products are sold across the US with international distribution in Mexico, Australia, Korea, Japan and Taiwan.

This is Ly Brothers' third ETP Contract and third within the past five years. The prior project focused on training Production Staff in packaging lines and warehouse automation. Incumbent workers trained under the previous ETP project will receive training on new topics in products, production processes, and software updates.

Veterans Program

Ly Brothers is committed to training five Veterans (Job Number 3). The Company uses websites such as Indeed.com and the Employment Development Department (EDD) portal via EDD's Workforce Services Branch to recruit veterans. The Company also participates in Veteran-job fairs such as Recruit-Military, The American Legion and Vet-Jobs to attract and retain Veterans.

PROJECT DETAIL

The Company is expanding its customer base in the United States by moving into regional grocers and adding convenience stores. Internationally, the Company is increasing its customer base. Entering the new markets includes the introduction of new products such as mango bites, fruit seed bites, and chocolate dipped products to be released this year. All of these products require customized ingredients, packaging and unique stock-keeping units. Implementing these new products requires the production lines to conduct a changeover from the product it was previously making. Both the new products and the changeover of the line necessitate extensive training for Production Staff.

Previously, Ly Brothers automated its packaging line. As a result, it must now upgrade its software platforms to modernize operations companywide. The Company will implement new modules to its Enterprise Resource Planning Platform, NetSuite. These new modules will include a production lifecycle management module, new maintenance management module, business planning and financial planning modules. These modules will allow for improved reporting on production including defects, product analysis, quality control and will require training for all staff companywide. In addition, Ly Brothers is implementing standalone software platforms, DemandCaster and Concur. DemandCaster will better align coordination between customer demands and production plans, requiring training for Production Staff. Concur is a new a financial software and will require training for Administrative Staff.

As new software and automation are implemented Production and Warehouse Staff must be reassigned from functions that no longer require manual labor. Ly Brothers is committed to cross training staff to reassign them to positions where skills can be repurposed to a new function. Cross training will assist the Company to improve its workforce, as new employees are hired, more experienced staff are able to move into new positions. Production and Warehouse Staff will receive cross training on new production, automation and software skills which will provide career progression promotional opportunities.

With the COVID19 pandemic, Ly Brothers is adding training on processes, equipment, and production across multiple departments in Good Manufacturing Processes, Safety, and Sanitation

precautions. This includes sanitized handling of products, both incoming raw materials and finished goods distribution, as an added measure of prevention against the spread of the illness.

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 is in a growth mode, upgrading existing facilities, and expanding product lines for job creation. Therefore, Ly Brothers will hire 45 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Training will be delivered by in-house subject matter experts via Class/Lab and E-learning in the following:

Computer Skills: Training will be provided to all occupations in new NetSuite modules. Training will be delivered in a "train-the-trainer" program, training Company leads first and then extending training to all departments in phases to align with their responsibilities. Training will also be provided on the new Demand Caster and Concur platforms.

Continuous Improvement: This training will be provided to all occupations in Quality Control, Product Knowledge and Lean Manufacturing. Administrative Staff will receive training on Leadership, Customer Service and Time Management skills. In addition, training will be provided on Lean Six Sigma and other process improvements courses.

Manufacturing Skills: This training will be provided to all occupations to varying degrees depending on job function. Production Staff, Managers, Shift and Department Leads will receive basic equipment operations, troubleshooting and operating standards. Maintenance staff will receive advanced mechanical and automation repair training for new and existing equipment. Operating standards will be provided for Administrative Staff to ensure they understand production processes so they can implement sound administrative practices.

Commitment to Training

The Company spends approximately $150,000 annually in training in California. It provides New Hire Orientation, Human Resources, Safety, required regulatory and OSHA training to staff. ETP funds will not displace the existing financial commitment to training. Safety training is and will continue to be provided in accordance with all pertinent requirements under State and Federal Law.

- Training Infrastructure

  The Human Resource Manager will oversee project administration. The Plant, Production and, Quality Managers will coordinate this project. Additionally, Ly Brothers has hired Training Grants Intelligence, Inc. (TGII), as its administrative subcontractor.

Impact/Outcome

Trainees may receive Hazard Analysis and Critical Control Point and Lean Six Sigma Green & Black Belt certifications. In addition, training will lead to a strong career ladder, possible wage increases, build an internal succession plan, enhanced daily understanding and troubleshooting capability, as well as strengthen the company's ability to offset capacity constraints in a quickly growing organization.

Repeat Contractor Rule

The Panel's "Repeat Contractor Rule" effective July 1, 2018, imposes a waiting period and other limitations regarding when a contractor may submit a subsequent Preliminary Application:

- Contractors may have a first, and then a second contract with no waiting period.
- Contractors wanting to submit a Preliminary Application for a third contract must wait at least nine months from the termination date of the second contract.
- A preliminary Application for a third contract will be right-sized in the event either the first or the second contract did not meet a 75% completion rate.
- The Repeat Contractor Rule begins again with the start of the third contract.
- A contractor may not earn more than $2.5M over the course of four contracts.

This project falls under the Pilot Guidelines for the Repeat Contractor Rule as generally described above. Accordingly, since the Contractor has an active contract, this proposal will be the Contractor's second contract without a waiting period. Therefore, the Contractor must wait at least nine months of the term end date of this second contract before submitting a Preliminary Application for a third contract. Additionally, the Contractor must achieve at least a 75% completion rate in the first and second contracts, or the third contract will be right-sized accordingly. The Contractor may not earn more than $2.5M over the course of four contracts.

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
ET19-0154	$253,760	08/06/18 - 08/05/20	194	0	0

Based on ETP Systems, 9186 reimbursable hours have been tracked for potential earnings of $242,218 (95% of approved amount). The Contractor projects final earnings of 100% once all training hours have been uploaded into the ETP system.

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 $ %
ET16-0406	Hayward	04/04/16-04/03/18	$184,992	$162,995 (88%)

DEVELOPMENT SERVICES

TGII in Canton, GA assisted with development of this proposal at no fee.

ADMINISTRATIVE SERVICES

TGII 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:

COMPUTER SKILLS

- DSICloud Software-Warehouse
- Software Skills-Data Entry/Keyboarding/Interface
- Maintenance Management Software
- Demand Planning Software
- Financial Planning Software
- Oracle NetSuite
- Concur Software
- Electronic Data Interchange Software
- Intermediate/Advanced Microsoft Office
- IQuity
- Timekeeper Payroll System

CONTINUOUS IMPROVEMENT

- Problem Solving Team
- Budget Management
- Product Knowledge
- Customer Service
- Sales/Marketing
- Team Building
- Lean Six Sigma/Kaizen Initiatives/Event
- Team Development
- Time Management
- Decision Making
- Leadership Skills
- Quality Control
- Project Management
- Safety Stand Downs
- Run Right Processes
- Business Plans Annual Operation Planning/Budgeting
- Coaching
- Conflict Resolution
- Decision Making
- Train the Trainer
- Communication

MANUFACTURING SKILLS

- Production Operations: Food Processing, Packaging
- Equipment Operation and Troubleshooting
- Reliability Processes
- Equipment Maintenance
- Preventive Maintenance
- Assembly Procedures: Shipper Assembly
- Inventory Control: Advanced Manufacturing

- Warehousing:
    - Warehouse Bar Code Scanner Hardware
    - Warehouse Bar Code Scanner Software
    - Logistics
    - Shipping and Receiving
    - Inventory
    - Warehouse Processes
- Hazard Analysis and Critical Control Point
- Goods Manufacturing Practices
- Quality Systems Assurance: Testing, Inspection, Lab Equipment
- Cross-Training Equipment and Processes
- Environmental Sustainability/Energy Conservation
- Maintenance Skills Training
- Safety – COVID19
- Food Safety
    - Safe Quality Food
    - International Featured Standard
    - Hazard Analysis Critical Control Point
- Operator Skills Training
    - Minor Maintenance
    - Operating Equipment
    - Inspecting Product/Defects
    - New Computerized Modules
- Packaging Maintenance
    - Equipment Troubleshooting
    - Software Troubleshooting
    - Breakdown of Equipment
    - Scheduling/Maintenance

Safety Training cannot exceed 10% 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.

