

PANEL PACKET

December 2019



Employment Training Panel



Employment Training Panel

NOTICE / AGENDA

MEETING TIME/PLACE

Friday, December 13, 2019 at 9:30 a.m.
California Environmental Protection Agency, 1001 I Street
Sierra Hearing Room, Second Floor
Sacramento, CA 95814
Phone: (916) 327-5640

AGENDA

Call to Order by Acting Chairperson

Gloria Bell

- Roll Call
- Action to Approve December Panel Meeting Agenda
- Action to Approve October Panel Meeting Minutes

Executive Report

Peter Cooper

- Legislative/Budget/Other
- Action to Request Motion to Approve Consent Calendar Projects

Policy Committee Report to Panel

Gretchen Newsom

Review and Action on Proposals

Ryan Swier
Amber Tarrac
Christopher Hoover
Jana Lazarewicz
Lis Testa

STEPS Presentation

Lis Testa

Opportunity for Panel Members to Request
Agenda Items for Future Panel Meetings

Public Comment on Matters Not on the Agenda

Public Meeting Adjourns

Under Government Code section 11123(a), all meetings of a state body are open and public, and all persons are permitted to attend any meeting of a state body, except as otherwise provided in that article. ETP may take action on any item listed in this Notice/Agenda. You can obtain further information about this Notice/Agenda by contacting Michael A. Cable, General Counsel, at (916) 327-5422, or Michael.Cable@etp.ca.gov, or sending a written request to Michael A. Cable, General Counsel, at Employment Training Panel, 1100 J Street, 4th Floor, Sacramento, California 95814. Written comments on agenda items should be submitted no later than 12:00 p.m. the business day before the meeting in order to afford adequate time to consider your comments.

This Notice/Agenda of Panel Meeting and related documents are available on the ETP website at www.etp.ca.gov. The dollar amounts shown in this Notice/Agenda are estimates only, subject to change up to and including the date of the Panel Meeting. Please continue to access the ETP website for current and updated information. In the event the Panel does not have a quorum at the Panel Meeting noticed herein, then those Panel Members in attendance will meet as a committee at the same time and place identified herein, and said Panel Members in attendance will meet as a committee in order to hear the items identified in this Notice/Agenda, but will not vote or take action. While ETP intends to webcast its meetings, it may not be possible to webcast the entire open meeting due to limitations on resources.

The meeting is accessible to the physically disabled. A person who needs a disability-related accommodation or modification in order to participate in the meeting, including without limitation auxiliary aids or services, may make a request by contacting Michael A. Cable, General Counsel, at (916) 327-5422, or Michael.Cable@etp.ca.gov, or sending a written request to Michael A. Cable, General Counsel, at Employment Training Panel, 1100 J Street, 4th Floor, Sacramento, California 95814. Providing your request so that it is received at least five (5) business days before the meeting will help ensure availability of the requested accommodation

REVIEW AND ACTION ON PROPOSALS

These funding proposals are listed by Regional Offices and do not reflect the actual order of presentation. They will be considered by the Panel in accordance with a Table of Contents to be published on the ETP website no later than Monday, December 9, 2019 although the Panel may still change the order at the meeting. In regards to those items indicated below as an Amendment, please note that the dollar amount only reflects the proposed amendment amount, and not the total funding amount for the contract. Funding proposals are reviewed by the Panel on a case-by-case basis, and any action on a funding proposal shall not be binding on any other funding proposal.

North Hollywood Regional Office

ASC Process Systems, Inc.-----	\$94,714
Associated Builders & Contractors Central California Chapter ----	\$299,136
Avcorp Composite Fabrication Inc. -----	\$176,088
Califia Farms, LLC -----	\$365,056
EastWestProto, Inc. dba Lifeline Ambulance-----	\$397,578
Northrop Grumman Systems Corporation-----	\$642,620
Santa Monica Community College District-----	\$749,906
South Bay Workforce Investment Board, Inc. -----	\$396,888
Studio Arts, Ltd.-----	\$749,418
The Cheesecake Factory Bakery, Incorporated -----	\$165,600