Training Proposal for:

Grossmont-Cuyamaca Community College District

Contract Number: ET21-0124

Panel Meeting of: July 24, 2020

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

PROJECT PROFILE

Contract Attributes:	New Hire	Industry Sector(s):	Services Financial Services Insurance Priority Industry: ☐ Yes ☒ No
Counties Served:	San Diego	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		
Turnover Rate:		<20%	
Managers/Supervisors: (% of total trainees)		<20%	

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
$97,290		$6,210 8%		$103,500

In-Kind Contribution:		N/A

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	Business Skills, Commercial Skills, Computer Skills	18	2-260	0	$5,750	$15.20
				Weighted Avg: 235			

*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: $15.20 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
Participating employers may use health benefits to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Accounting Assistant		2
Administrative Assistant		4
Customer Support Representative		4
Insurance Account Manager		1
Insurance Agent		1
Insurance Clerk		1
Office Clerk		4
Order/Shipping Clerk		1

INTRODUCTION

Founded in 1961 and located in El Cajon, Grossmont-Cuyamaca Community College District (Grossmont College) (www.grossmont.edu) serves students throughout San Diego County. Grossmont College offers more than 100 instructional programs for education and development courses; as well as programs that promote economic, civic, and cultural development. Grossmont College is accredited by the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges.

The Office Professional Training (OPT) program at Grossmont College's Business Office Technology Department has been providing job training for unemployed individuals for over 30 years. The OPT program is an industry-based, semester-long certificate program for new-hires.

This is Grossmont College's sixth ETP project; the third in the last five years.

Veterans Program

Grossmont College does not actively recruit Veterans, however, the training plan may include Veterans.

PROJECT DETAILS

Grossmont College will support the training and placement of 18 new-hire trainees in customer support, accounting, and insurance industries.

All trainees are enrolled in business and computer skills classes designed to provide up-to-date skills and knowledge in the latest technologies. This specialized training program prepares unemployed individuals with the necessary skills for full-time, entry-level employment in accounting, insurance claims/assistance, and/or financial services industries. The OPT matches each trainee with a prospective employer. Since 1985, the program has provided training and job placement services to more than 2,300 unemployed individuals in the San Diego business community.

New-Hire trainees typically have little to no job skills in the insurance or financial services industries. Additionally, to ensure trainees are prepared to be placed into full-time employment, Grossmont College will provide resume writing techniques and interviewing skills for each trainee. The training hours proposed are consistent with the hours achieved in the last Agreement to meet competency for placement into jobs.

Training Plan

Training will be provided at Grossmont College's Business Office Technology Department and will be conducted via Class/Lab, E-Learning, and Videoconferencing methods in the following:

Business Skills: Training will be provided to all occupations to prepare trainees for entry-level full-time employment. Training topics include Business English and Communication, and Office Systems and Procedures.

Commercial Skills: Training will be provided to all occupations with topics including Insurance Principles, Elementary Accounting, and Finance Principles.

Computer Skills: Training will be provided to all occupations focusing on Computerized Accounting Applications, Google Applications for Business, and Social Media Skills for Business, as needed for entry level positions in Accounting, Insurance or Finance.

Employer Demand

Grossmont College's Business Advisory Council (Council) will act as a liaison to their local business community. The Council reports to the OPT on an ongoing basis, concerning the demand for workers with entry-level skills and knowledge in insurance, financial services, and accounting.

Marketing and Support Costs

The Council is comprised of private San Diego employers and city and county Human Resources representatives. In addition, the Council works with an advisory Board that includes several financial services and insurance industry representatives. Grossmont College recruits prospective employers with referrals from the Council and various advisory boards, and by conducting face-to-face presentations to human resources organizations in pertinent industry sectors.

Grossmont College has a full-time Job Placement Specialist who contacts and maintains relationships with employers to identify job openings and placement of trainees into full-time employment. Grossmont College requests the standard 8% support costs for outreach and recruitment of participating employers, to ensure trainees are placed with viable, ETP-eligible employers. Staff recommends the 8% support costs.

Trainee Recruitment

Grossmont College partners with the East County Career Center (ECCC), the local one-stop career center in East San Diego County and receives new hire referrals from ECCC. New hire trainees will also be recruited via local publications including Grossmont College's website, the *San Diego Reader* and social media websites including Facebook, Twitter and Next Door. Local media also help to market the OPT program through TV coverage and articles in the *San Diego Union-Tribune* newspaper.

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

  Grossmont College's Dean of Career and Technical Education/Workforce Development will oversee the project. Additionally, the OPT has designated three staff members to perform project administration including trainee recruitment; trainee needs assessments, and enrolling and tracking trainees in ETP's on line systems.

Impact/Outcome

New-hire graduates of the OPT program may earn "Grossmont College Business Office Technology Certificates of Proficiency" based on academic performance. They also receive a Certificate of Completion from the OPT program upon job placement, and retention for 90 days.

Training Agency Certification

Grossmont College is eligible as a training agency via ACCJC licensure.

Tuition Reimbursement

In accordance with Title 22, CCR, Section 4412.1, Grossmont College represents that students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Agreement.

COVID Waivers

Grossmont College is requesting the following waivers due to the effects of the COVID-19 pandemic in order to meet COVID-19 social distancing requirements.