San Diego Regional Office

American Education Systems Corp. dba American College of Healthcare & Technology -----	\$742,920
Associated General Contractors of America, San Diego Chapter, Inc. Apprenticeship and Training Trust Fund-----	\$297,528
Chaffey Community College District-----	\$749,994
Cobham Advanced Electronic Solutions Inc. -----	\$197,850
InnovaSystems International, LLC -----	\$124,146
Mavenlink, Inc. -----	\$195,550
Modern Times Drinks, Inc. -----	\$96,554
Sky Rider Equipment Company, Inc. -----	\$110,400
Taylor-Listug, Inc. dba Taylor Guitars -----	\$605,360

San Francisco Bay Area Regional Office

Cepheid -----	\$506,000
Eichleay, Inc. -----	\$117,737
FM Industries, Inc.-----	\$362,250

San Francisco Bay Area Regional Office (continued)

JobTrain, Inc. -----	\$381,250
KLA Corporation -----	\$546,250
Mass Precision, Inc. -----	\$263,856
Penumbra, Inc. -----	\$473,340

Sacramento Regional Office

Ardagh Glass Inc. -----	\$243,156
College of the Sequoias (Amendment) -----	\$271,477
E. & J. Gallo Winery -----	\$649,980
Foster Poultry Farms (Critical Proposal)-----	\$553,150
La Tortilla Factory, Inc.-----	\$393,760
Meriliz Incorporated dba DOME Printing -----	\$163,300
Pacific Coast Producers -----	\$192,556
Truck Accessories Group, LLC -----	\$252,080
Universal Forest Products, Inc. dba UFP Thornton, LLC-----	\$161,000

Central Office – Program Projects Unit

Associated Builders and Contractors Los Angeles/Ventura Merit Training Trust Fund-----	\$247,600
Associated Builders and Contractors of Southern California, Inc. Merit Training Trust Fund -----	\$745,330
California Labor Federation -----	\$375,242
Local Union 250 of the Southern California Pipe Trades District Council No. 16 of the United Association -----	\$375,310
Plumbing-Heating-Cooling Contractors of California -----	\$198,047
Professionals in Human Resources Association -----	\$747,500
Valley Roofers Joint Apprenticeship Training Trust Fund -----	\$81,403

PROPOSALS APPROVED
BY DELEGATION ORDER FOR 10/22/19 – 12/02/19

≤ \$75,000	Approved Date	Approved Amount
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<u>North Hollywood Regional Office</u>		
Adelaida Cellars, Inc.	11/25/19	\$59, 570
Arktura LLC	11/25/19	\$74, 520
 <u>San Diego Regional Office</u>		
3-D Engineering Corporation	11/15/19	\$27,945
Qmerit, Inc.	10/28/19	\$41,561
 <u>Sacramento Regional Office</u>		
Mizkan America, Inc.	11/19/19	\$72,956



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M e m o r a n d u m

To: Panel Members

From: Jill McAloon
Chief Deputy Director

Subject: **Directions Meeting Sites**

Date December 13, 2019.

The Employment Training Panel will meet on **Friday, December 13, 2019 at 9:30 a.m.**

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

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

Directions to the California Environmental Protection Agency - Sierra Hearing Room

From Sacramento International Airport:

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

From San Francisco

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



M e m o r a n d u m

To: Panel Members

Date December 13, 2019

From: Jill McAloon
Chief Deputy Director

Subject: **Future Meeting Sites**

<i>December 13, 2019</i>	California Environmental Protection Agency (Cal/EPA) Time: 09:30 AM Sierra Hearing Room, 2nd Floor 1001 I Street, Sacramento, CA 95814
<i>January 24, 2019</i>	California Environmental Protection Agency (Cal/EPA) Time: 09:30 AM Sierra Hearing Room, 2nd Floor 1001 I Street, Sacramento, CA 95814
<i>February 28, 2019</i>	California Environmental Protection Agency (Cal/EPA) Time: 09:30 AM Sierra Hearing Room, 2nd Floor 1001 I Street, Sacramento, CA 95814
<i>March 27, 2019</i>	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**

City Hall
Council Chamber
915 I Street
Sacramento, CA 95814
November 1, 2019
(916) 327-5640

Panel Members

Janice Roberts
Acting Chairperson

Gloria Bell
Member

Cheryl Akin
Ex-Officio Member

Gretchen Newsom
Member

Rick Smiles
Member

Douglas Tracy
Member

Ali Tweini
Member

Executive Staff

Peter Cooper
Assistant Director

Jill McAloon Chief
Deputy Director

Michael Cable
General Counsel

STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL
City Hall
915 I Street, Council Chamber, First Floor
Sacramento, CA 95814
November 1, 2019

I. PUBLIC PANEL MEETING CALL TO ORDER

Acting Chairperson Janice Roberts called the meeting to order at 9:28 a.m.

II. ROLL CALL

Present

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

Absent

Ernesto Morales

Executive Staff

Peter Cooper
Michael Cable

III. AGENDA

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

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

Motion carried, 7 – 0.

IV. MINUTES

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

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

Motion carried, 7 – 0.

V. REPORT OF THE ASSISTANT DIRECTOR

Mr. Cooper welcomed the Panel Members, applicants, and stakeholders and new Panel Member Douglas Tracy. Mr. Cooper reported that following the last Panel Meeting in September, this is a moderate Panel Meeting. Today's Meeting is approximately \$23.4M with another \$847,407 in delegation orders, for a total just over \$24.2M.

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

Regarding budget and Alternative Funds, the Alternative and Renewable Fuel and Vehicle Technology Program has a new name: The Clean Transportation Program. This program is a partnership with the California Energy Commission for \$2M, approved through an interagency agreement, of which, there is currently \$1.3M remaining.

Regarding core funds for this fiscal year, Mr. Cooper reported that if all Proposals were funded today, the Panel will have approved a total of \$50.4M in 138 projects. ETP will have approximately \$52.6M for the remainder of the year with a demand of \$80M remaining for FY 2019/20.

Mr. Cooper reported, regarding SB-792 (the "ETP Bill") that was introduced in June 2019 and only included a few minor changes updating the WIOA references, it is not expected to move any further. The current focus has been on the bill language that will accompany the Governor's Reorg Plan concerning the new Future of Work Department. Please note, however, that the bill language that will accompany the GRP, will not include any significant or controversial changes, but will include the changes updating the WIOA references that were included in SB-792.

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

Ms. Newsom announced that she will need to recuse herself from Tab 4: CSI Electrical Contractors.

Acting Chairperson Roberts noted for the record that Tab 16: Therm-X has a high turnover rate at this time – over 21% - and if they do not meet the 20% turnover rate threshold during their 2-year program, they will take the 25% penalty.

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

Motion carried, 7 – 0.

IX. REVIEW AND ACTION ON PROPOSALS

SINGLE EMPLOYER CONTRACTS

Tab No 18: Lockheed Martin Corporation

Mr. Swier stated that this is a proposal for Lockheed Martin Corporation. The Company designs, develops and manufacturers missile and aerospace transportation systems. This proposal targets workers in both Northern and Southern California including two divisions: Aeronautics and Space Systems. Lockheed Martin is dedicated to recruiting veterans in its most recent ETP agreement - 25% of the overall trainees were veterans. The company is requesting \$649,888 in funding to train 883 incumbent workers. ETP has received a letter of support from District Lodge 725 International. The contractor is also requesting a modification to extend the standard trainer-to-trainee ratio from 1:20 to 1:26 for business skills and continuous improvement training, affecting approximately 15% of the training plan. The company's locations in Palmdale and Edwards Air Force Base are located in HUAs (High Unemployment Areas). However, they are not requesting a wage modification.

Mr. Swier stated that Staff recommends approval of this project and introduced Jon Gustafson, Director of HR Economic Development Opportunities.

Mr. Gustafson stated that Lockheed Martin has over 9,500 employees in California. Mr. Gustafson shared that they have a couple major training initiatives, and mentioned that this is the first time they have combined applications to support both of their major locations in the north and the south. A couple of their major training initiatives also were pushed to the right, delayed beyond the contract period due to unforeseen operational changes that occurred and if there were any questions about the performance that they had on the last Space Systems contract in the north that resulted in a 68% spend. Mr. Gustafson stated that they do not foresee any risk of reoccurrence as this is the first time they are combining their operations into a single application, and, in addition, they have consistently spent \$400,000 to \$500,000 in each of the regional past ETP projects. Also ETP reimbursement rates have increased significantly from these past projects, and since they're confident in their ability to utilize the full award, they likely will do that before the performance period ends. Mr. Gustafson explained that they have had a recent number of contract wins, particularly in their aeronautics business and they have added over 800 new jobs in the LA region over the past couple of years. And many of those newer incumbents require substantial training and connection with these new contract wins. Mr. Gustafson then asked if the Panel had any questions.