- Lower Minimum Training Hours to 2 Hours

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET18-0165	San Diego	03/05/18 – 03/04/20	$90,000	$72,189 (80%*)
ET16-0211	San Diego	10/26/15 – 10/25/17	$90,000	$90,000 (100%)

*The contractor is in the process of final invoicing and anticipates completing the project at 100% with hours entered into the system.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab/E-Learning/Videoconference Hours
2 - 260 Trainees may receive any of the following:

BUSINESS SKILLS

Business English and Communication

- Communicating for Employment
- Communication Skills
- Creating Business Messages
- Direct Letters and Goodwill Messages
- E-Mail and Memorandums
- Improving Writing Techniques
- Negative Messages
- Persuasive Messages
- Revising and Proofreading Business Messages

Office Systems and Procedures

- Business Ethics
- Career Goals and Personality Traits
- Changing Workplace
- Communication Skills
- Customer Service
- Employment and Advancement
- Human Relations
- Leadership and Management
- Office Ethics and Professionalism
- Prioritizing and Productivity
- Records Management
- Telephone Etiquette and Scheduling Appointments
- Time and Stress Management
- Using E-Mail – MS Outlook
- Using the Internet for Common Office Functions
- Working in Teams

COMMERCIAL SKILLS

Elementary Accounting

- Adjusting Entries and the Work Sheet
- Asset, Liability, Owner's Equity, Revenue, and Expense Accounts
- Bank Accounts and Cash Funds
- Closing Entries and the Post-Closing Trial Balance
- Employee Earnings and Deductions
- Employer Taxes, Payments, and Reports
- T Accounts, Debits and Credits, Trial Balance, and Financial Statements
- The Cash Receipts Journal and the Cash Payments Journal
- The General Journal and the General Ledger
- The Sales Journal and the Purchases Journal
- Work Sheet and Adjusting Entries for a Merchandising Business

Introduction to Basic Insurance Principles

- Claims Basics
- Commercial Liability Insurance
- Commercial Property Insurance
- Insurance Coverages
- Insurance Marketing
- Insurance Overview
- Insurance Services
- Personal Insurance
- Premium Determination
- Underwriting Basics

Introduction to Banking/Finance Principles

- Bank Loans
- Bank Marketing
- Basic Accounting for Financial Services Representatives
- Cash Drawer Settlement
- Cash Handling
- Commercial Lending
- Deposits in Banks
- Money and Interest
- Mortgages
- Negotiable Instruments
- Sales Techniques
- Security, Fraud, and Ethics
- Specialized Bank Services
- The Business of Banking

Medical Terminology

- Fundamentals Medical Terms
- Recognition of Clues to Meanings
- Recognition of Common Prefixes, Roots, and Suffixes
- Stress Correct Spelling, Pronunciation, Usage, and Syllabication
- Use Anatomy and Physiology as Basis of Study

COMPUTER SKILLS

Keyboarding

- Alphabetic Key Reaches
- Figure and Symbol Keys
- Keyboarding Techniques
- Numeric Keypad

Essential Word

- Adding Graphics
- Creating a Document
- Enhancing a Document's Appearance
- Modifying a Document
- Preparing Mailings
- Printing and Web Publishing
- Working with Tables and Columns

Essential Excel

- Analyzing Your Data
- Creating a Worksheet
- Formatting and Printing
- Managing Worksheet Lists
- Managing Worksheets and Workbooks
- Modifying a Worksheet
- Performing Calculations
- Presenting Your Data

Essential Access

- Create Forms, Reports, and Labels
- Create, Format, Edit, and Revise Simple Databases
- Lean Basic Database Concepts and Terms
- Sort and Filter Records
- Use Queries

Essential PowerPoint

- Create, Format, and Revise Slide Presentations
- Learn Presentation Concepts and Terms
- Use Animation Effects

Computerized Accounting Applications

- General Accounting and End-of-Period Procedures
- Payables and Purchases
- Payroll
- Sales and Receivables
- Service Business and Merchandising Business

Outlook

- Working with E-mail
- Working with Notes, Tasks, and Integration
- Working with People
- Working with the Calendar

Social Media Basics for the Job Seeker

- Define Social Media and Related Terminology
- Develop a Professional Profile Online
- Emphasize Safety and Privacy
- Introduce Social Media, Social Media Providers, Social Media Users
- Learn to Develop Facebook, LinkedIn, Twitter, and Other Accounts

Google Applications for Business

- Introduce Search, Gmail, Calendar, Docs, Spreadsheets, Presentations, and other Emerging Apps
- Learn How to Use Google Apps in a Business Environment
- Use Google's Online Tools to Manipulate and Collaborate Files
- Use Internet to Access Files

Note: Reimbursement for retraining is capped at 260 total training hours per trainee, regardless of method of delivery.

Amendment Proposal #2 for:

Texcellent, Inc. dba JS College

Contract Number: ET20-0186

Amendment Effective Date: July 27, 2020

Panel Meeting of: July 24, 2020

ETP Regional Office: San Diego **Analyst:** K. Hernandez

CURRENT PROJECT PROFILE

Contract Type:	SET MB - New Hire	Industry Sector(s):	Services
	Priority/Retrainee		Manufacturing
	Retrainee		Technology/IT
	SB >100 Retrainee		Technology/Other
Counties Served:	Statewide	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No	Priority Industry:	☒ Yes ☐ No

Current Contract Term: 11/11/2019 to 11/10/2021

Current Funding	In-Kind Contribution
$199,737	$104,000

AMENDMENT FUNDING

Requested Funding	Support Costs	Amendment Funding	In-Kind Contribution
$512,800	$35,656	$548,456	$384,284

Total Funding
$748,193

AMENDMENT TRAINING PLAN TABLE

Job No.	Job Description (By Contract Type)	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	SET MB - New Hire	Computer Skills	4	8-200	0	$2,447	*$14.48
				Weighted Avg: 100			
2	Priority/Retrainee	Computer Skills	79	8-200	0	$1,968	$17.70
				Weighted Avg: 80			
3	Retrainee	Computer Skills	19	8-200	0	$1,711	$17.70
				Weighted Avg: 80			
4	Priority/SB<100	Computer Skills	1	8-200	0	$1,968	$17.70
				Weighted Avg: 80			
5	**Priority/Retrainee Phase II**	**Computer Skills**	**230**	**8-200**	**0**	**$1,968**	**$18.34**
				Weighted Avg: 80			
6	**Retrainee Phase II**	**Computer Skills**	**56**	**8-200**	**0**	**$1,711**	**$18.34**
				Weighted Avg: 80			

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

Minimum Wage by County: Job Number 1 (New Hire): $16.09 per hour for Alameda, Contra Costa, Marin, San Mateo, Santa Clara and San Francisco counties; $15.47 per hour for Los Angeles County; $15.12 per hour for Orange County; $14.74 per hour for San Diego County; $14.56 per hour for Sacramento County; $14.48 per hour for all other counties
Job Numbers 2-4 (Retrainee): $19.31 per hour for Alameda, Contra Costa, Marin, San Mateo, Santa Clara and San Francisco Counties; $18.56 per hour for Los Angeles County; $18.14 per hour for Orange County; $17.70 per hour for all other counties.
Job Numbers 5 & 6 (Retrainee): $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; $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 health benefits to meet the Post-Retention Wage for Job Numbers 1-4 and **Job Numbers 5 & 6**.

Wage Range by Occupation		
Occupation Title	Wage Range	Estimated # of Trainees
Job Number 1 (New Hire)		
Technical Analyst, Computer Technician, Technical Support, Programmer		4

Job Numbers 2 - 4 (Retrainee)		
Technical Analyst, PC/Hardware Technician, Technical Support, Programmer		24
System Analyst, System Administrator		13
Programmer Analyst		13
Network Engineer, Network/Security Administrator, Network/Security Architect		23
Database Administrator, Database Architect		10
Manager/Supervisor		16
Job Numbers 5 – 6 (Retrainee-Phase II)		
Technical Analyst, PC/Hardware Technician, Technical Support, Programmer		59
System Analyst, System Administrator		49
Programmer Analyst		51
Network Engineer, Network/Security Administrator, Network/Security Architect		50
Database Administrator, Database Architect		45
Manager/Supervisor		32

INTRODUCTION

Founded in 2007 in the greater Los Angeles area, Texcellent, Inc. dba JS College (JS College) (www.jscollege.org) started as a vocational educational institution to train post high school graduates to become Textile Designers. The College prepared students for entry-level to mid-career placements in the textile design industry. In 2019, under new ownership and management, the College has shifted its academic focus and provides training programs in the Information Technology (IT) field. Today, the College provides IT training to small, medium, and large technology companies across California. All training is provided online or at employer's site. More than 50% of the companies served are in the manufacturing, business and IT industries.

Now located in Anaheim, JS College is certified by the State of California's Bureau for Private Postsecondary Education. The College offers individuals education and training in the IT field, preparing students with knowledge and skills to obtain employment and pursue successful careers in IT.

AMENDMENT DETAILS

The project was approved at the October, 2019 Panel meeting held on November 1, 2019. The demand for technologically skilled workers continues to rise faster than supply, resulting in a labor shortage. According to the Employment Development Department, the Computer and Information Systems occupational category of available jobs is estimated to grow at the rate of 11%. The current IT job market requires employers to promote trained staff to more complex,

technical responsibilities and bring in new, novice employees to fill the talent pipeline. As a result, JS College is committed to provide a curricula well-tailored for IT careers in order to assist in addressing the industry's current and future labor shortages, as well as support the marketplace's job growth for skilled individuals in entry-level IT occupations.

In addition, on March 19, 2020, Governor Newsom issued Executive Order N-33-20, designating "Communications and Information sector" as an "Essential Service Sector" to ensure the California economy recovers quickly from the effects of the COVID-19 pandemic. The Governor's memo further states: "Unlike many critical infrastructure Sectors composed of finite and easily identifiable physical assets, the IT Sector is a functions-based Sector that comprises not only physical assets but also virtual systems and networks that enable key capabilities and services in both the public and private sectors". Thus, JS College plans to play a critical role in California's economic recovery.

Likewise, JS College's participating employers are currently in the process of reopening and adjusting their operations in the post COVID-19 economy. Their participating employers have indicated a strong need for the proposed IT training because of the constant and rapid changes in technology post COVID-19.They have indicated that although they have training programs, they are unable to keep up with the amount and frequency of technical training on their own. It will also enable the companies to enhance their employees' skills in Computer Skills focused on Microsoft Windows / Linux Servers, Cloud computing, Amazon Web Services, Networking, Databases and Cybersecurity. Some employers are training their employees in complementary technologies and the ETP Training gives them the opportunity to broaden their employees' skill base.

As a result of the continuing and new demands on California IT employers, Texcellent requests a second phase of ETP funding (Job Numbers 5 & 6). The core group of participating employers for the second phase of funding is comprised of new participating employers to the training project and operate within the retail, professional, scientific & technical services and IT industries.

RECOMMENDATION

Staff recommends approval of this Amendment.

SUMMARIZE PRIOR MODS/AMENDS

Modification Number 1: ETP approved one modification during the term of this contract:

- Increase Progress Payment 1 percentage from 25% to 50%
- Redistribute funding from Job No. 4 to Job No. 2
- Decrease funding from Job No. 4
- Increase funding for Job No. 2

CURRENT CONTRACT PERFORMANCE

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

Contract No.	Approved Amount	Term	No. Trainees Enrolled	No. Completed Training	No. Retained
ET20-0186	$199,737	11/11/2019 - 11/10/2021	251	0	0*

Based on ETP Systems, 7,386 reimbursable hours have been tracked for potential earnings of $139,815 (89% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through August 2021 of final training.

Exhibit B: Menu Curriculum

Class/Lab/E-Learning Hours

8-260 Job Number 1
8-200 Job Numbers 2-4 Trainees may receive any of the following:

COMPUTER SKILLS

- Computer Technician Training Program
  - Hardware
  - Motherboards
  - Memory and Hard Drives
  - Operating Systems
  - Memory Management
  - File and Folder Management
  - Supporting Windows Operating System
- Python Programming Training Program
  - Python Certified Entry-Level Programmer
  - Python Certified Associate Programmer
  - Python Certified Professional Programmer
- Certified Information Systems Security Professional Training Program
  - Hardware and Software Asset Security
  - Risk and Security Management
  - Network and Security Communication
  - Access and Identity Management
  - Security Operations
  - Software Development Security
  - Testing Security Assessment
  - Security Engineering
- Cisco Certified Network Associate Training Program
  - Fundamental Principles of Installing, Configuring, Administering, Securing and Troubleshooting
  - Interactions and Network Functions of Firewalls, Wireless Controllers and Access Points
  - Network Deployments and Operational Network
- Cloud Computing with Amazon Web Services Training Program
  - Best Practices
  - Storage Systems
  - Elastic Load Balancing and Auto Scaling
- CompTia Network+
  - Functional Networks
  - Essential Network Devices
  - Existing Network Configurations
  - Network Security, Standards and Protocols
  - Network Problems
  - Virtualized Networks
- CompTia Security+
  - Networks Attacks and Countermeasures
  - Principles of Organizational Security
  - Cryptographic Standards and Products
  - Network- and Host-Based Security Technologies
  - Wireless and Remote Access Security

- Security on Web and Communications Technologies
- Business Continuity, Fault Tolerance and Disaster Recovery

- CompTia Server+
  - Hardware Components
  - Virtualization Platform
  - Operating Systems
  - Servers
  - RAID, Network Security Systems and Protocols
  - Hardware, Software, Network and Security Issues
- Cybersecurity and Ethical Hacking
  - Computer Forensics and Ethical Hacking
  - Footprinting and Reconnaissance
  - Networks, Enumeration and Vulnerability Analysis
  - System and Software Hacking
  - Malware Threats
  - Sniffing and SQL Injection
  - Denial-of-Service
  - Session Hijacking
  - Social Engineering
  - Internet of Things Hacking
- Data Science
  - Data Manipulation with Excel, Pivot Tables, Visualization, Python, JavaScript, Cascading Style Sheets
  - Application Programming Interface Interactions
  - Social Media Mining
  - SQL
  - Tableau
  - Advanced Statistics
  - Machine Learning
  - R Language
- Java Programming Training Program
  - Fundamental Principles of JavaScript Programming
  - Java Concepts
  - Language Constructs
  - Data Types
  - Classes
  - Inheritance
  - Exception Handling
  - Lambda Expressions
  - Modular Programming
- Microsoft Azure Infrastructure Solutions
  - Subscription and Resources
  - Storage
  - Virtual Machines
  - Virtual Networks
  - User Identities
- Microsoft SQL Server Database Administration
  - Users
  - Server and Database Roles
  - Encryption and Auditing
  - SQL Server Database
  - Alerts and Notifications
  - SQL Server Infrastructure

- Automated Testing with Selenium
  - Configuration and Set-Up
  - Test Cases and Test Suites with Selenium-IDE
  - WebDriver Concept and Functions
  - Advanced WebDriver Testing
  - Test Automation Challenges
- Microsoft Windows Server Administration
  - Fundamentals of Microsoft Windows Server
  - Windows and Hyper-V
  - Deployment Images
  - Virtual Machine Installations
- MySQL Database
  - MySQL Database Infrastructure
  - Server and Database Roles
  - Encryption and Auditing
- Penetration Testing with Kali Linux
  - Penetration Testing
  - Ethical Hacking Tools and Techniques
  - Operating Systems and Services
  - Penetration Testing Process
  - Public Exploit Code
  - Remote and Client Side Attacks
- Project Management Software Application
  - Project Management Body of Knowledge
  - PMBOK Processes
  - Attributes of a Project
  - Managing IT Projects
- Tableau Software Application
  - Multi-Sourced Data
  - Tableau Terminology
  - Statistical Techniques
  - Parameters and Input Controls
- VMWare Administration
  - HTML5 Embedded Host Client
  - Web-Based Virtual Appliance Management
  - VMware vSphere Web Client
  - VMware vSphere Client
  - vCenter Server Appliance
  - Content Library
  - Virtual Machines in the Enterprise

Note: Reimbursement for retraining is capped at 200 total training hours, per trainee, regardless of the method of delivery. Reimbursement for New Hire training is capped at 260 total training hours, per trainee.