Mr. Tweini stated that he wanted to applaud them and say thank you for including 25% of veterans, and noted that he has made it his responsibility and his duty to go around and

encourage everyone everywhere to do whatever they can to have opportunities for veterans and again thanked Mr. Gustafson for the 25%.

Acting Chairperson Roberts had a question on their trainer-to-trainee ratio. And asked about the 1:26 ratio, asking if they have two trainers present or just one trainer to train 26 employees.

Mr. Gustafson stated that it depends on what type of training they are doing. Obviously, if it's a lab-training type of training, the trainer-to-trainee ratio is lower. But with some of their other types of training, like project management or six sigma, the ration is higher.

Acting Chairperson Roberts then stated she was concerned with the validity of the training and she knows they've been a great partner with ETP, but this exception seems kind of odd and mentioned that she doesn't know if they had an exception last time or not.

Mr. Gustafson confirmed they did have this exception on their last project.

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

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Smiles moved and Ms. Bell seconded approval of the Proposal for Lockheed Martin Corporation in the amount of \$649,888. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 – 0.

Tab No. 19: Safran Cabin Galleys US, Inc.

Ms. Tarrac stated Safran Cabin Galleys US, Inc., headquartered in Huntington Beach, California, is a first-time Single Employer and this is a Priority Industry Retraining project. Safran Cabin Galleys US, Inc. is requesting \$488,865 in ETP funding, which if approved will include a Veteran's component to hire six Veterans-Job Creation for 12 net-new jobs and retrainees and plans to train 471 trainees, the bulk of which will be production, technical, and engineering staff. Safran Cabin is requesting a productive lab trainer-to-trainee ratio of 1:3 due to the equipment used during productive lab occasionally requiring up to three people to operate. Further, they're requesting to include 30 workers under the Temporary-to-Permanent Guidelines and they're planning to use an LMS which staff has reviewed and approved. This project will be overseen by the corporate Director of Training with support from a training coordinator.

Ms. Tarrac stated Staff recommends approval of this proposal and introduced Ferhand Lansangan, Corporate Training Director.

Mr. Lansangan stated that Safran Cabin Galleys designs, manufacturers, and maintains aircraft galleys for customers like Boeing, Airbus, Mitsubishi, and other aircraft and was excited to describe the changes in the aircraft industry and how Mitsubishi Aircraft Corporation has helped expand the regional air travel. This contract is to provide galleys for the space jet planes and has created a need to train their workers on new Mitsubishi manufacturing processes and procedures. Their workers will be cross-trained on Mitsubishi manufacturing procedures and operating requirements. All employees will be impacted by these changes and will be required

to learn new job skills. This is a big project and requires a great deal of training and Mr. Lansangan stated that they understand it will need more than 21,000 hours of training. This is a little bit more than 1,000 class hours per month and have achieved this in the past and are prepared to provide this training as they move forward. Safran Galleys understands this is a very large undertaking, and have a training infrastructure in place to meet their commitment. Safran Cabin Galleys has 25 in-house trainers who will provide training and contract with other vendors to provide additional training as needed and are ready to start training upon approval by the panel.

Ms. Newsom asked Mr. Lansangan how he heard about ETP.

Mr. Lansangan responded that there are a few companies in their aerospace family of products that also have contributed to or have taken part of the ETP program.

Ms. Newsom then stated that what they see for wages, under their first job number, looking at production workers, their wage starts at \$15.64 but under Job Number 2 and Job Number 3, which is the Job Creation and the Veterans component, the same classification of production workers starts at \$12.70. She also added that it doesn't feel very good for her to be voting for a proposal that has a lesser wage for veterans specifically and wanted some justification for it.

Mr. Lansangan responded that it's a starting wage and they promote from within very highly, the type of products they build is not common so they usually see skills and talents early on and promote those employees quickly through the organization.