Participating Employers in Retrainee
Multiple Employer Contracts

Contractor's Name: Texcellent, Inc. dba JS College | CCG No.: ET20-0186

Reference No: 19-0731 |

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Bristol Farms, Inc

Address: 915 E. 230th Street

City, State, Zip: Carson, CA 90745

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 431

Total # of full-time company employees in California: 200

Company: Entisys Solutions, Inc.

Address: 1855 Gateway Blvd, Ste 730

City, State, Zip: Concord, CA 94520

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 127

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

Company: Jollibee Foods Corporation

Address: 16125 Valley Blvd,

City, State, Zip: La Puente, CA 91744

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 7000

Total # of full-time company employees in California: 1500

Company: Logyx LLC

Address: 425 N. Whitman Rd, Ste 400

City, State, Zip: Mountain View, CA 94043

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 60

Total # of full-time company employees in California: 57

Participating Employers in Retrainee
Multiple Employer Contracts

Contractor's Name: Texcellent, Inc. dba JS College | CCG No.: ET20-0186

Reference No: 19-0731 |

Company: Navigator Networks LLC

Address: 3059 Richmond Blvd, Ste A

City, State, Zip: Oakland, CA 94611

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 9

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

Company: Nebulon, Inc.

Address: 2089 Skyway Court

City, State, Zip: Fremont, CA 94539

Collective Bargaining Agreement(s): No

Estimated #of employees to be retrained under this Agreement: 1

Total # of full-time company employees worldwide: 53

Total # of full-time company employees in California: 41

Company: Software Management Consultants, Inc.

Address: 500 N. Brand Blvd, Ste 1100

City, State, Zip: Glendale, CA 91203

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 250

Total # of full-time company employees worldwide: 350

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

Company: Zensar Technologies, Inc.

Address: 2107 North First Street, Ste 360

City, State, Zip: San Jose, CA 95131

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 10,000

Total # of full-time company employees in California: 600

LIST OF PROPOSALS ≤ $75,000 APPROVED BY DELEGATION ORDER FOR 06/16/20 – 07/13/20

Project		*Approved Date*	*Approved Amount*
ET21-0121	Aleia Corp. dba Surplus Service	07/02/20	$19,320
ET21-0130	Alta Environmental, L.P.	07/14/20	$51,750
ET21-0138	Commercial Casework Incorporated	07/14/20	$29,395
ET21-0122	NB Baker Electric Inc. dba Baker Home Energy	06/30/20	$55,200

Total ----------$155,665

Training Proposal for:

Aleia Corp. dba Surplus Service

Delegation ≤ $75,000 Single Employer

Contract Number: ET21-0121

Approval Date: July 1, 2020

Panel Meeting of: July 24, 2020

ETP Regional Office: San Francisco Bay Area **Analyst:** S. Wang

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee SB <100	Industry Sector(s):	Wholesale Trade - Distribution (A) Trade Wholesale (42) Priority Industry: ☒ Yes ☐ No
Counties Served:	Alameda	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 17	U.S.: 17	Worldwide: 17
Turnover Rate:	10%		
Managers/Supervisors: (% of total trainees)	N/A		

In-Kind Contribution:
$23,520

Total ETP Funding
$19,320

Small Business Only:	Owner ☒ Yes ☐ No Contract Term ☒ One Year ☐ Two Year
Out-of-State Competition:	☒ Yes ☐ No
Occupations to be Trained:	Administrative Staff, Engineers, Owners, Sales Staff, Manager/Supervisors, IT/Warehouse Technicians

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Computer Skills Continuous Impr.	14	8-60	0	$1,380	$20.00
				Weighted Avg: 60			

Minimum Wage by County: $20.00 per hour for Alameda County.
Health Benefits: Used to meet the Post-Retention Wage?: ☐ Yes ☒ No
Commission: Sales Staff and IT/Warehouse Technicians will use up to $4.00 per hour in commissions to meet ETP's Post-Retention Wage.

OVERVIEW

Year Company Founded:	2011	***Company Headquarters:*** ☒ *Single location* Fremont
Facility location(s) where training will occur		• Fremont (Alameda County)

Nature of Business:	Founded in 2011, Aleia Corp. dba Surplus Service (Surplus Service) is a green-certified Small Business based in Fremont. The Company's services are referred to as Upcycling, which provides green-sustainability solutions. This includes refurbishment services, liquidation or surplus goods, data removal, recycling and e-waste management or removal. Surplus Service provides reverse logistics (purge or end-of-life management) for the collection of surplus inventory, returned goods, e-waste, and depreciated assets including computers, servers, medical devices, laboratory instruments, test equipment, and phone and networking systems. ETP training will be delivered at the Company's Fremont facility.

Customer Base:	• IT Industries • School Districts • Government Agencies • Hospitals

Business / Industry Needs / Changes	• Surplus Service is working on getting Responsible Recycling (R2) and International Standards Organization (ISO) 14001 and 45001 certifications. After obtaining these certifications, Surplus Service will qualify to participate in federal and local government's Request for Proposals (RFP). • On May 1, 2020, the Company purchased new Enterprise Resource Planning (ERP) and Customer Resource Management (CRM) systems. ETP training is needed for trainees to better assist customers, while implementing this new software.

Training Plan:

Need for Training:	All occupations will receive the following training via Class/Lab and E-Learning in the following: • Business Skills' courses include: Adopting Changes in the Market Segment, Reporting Skills, Standard Operating Procedures, and Team Building to ensure staff know the day to day operation in the workplace. • Computer Skills' courses include: Customer Resources Management (CRM) System, E-Commerce, and ERP / Inventory Management to help manage larger companies and its customer relations, service, and resources. • Continuous Improvement courses include: Communication Skills, Customer Service Skills, Responsible Recycling (R2), and ISO 14001/45001 to be able to better assist customers.

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	**Continuous Improvement**	**Computer Skills**

Training Hours

☒ Weighted Average Hours over 45	60 Hours

In order to obtain R2 Certification, ISO Certification, and to become familiarized with all of the functions of the new ERP and CRM systems, it requires many hours of training. Therefore, Surplus Service is requesting 60 hours of training as the remaining hours will be delivered on the Company's own time.

Veterans Program

Number of Veterans	Even though Surplus Service is not including a Veterans' Job Number, it actively seeks the recruitment of veterans. The Company works with Home First and workforce-development groups that specialize in the hiring of veterans.