Ms. Newsom then asked how quickly the veterans are going to get their wages increased from \$12.70 back up to the starting wage for the rest of the production workers of \$15.72. Then asked if, after they received this training, they get bumped up in their wage to at least \$15.

Mr. Lansangan said yes and usually more as soon as they see their skills after a 60 or 90-day review.

Ms. Newsom then addressed all the consultants in the room, stating that she hates when these kinds of proposals come forward because it looks like they are paying veterans less.

Ms. Bell asked how long it takes to get to that threshold for an increasing compensation.

Mr. Lansangan responded usually, when they bring in people, they have a 10 to 30-day review of their initial skills and usually after 30 to 60-days, is when they notice their talents and increase them accordingly.

Ms. Bell then asked Mr. Lansangan if he is saying 60 days.

Mr. Lansangan responded that it would be their maximum – that is their review time.

Ms. Bell then asked could it be 90 days.

Mr. Lansangan said it could also be 90 days, but usually when they recognize a star worker, they will increase them because they'll have more responsibility.

Ms. Bell then asked could it be six months.

Mr. Lansangan said not usually because they move pretty quickly through their manufacturing processes, and have to get those kinds of skills in place and people in place.

Mr. Tweini stated that it does not justify the fact that when those veterans come in, as far as expertise and training, they're the best in the industry to do the work that you want to do and he did not hear anything to justify that they should be paid less. Mr. Tweini pointed out that there's a big gap between \$12 something and \$15 and said he doesn't feel comfortable listening to this.

Ms. Newsom then asked if they would be willing to increase the wages of the six veterans they propose hiring up to the minimum threshold of what they're producing for Job Number 1.

Mr. Lansangan said yes, they could look into that.

Ms. Newsom then asked Mr. Lansangan if they would look into that or do it.

Mr. Lansangan said yes, they will do that.

Acting Chairperson Roberts mentioned that there may be very few people under that wage, but when they just see the optics, the optics don't look good. Acting Chairperson Roberts suggested that if there's one employee that is making less, to not even include them in the contract because all they see is that the gap doesn't look good.

Ms. Newsom added that they could also just pay them more.

Mr. Tweini then stated that, with the amendment that the veterans will be paid the same as the others, he will move to approve the motion.

Acting Chairperson Roberts asked if any Panel Members have any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of the Amendment for Safran Cabin Galleys US, Inc., in the amount of \$488,865 with the agreed upon modification that the veterans under Job Number 3 be paid trainees no less than \$18.14, which is the Post Retention Wage amount under Job Number 1. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 20: Fox Factory, Inc.

Mr. Hoover stated that Fox Factory, Inc. (Fox) is a Priority Industry and a Repeat Contractor, with total ETP funding being requested of \$499,215. Fox designs, engineers, manufactures, and markets performance-defining products and systems for many types of vehicles including bicycles, side-by-side vehicles, on-road vehicles, off-road vehicles, trucks, all-terrain vehicles (ATVs), snowmobiles, motorcycles, and commercial trucks.

Training will be delivered at Scotts Valley, Watsonville and El Cajon facilities. This will be Fox's third ETP contract and its third within the last five years. In this proposal, there is a Veteran's component and Fox will train eight veterans under Job Number 3. The company hires veterans

through the Work for Warriors program and recruiting firms like Lucas Group's military (veteran-staffing) agency. There's also a Job Creation component - Fox is committed to hiring 30 net-new employees under Job Number 2. These 30 net-new Job Creation workers will be under the panel guidelines for the Temporary to Permanent program, and the average time for converting temporary workers into full-time permanent employment is between three to five months.

The training infrastructure includes the Talent Acquisition Manager, who is the dedicated administrator, and an Administrative Assistant. Both will be responsible for collecting rosters and tracking hours. In addition, this Talent Acquisition Manager will oversee training and delivery. ETP funded training will be delivered by 25 in-house experts, which includes two newly hired Environmental Safety Managers and a safety committee comprised of leads, managers, and HR staff. Designated trainers from each facility will coordinate training schedules with the HR Manager.

Mr. Hoover stated that Staff recommends approval of this proposal, and introduced Martha Chavarria, Talent Acquisition Manager.