Commission

Surplus Service requests to use commission to meet the Post-Retention Wage of $20.00 per hour for Sales Staff and IT/Warehouse Technicians. Surplus Service has a formal Commission Plan calculated and paid monthly based on a percentage of merchandise sold. Trainees' base hourly wages range from $16.00 to over $30.00, but with commission their wages will meet or exceed the ETP Minimum Wage Requirement of $20.00 per hour for Alameda County. Commission is paid to Sales Staff and IT/Warehouse Technicians who earn three to seven percent depending on their level of sales, which will enable them to add an average of $5.00 per hour to their base wage. Sales Staff and IT/Warehouse Technicians will use up to $4.00 per hour in commissions to meet ETP's Post-Retention Wage. All trainees must meet the state minimum wage rate at the end of retention.

Training Infrastructure & Administrative Plan

• **Project Oversight:** The Company's annual training budget per facility is approximately $30,000 in California. ETP funds will not displace the existing financial commitment to training. The Company funds all orientation, basic-job skills' training, 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. The Company's Vice President (dedicated administrator) and its President will oversee the ETP project.
• **Trainers:** President and Vice President of the Company will be delivering ETP-funded training. ☒ In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement ☐ Vendor – Types of Training by vendor:
• **Administration:** Along with the Vice President, an Administrative Staff and an Operation Support Staff will assist in scheduling training, collect rosters, and perform other administrative duties. ☒ In-house ☐ Subcontractor

Repeat Contract

Number Of Contracts in last 5 years:	This is Surplus Service's third ETP Contract, and its third in the past five years.
Training provided / focus in last Contract:	Learning basic starting point to build up company culture, understanding inventory management, and customer-management skills.
Difference in Training Plan:	To cover all functions of business and quality management of service and products that requires certification.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET17-0245	Fremont	10/11/2016–10/10/2017	$15,600	$15,600 (100%)
*ET15-0192	Fremont	7/7/2014–7/6/2015	$18,200	$9,100 (50%)

*ET15-0192: The Company had limited success in meeting the training goals. Even though the Company delivered 712 hours of training (equaling $18,512 in potential reimbursement funding), it was not able to earn the 100% reimbursement because the 90-day retention period was not met for five out of the eleven trainees that received ETP training. (Half of the trainees voluntarily quit after receiving ETP training).

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	N/A	N/A	N/A

Exhibit B: Menu Curriculum

Class/Lab/E-Learning Hours

8-60

Trainees may receive any of the following:

BUSINESS SKILLS

- Adopting Changes in Market Segments
- Reporting Skills
- Standard Operating Procedures
- Teambuilding

COMPUTER SKILLS

- Customer Resource Management (CRM) System
- E-Commerce
- ERP / Inventory Management Software

CONTINUOUS IMPROVEMENT

- Communication Skills
- Customer Service Skills
- ISO 14001 / 45001
- Responsible Recycling (R2)

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

RETRAINEE - JOB CREATION

Training Proposal for:

Alta Environmental, L.P.

Delegation ≤ $75,000 Single Employer

Contract Number: ET21-0130

Approval Date: July 14, 2020

Panel Meeting of: July 24, 2020

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

PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Priority Rate Retrainee	Industry Sector(s):	Services (G) Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles, San Diego	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 500	U.S.: 2,900	Worldwide: 3,300
Turnover Rate:	5%		
Managers/Supervisors: (% of total trainees)	10%		

In-Kind Contribution:
$74,649

Total ETP Funding
$51,750

Out-of-State Competition:	☒ Yes ☐ No
Occupations to be Trained:	Technician, Administrative Staff, Manager/Supervisor

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat	44	8-200	0	$1,035	$18.34
				Weighted Avg: 45			
2	Job Creation Retrainee Priority	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat	6	8-200	0	$1,035	$15.20
				Weighted Avg: 45			

Minimum Wage by County: Job Number 1: $18.34 per hour for San Diego County and $19.05 per hour for Los Angeles County.

Job Number 2 (Job Creation): $15.20 per hour for San Diego County and $15.88 per hour for Los Angeles 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 and 2.

OVERVIEW

Year Company Founded:	1991	***Company Headquarters:*** ☐ *Single location* Long Beach
Facility location(s) where training will occur		• Long Beach, Los Angeles County • Oceanside, San Diego County

Nature of Business:	• Alta Environmental (Alta) provides environmental consulting and engineering services, including storm water permit compliance, site assessment, remediation, health/safety and air quality compliance, conservation resources and litigation support. Its services support customers' compliance with environmental laws and regulations, manage natural resources, and design and construct sustainable projects.
Customer Base:	• Government agencies • School Districts and colleges • Commercial Real Estate • Airport • Construction

Business / Industry Needs / Changes	• Alta operates in a highly competitive environmental engineering industry requiring the Company to continually meet customer expectations, and keep up with changing industry requirements. • Alta is expanding and upgrading software and services (new transmission corridors, renewable fields, underground utilities, fire harden assets, resilient projects, and convenience one-stop shop). • The Company is investing approximately $123,000 in new software and equipment including: Global Positioning Mapping, SoundPlan Essential, noise and X-ray fluorescent analyzer, drones and storm drain crawler. • Companywide initiative to train employees to efficiently use sophisticated software and equipment to integrate new services, adapt to new technologies, improve customer service, and maintain certification in order to remain competitive. • The Company has experienced a 20% growth in business over the past two years and estimates another 20% increase for this coming year. In order to keep up with business growth, the Company has committed to hiring six new employees in (Job Number 2) over the next two years.

Training Plan:

Need for Training:	• To remain competitive, Alta must provide workers the tools to compete in this highly demanding market. In addition, the Company's goals are to increase operational efficiencies and retention, improve services, and standardize processes and procedures across all facilities to that end. Alta will provide the following:

	• Business Skills and Continuous Improvement will be offered to all occupations. Trainees will gain knowledge and skills in, client relations, product knowledge, team building, leadership skills, and overall business functions for process improvement. • Commercial Skills will be offered to Technicians and Managers/Supervisors. Training will enable workers to perform responsibilities specific to their jobs. • Computer Skills will be offered to all occupations to effectively utilize the Company's new and existing operation systems to provide efficient and effective customer service. • Hazardous Materials will be offered Technicians and Managers/Supervisors. Trainees will learn proper techniques and knowledge and skills to handle hazardous materials to ensure a safe work environment.

Training courses listed in the Menu Curriculum will be provided via the following training methods under the following Types of Training:

☒ Class/lab ☒ E-Learning ☐ CBT ☐ Productive Lab
☐ MS Preceptor ☐ MS Didactic

Business Skills	**Commercial Skills**	**Computer Skills**
Continuous Improvement	**HazMat**	

Job Creation Justification	☒ Expanding existing business capacity by adding newly-hired employees to an existing function.

Training Infrastructure & Administrative Plan

- **Project Oversight:**

  The Company has designated the Chief Operating Officer to oversee ETP training and administrative responsibilities. In addition, the Company has two Office Managers responsible for managing scheduling, delivery and documentation of training in all California facilities. The Company has also retained a third party subcontractor, Training Funding Source, to assist with administrative duties including enrollment, data tracking, invoicing, monitoring activities, and compliance with ETP requirements. A detailed training schedule is in place, and the Company is ready for training to commerce upon approval.