Ms. Chavarria thanked the Panel Members for allowing her to be there and stated that she had been with the company for eight years. She was excited about this program because when she joined Fox, training was not happening the way it should, but the ETP program has really enhanced their training. It has changed the culture around training and they have developed so many programs, and with her being the Talent Acquisition Manager making sure that they are hiring the right people, getting them trained, getting them skilled, internal promotions, developing all these roles to promote within and giving them the skills. They've already had two successful ETP contracts, both earned 100% and knowing that this last contract ended in October of 2018, she kept this training going. They are already at 9,000 hours of training, and they continue to grow and build. Ms. Chavarria stated that she also believes in the Veterans Program and mentioned that she visits the one in El Cajon once a month. The two new Environmental Health Safety Managers they hired are from a military background, along with other managers, and the products that they build in the military. Ms. Chavarria stated that they are proud of their cool products that take a lot of work to build, the training of their production line workers, and their newly developed programs that trainees are now getting certificated in,. They have now just approved a new LMS program thanks to this and again, they just continuing to build and grow their business and their numbers show, and they keep growing the amount of people hired. Ms. Chavarria stated that they have 2,500 employees worldwide and just in the US today, they are over 1,000.

Ms. Bell congratulated them on their two contracts and thanked them for being successful and appreciated Ms. Chavarria's enthusiasm. Ms. Bell asked about the 30 temporary employees that they hire, and asked how they bring them in?

Ms. Chavarria explained they have a temp agency onsite and that is one of the things that they wanted so they can have somebody onsite that they control. They have job fairs onsite and work closely with them, making sure that they build that awareness around the community and building those individuals to come work for them.

Ms. Bell inquired about the 30 that they bring on, and what the probability is that they will make it.

Ms. Chavarria explained that they have a program that has a good structure to where they're already evaluated at 15, 30, and 60 days to make sure they're successful to be converted.

Ms. Bell stated that she also appreciates that they provide healthcare benefits for their temporary staff.

Ms. Chavarria stated that this is one of the best things that she has to do and also manages the temp business vendors, and making sure that all this is in place before they sign contracts with them.

Ms. Bell said to keep up the good work.

Mr. Tweini stated he never wants to miss an opportunity to say thank you to anyone who does anything for our veterans and appreciates that and stated that the Panel always likes to see more, but thank you for what you do.

Acting Chairperson Roberts asked if any Panel Members have any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Smiles moved and Mr. Tweini seconded approval of the Proposal for Fox Factory, Inc. in the amount of \$499,215. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 21: Lam Research Corporation

Mr. Hoover stated that Lam Research Corporation (Lam) is a Priority Industry and a Repeat Contractor, with total ETP funding being requested of \$562,350. The proposal for Lam has been designated a Critical Proposal by the Governor's Office of Business and Economic Development (GO-Biz) based on the Company's capital investment of \$170 million in its California facilities and commitment to adding 80 net new jobs in California. Lam designs, manufacturers, markets, and services semiconductor processing equipment used in the fabrication of integrated circuits. Lam's wafer fabrication equipment, products, and services are designed to help computer chip makers build smaller, faster and better performing products to be used in a variety of electronics, including mobile phones, personal computers, servers, wearables, automotive devices, storage devices, and networking equipment. Lam will train 735 incumbent workers and 80 newly hired frontline workers at both its Fremont and Livermore facilities. In this proposal, Lam has included a veteran's component under Job Number 3. The Company has committed to train 50 veterans. It also contains a Job Creation component. In 2018, Lam devoted \$1.2 billion to research and development and plans to invest over \$100 million in the next three years in advanced semiconductor-manufacturing tools, equipment, software, services, and supplies at its California facilities. Lam will hire 80 net new employees under Job Number 2. Under its training infrastructure, Lam's Director of Global Learning, it's dedicated administrator, will oversee ETP training and their HR Department will oversee all workforce training across the entire organization and operates under the direction of a Senior

Vice President. Additionally, there will be several full-time administrative staff, training staff, and one management employee assigned to assist with administration and coordination for this project. The company has also retained a third-party subcontractor, Herrera & Company, to assist with its ETP administration.

Mr. Hoover stated Staff recommends approval for this proposal and introduced Arnold Maler, Director of Global Learning and Development and Phil Herrera, Herrera & Company.