- **Trainers:**

  ☒ In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, and Hazardous Materials.
  ☒ Vendor – Types of Training by vendor: To Be Determined

- **Administration:**

  A Chief Operating Officer, two Office Managers 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 not to exceed 13% of payment earned.
Training Vendors	To Be Determined		

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Budgeting and Financial Management
- Client Relations
- Leadership
- Marketing, Proposal and Business Development
- Organizational and Time Management
- Project Management
- Professional and Interpersonal Communication
- Product and Service Knowledge
- Program Management
- Quality Improvement Strategies
- Sales and Marketing
- Strategic Planning
- Team Building
- Technical Editing and Writing

COMMERCIAL SKILLS

- Air Quality and Permitting
- Air Pollution Control Districts.
- Asbestos, Lead and Mold Investigations
- Biological Permitting
- Biological/Habitat Evaluations and Identification
- Biology Operations
- California Air Resources Board (CARB) standards
- California Environmental Quality-Act (CEQA)
- Construction Management
- Coronavirus Verification of Cleaning
- Emissions Inventory
- Enhanced In Situ Bioremediation (EISB)
- Energy Efficiency
- Environmental Risk Assessment
- Environmental Techniques
- Groundwater resources
- Gray Water and Rainwater Harvesting
- Habitat Restoration/Revegetation Planning & Studies
- Landscape Irrigation
- Maximum Achievable Control Technology (MACT)
- National Emission Standards for Hazardous Air Pollutants (NESHAP)
- New Source Performance Standards (NSPS)
- Portable Equipment Registration Program Applications (PERP)
- Radon Investigations (Natural Radioactive Gas)
- Regional Clean Air Incentives Market (RECLAIM)
- Remediation

- Sample Collection for Testing
- Site Assessment
- Storm Water Management and Permitting
- Southern California Air Quality Management District (SCAQMD)
- Sustainability (Manage Natural Resources)
- Toxic Inventory Reporting (TRI)
- Visual Impact Assessment
- Wetlands Evaluations
- Wildlife Techniques (Evaluate Content for Testing)
- Water Resources

COMPUTER SKILLS

- Adobe Software Programs (Adobe PDF, InDesign, Photoshop, Illustrator, etc.)
- Air Quality and Dispersion Modeling including AERMOD
- AutoCAD
- ARC GIS and Specialized GIS Software Updates
- Device Training (IPADs, GPS Units, Cameras, etc.)
- Financial Accounting Systems
- Google Earth Pro-Sketchup
- Microsoft Software Programs (Intermediate/Advanced Level)
- Noise Modeling
- Project Management
- Technical and Administrative Computer Software Programs (Veeam Software, SQL Training, VMWare, Exchange Server, Server 2012)
- UAV (drone) Use and Model Development
- Water Quality and Ground Water Modeling

CONTINUOUS IMPROVEMENT

- Data Analysis
- Quality and Productivity Improvement
- Statistical Assessment

HAZARDOUS MATERIALS

- HazMat Handling
- Hazwoper

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

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

Retrainee – Job Creation

Training Proposal for:

Commercial Casework Incorporated

Contract Number: ET21-0138

Approved Date: July 14, 2020

Panel Meeting of: July 24, 2020

ETP Regional Office: San Francisco Bay Area **Analyst:** K. Lappen

PROJECT PROFILE

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

Number of Employees in:	CA: 121	U.S.: 122	Worldwide: 122
Turnover Rate:	4%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
$43,280

Total ETP Funding
$29,394

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, OSHA 10/30, Mfg. Skills,	22	8-200	0	$1,104	$20.00
				Weighted Avg: 48			
2	Job Creation Priority Rate	Business Skills, Computer Skills, OSHA 10/30, Mfg. Skills	3	8-200	0	$1,702	$16.67
				Weighted Avg: 74			

Minimum Wage by County: Job Number 1: $20.00 per hour for Alameda County
Job Number 2 (Job Creation): $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 Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Accounting Staff		3
Project Management Staff		9
Estimators		5
Purchasing Staff		5
Job Number 2		
Accounting Staff		1
Project Management Staff		1
Purchasing Staff		1

INTRODUCTION

Founded in 1976 and headquartered in Fremont, Commercial Casework Incorporated (Commercial Casework) (www.commercialcasework.com) produces custom architectural woodwork and cabinetry. The Company specializes in custom-tenant improvements such as board rooms, cafes, reception areas, breakrooms and restrooms. Customers include DEVCON, Apple, Fitbit and Swinerton. ETP-funded training will be delivered at the Fremont location.

This will be Commercial Casework's first ETP Contract. The Company will train its employees in designing & drafting, estimating, engineering, and producing its final-wood products. The Company recently purchased new equipment and software including Panel Saws, Accounting

Software (The Construction Manager and AutoCAD Microvellum (Woodworking) Software.) Its manufacturing 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 component, Commercial Casework currently employs Veterans. The Company does not have a specific veteran-outreach program. However, Veterans are included as part of Commercial Casework's recruitment process.

Retrainee - Job Creation

Commercial Caseworks will hire three net-new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net-new jobs" as a condition of contract. Turnover Rate penalty is not assessed for 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 business-capacity growth, Commercial Casework has experienced an 80% growth in annual revenue over the last three years. The Company has done significant work in the Bay Area, and plans to grow its business into the North Bay Area. Consequently, its workforce has grown rapidly and has plans for continued growth over the next few years. Commercial Casework is expanding its workforce by creating positions within existing occupations. The Company confirmed that its Fremont facility has enough square-footage space to absorb the three net-new employees. ETP funds will assist in its expansion efforts in California, while updating its workforce with new equipment and software.

PROJECT DETAILS

With the new software and equipment, Commercial Casework is also changing its processing procedures. Due to an increase in construction projects and demand for its products, the Company needs to produce its wood products at higher volumes while utilizing the same production shop space. Therefore, it is implementing a new production process including the production-floor layout, materials, inventory intake and movement, streamlining manufacturing processes, and the end-product packaging and delivery processes.

Training Plan

Training will be delivered via Class/Lab and e-Learning in the following:

Business Skills: Training will be delivered to all occupations and include Accounting Techniques, Communication Skills, Data Analysis, Financial Management, Leadership and Project Management.

Computer Skills: Training will be delivered to all occupations in Computer-Aided Design and Drafting, Microsoft Office (Intermediate Advanced), ProjectPAK (Project Management Software), ShopPAK (Estimating and Job Management Software) and Mobile Tablet Training.

Manufacturing Skills: Training will be delivered to Project Management Staff and include Assembly Processes, Engineering Planning, Equipment Maintenance, Equipment/Machine Operation, Error Reduction and Production Techniques.

Certified Safety Training

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

Commitment to Training

Commercial Casework spends approximately $730,000 on training annually in California and includes basic training to new employees with an emphasis on production and installation. 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 Accounting Manager (dedicated administrator) with assistance from its Accounting Department will be responsible for scheduling training and the administration of the project. ETP training will be delivered by three in-house experts and vendors as needed. The Company has also retained a third-party administrator, Propel Consulting Group, to assist with ETP administration and systems.

Impact/Outcome

ETP training will develop skilled employees to increase output while maintaining job skills and competencies.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Propel Consulting Group in El Dorado Hills assisted with development for a flat fee of $13,000 of the approved ETP amount.

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 Hours

8–200

Trainees may receive any of the following:

BUSINESS SKILLS

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

COMPUTER SKILLS

- Computer-Aided Design and Drafting (AutoCAD)
  - Microvellum (Woodworking) Software
- Float (Resource Planning and Team Scheduling Software)
- GEMM (Finance Software)
- Lien Writer Software
- Microsoft Office (Intermediate/Advanced)
- Project Management Software
  - ProjectPAK
- Estimating and Job Management Software
  - ShopPAK
- Mobile Tablet Training
- The Construction Manager Accounting Software

OSHA 10/30 (OSHA-Certified Instructor)

- OSHA 10
- OSHA 30

MANUFACTURING SKILLS

- Assembly Processes
- Engineering Planning
- Equipment Maintenance
- Equipment Operation
- Error Reduction
- Forklift Operation
- Installation Procedures
- LEAN Construction
- Machinery Operation
- Manufacturing Basics
- Production Techniques
- Product Handling
- Project Scheduling
- Quality Assurance
- Tool Operation

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

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

RETRAINEE - JOB CREATION

Training Proposal for:

NB Baker Electric Inc. dba Baker Home Energy

Delegation ≤ $75,000 Single Employer

Contract Number: ET21-0122

Approval Date: June 29, 2020

Panel Meeting of: July 24, 2020

ETP Regional Office: San Diego **Analyst:** C. Clady

PROJECT PROFILE

Contract Attributes:	SET Retrainee Priority Rate	Industry Sector(s):	Construction (C) Construction (23) Priority Industry: ☒ Yes ☐ No
Counties Served:	San Diego	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 200	U.S.: 200	Worldwide: 200
Turnover Rate:	7%		
Managers/Supervisors: (% of total trainees)	N/A		

In-Kind Contribution: (100% of Total ETP Funding Required)
$76,821

Total ETP Funding
$55,200

Occupations to be Trained:	Designers/Planners, Administration, Field Installers/Leads, Project Lead and Estimator

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	Business Skills Comm Skills Computer Skills Continuous Impr. PL-Comm. Skills	80	8-200	8	$368	$25.01
				Weighted Avg:16			
2	SET Job Creation Priority	Business Skills Comm Skills Computer Skills Continuous Impr. PL-Comm. Skills	20	8-200	8	$368	$15.20
				Weighted Avg:16			

Minimum Wage by County: Job Number 1**:** SET Frontline Statewide $25.01. and Job Number 2**:** San Diego County $15.20

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

Year Company Founded:	2007	***Company Headquarters:*** ☐ *Single location* Escondido, CA
Total Number of Facility locations in California	3	
Facility location(s) where training will occur	Escondido, CA	

Nature of Business:	• NB Baker Electric Inc. dba Baker Home Energy (BHE) installs residential solar systems in Southern California.
Customer Base:	• BHE sole customers are residential.

Business / Industry Needs / Changes	• The Construction industry continues to rapidly adopt technology in communication, document sharing/storage, and operations**.** BHE's relevance in the construction industry will diminish without adopting new technologies. • BHE plans to capitalize as a Home Energy Integrator by expanding its product offerings to include HVAC, Roofing, Home Batteries, Charging Stations and Smart Home technology. • To remain competitive, its workforce must increase its skill set in the installation of equipment as well as technical support and customer service. Therefore, BHE must upgrade equipment/ software in order to service company needs in real time. • BHE has an annual budget of $500,000 earmarked for Hardware and Software.

Training Plan:

Need for Training:	• To meet expansion goals, BHE will hire 20 additional Designers/Planners, Field Installers, Project Leads and Estimators in all Escondido locations. These trainees will be trained on Product Knowledge, Solar Photovoltaics, Job Costing and Estimate Breakdown**.** • BHE newly hired and incumbent staff will be trained on new copiers/printers, iPads, IPhone, Tribe GPS, Construct Job software and Sales force. The new software and new equipment will streamline processes and increase productivity among staff. • Staff will be trained based on respective occupation in Computer Skills, Continuous Improvement Skills, Commercial Skills, and Business Skills.

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 Didactic ☐ MS Preceptor

Business Skills	**Computer Skills**	
Commercial Skills	**Continuous Improvement**	

Productive Laboratory	**Justification:** ☒ New Equipment ☐ New Production Procedures

	☐ Certification Standards
	0-24 PL Hours per-trainee
	Occupations Receiving PL Training: Designers/Planners, Field Installers/Leaders, Project Lead and Estimators
The PL instructor must be dedicated to training, at a ratio of 1:1.	

Job Creation Justification	☒ Expanding existing business capacity by adding newly-hired employees to an existing function; or,

Training Infrastructure & Administrative Plan

- **Project Oversight:**

  The project will be overseen by the Director of Human Resources, Learning Development Manager, and 4 in-house trainers. There will be an assigned staff person to collect rosters. Training will take place at two locations in Escondido. The Company has retained a sub-contractor to perform administration on the ETP online tracking system.

- **Trainers:**
  ☒ In-house – Types of Training: Business Skills, Computer Skills, Commercial Skills, Continuous Improvement, OSHA 10/30, and CBT.
  ☐ Vendor – Types of Training by vendor:

- **Administration:**
  NB Baker has retained the services of Training Funding Source to input all data.

  ☒ 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	13% of funds earned
Training Vendors	TBD		

Exhibit B: Menu Curriculum

Class/Lab/E - Learning Hours
8 - 200

Trainees may receive any of the following:

BUSINESS SKILLS
- Conflict Resolution
- Financial Risk Analysis
- Marketing & Business Development
- Project Management
- Product Knowledge
- Customer Service

COMMERCIAL SKILLS
- Battery setup/installation
- Equipment /Tool Operations/maintenance
- Field Operation/Install procedures
- Green Construction
- Smart Home
- Solar Photovoltaics
- Work Practices

COMPUTER SKILLS
- Acubid
- Bid2Win Estimating
- Computer Aided Design (CAD) - Auto Desk
- Estimate Breakdown
- Job Costing
- LSI Centerium
- Intermediate Microsoft Office
- Salesforce
- Spectrum
- Tool Watch

CONTINUOUS IMPROVEMENT
- Leadership
- Performance Improvement
- Problem Solving
- Process Improvement
- Productivity Improvement
- Project Planning
- Teamwork

CBT Hours
0 - 30

COMPUTER BASED TRAINING (CBT)
- Office 365 – Quick Help - 1 hour
- Sales Force – Sales Force Tutorial – 2 hours
- Time Management – Bookboon – 1 hr.

- Emotional Intelligence – Wyley – 4 hr.
- OSHA – 10 – Cal Osha – 10 hours
- OSHA – 30 – Cal Osha – 30 hours
- Excel Basics – LearnQuest - 8 hours
- Word Basics – LaarnQuest – 8 hours
- Power Point Basics – LearnQuest – 8 hours.

PL Hours

0 – 24

PRODUCTIVE LAB (PL) (limited ratio 1:1)

- Equipment Operations
- Field Operation procedures
- Solar design, installation and monitoring

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