Mr. Maler thanked the Panel and stated that he is the Global Learning and Development Manager at Lam, which is one of the leading semiconductor equipment companies in the entire world. They set off when he first started to have a four-year learning journey for employees. The first part of it was to set a training foundation that wasn't there before, which would reinforce the culture and business fundamentals for employees, design scalable leadership from all levels, and then basically design a strategy that is needed for all learners to grow and foster. This year, they built a continued leadership scaling model from the IC to the managers, and they've also started leveraging technology to address the needs of a diverse employee workforce. In 2020, they plan to optimize a seamless and robust learning architecture for all employees. And lastly, in 2021, they want to instill a lifelong learning culture and environment for all their employees. So, if approved by the Panel today, they will further enhance their training program going forward. Mr. Maler asked if the Panel had any questions.

Mr. Tweini thanked Mr. Maler for recruiting 50 veterans.

Ms. Newsom thanked Mr. Maler for the high wages and for paying the veterans the same amount and looking at the previous contract that they had, it was a real small amount and it looks like it's going to be 100% of that. Ms. Newsom pointed out that their requested funding is jumping from \$49,000 up to \$562,000 and asked how they are preparing for that.

Mr. Maler stated that, to his knowledge and prior to him coming, it was a single department that was actually applying for that. And since he joined the company, they now have a global initiative. So that's more or less what was coming through.

Ms. Newsom wished them the most success possible.

Ms. Bell asked how long he had been with the company.

Mr. Maler stated just under two years.

Ms. Bell said congratulations and asked Mr. Maler to tell her a little bit more about their commitment to training.

Mr. Maler stated actually, just as of two days ago, they got verbal commitment to hire two more training instructors on their staff and that they have a relatively small staff compared to most training organizations, but they do keep a ratio of in-classroom training under a maximum of 24. They plan to facilitate more on-demand training where trainees can take it, download it onto their phones and their laptops, so even without Wi Fi, they can actually enhance their training and take it when they want to take it.

Ms. Bell then asked about their strategies to hold their staff accountable for the training.

Mr. Maler said the staff is already committed to actually doing the training. Most the staff members have been in the training industry for at least 15 years. And they're just very, very well suited for the development in the cycle - they come from different companies such as INTEL and Applied [Materials] - so there are well versed in the semiconductor industry and how training needs to be applied.

Ms. Bell noted that she asked him these questions not to be punitive, but because she wants them to be successful.

Acting Chairperson Roberts asked if any Panel Members have any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Bell moved and Mr. Tweini seconded approval of the Proposal for Lam Research Corporation in the amount of \$562,350. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 22: Vander-Bend Manufacturing, Inc.

Mr. Hoover stated Vander-Bend Manufacturing, Inc. (Vander-Bend) is a Priority Industry and a Repeat Contractor, with total ETP funding being requested of \$335,225. Vander-Bend provides contract manufacturing for custom precision sheet metal, welded frames, precision machining, custom-cable harness and electro-mechanical assembly. The Company also provides product design and a full range of support services. ETP funded training will be delivered to employees located in San Jose, Stockton and Rancho Cordova. Even though a Veteran's Job Number isn't included in this project, Vander-Bend actively seeks veteran recruitment organizations to attend meetings to recruit veterans. This will be Vander-Bend's second ETP project, the second within the last five years. There is a Job Creation component-the Company will hire 40 net new employees under Job Number 2 and within those 40 there will be 10 that are falling under the Temp-to-Perm program under the Panel guidelines and the average time for converting temporary workers into full-time permanent employment is six months.

Mr. Hoover stated Staff recommends approval for this proposal and introduced Louis "Matt" Howell, Training Manager and Greg Biggs, CEO.

Mr. Biggs thanked the Panel and stated that he worked with the City of San Jose and the Mayor's office for a number of years before they had their first ETP contract and that it was wildly disappointing, even though he served on every panel he could and put in a lot of effort, it just was not successful from a bureaucratic standpoint. Then they decided they better take matters into their own hands and create their own training program. They have been around since 1980 and never had a formal training program. And they hit a critical mass where they were not able to add people and thought they better own this and they then hired Matt Howell and started a curriculum and just now are completing their first contract. They started in 2017 and has been wildly successful. and aside from their expansion and acquiring other companies throughout the state, they have organically in their Silicon Valley location added about 200 people in the last 18 months, which they are pretty proud of that and a huge portion of that is

not only the handful of people they've brought through the program from ETP but also the existence that they have a training program. This new contract they are going for is larger than their last contract because they realized how successful it's been, and that they would like to continue growing those people that they brought in at the very lowest level and grow them through the organization. The enthusiasm from the people that have graduated through the program is infectious and it's done a lot of really positive things for their morale in the business and looking forward to continuing not only this contract and but looking forward to adding curriculum for the next contract.

Mr. Howell added that Mr. Biggs gave them that perfect picture from a higher level of CEO perspective and is here more to answer the nuts and bolts questions because he is the man on the ground.

Ms. Bell stated their attempts takes six months to get on board and asked if that is kind of long? Or is that in the metal industry and if that s their norm?

Mr. Howell then responded that he believes it's the norm, and that it is dictated more by the temp agency than them a lot. Oftentimes, the percentage out here buys a 70- 80% of the time they convert them before six months and sometimes they have to haggle with the temp agency to do that because they want to keep them on their system for six months.

Ms. Bell added that they can bring them on board, and they just have to convert them and pay some money to do that.

Mr. Howell stated that yes, they pay them the same amount.

Ms. Bell then asked out of those, he would say makes those six months because that's a long time.

Mr. Howell responded with that it is close to 100% and stated that their turnover is very low and thankfully even in the training portion of their employment, have just renegotiated with their temp agencies for a shorter period of time than the six months for financial reasons and when you're paying a temp agency, you're paying a premium for those employees. They would rather transfer a portion of that premium to the employee based on achievements they've made within the company, and then keep the rest for themselves to grow their department for training and other things. They've recently dropped that six to about four months, but that's as recent as two weeks ago with the application that was placed in before that, they're shortening that timeframe.

Ms. Bell then asked in those six months do they receive any form of benefits.

Mr. Biggs responded absolutely.

Ms. Bell then asked about healthcare.

Mr. Biggs responded yes.

Mr. Tweini then stated as far as the Veterans Program, he encouraged him to go deeper more than just an invitation to firms, to attend the meetings, and the panel would like to see this and encourages him and everyone else and noted that they're the best in the industry, and you

can't get any better than them to do the work for you and to recruit them, train them and have them part of.

Mr. Biggs stated that is something that they can tap into a little deeper, especially now that they're creating a higher level curriculum and mentioned they just hired a plant manager for their facility in Rancho Cordova and convinced him to move from Reno to California, which is no small feat based on cost of living and they have already as recently as yesterday have talked about other programs that he might be aware of when he was working in Reno, for the Tesla factory for recruiting veterans. It's not something they've seen a lot of but are open to, they have talked to people about ex-convicts transitioning as well as homeless programs and there are people coming off the street and trying to absorb them as well.

Ms. Newsom asked if he could elaborate on the workers that they're training and asked if they are receiving any kind of certifications that they can use throughout their career?

Ms. Howell responded with yes, based in their program on the National Institute of metalworking standards model, they are really ramping up to make it more of an apprenticeship.

Ms. Newsom then pointed out and stated that theirs is not an apprenticeship, correct.

Mr. Biggs responded that they get them halfway through the program, which is not a full blown apprenticeship program yet, but going to a meeting next Tuesday at the Diablo Valley College and the apprenticeship model is really where he thinks he is steering the program and hoping to give them a certain valid sort of certification that can be transferred from employee to employer state to state.

Ms. Newsom then stated that when he was mentioning earlier his dissatisfaction with a previous program asked if it was an apprenticeship that he is talking about.

Mr. Biggs then responded with no, it was an attempt by manufacturers in Silicon Valley to work with the city of San Jose to try to stitch together the junior colleges that have kids coming out of high school and had this utopian idea that he could get all these people in a room and they could solve this problem and it was just a miserable failure, because there was a lot of meetings and no action.

Ms. Newsom stated that they are seeing great success with the apprenticeship model, and there are existing apprenticeships in their local area and would highly encourage them to look at them.

Mr. Biggs responded with there's a couple of print programs for welders out in their area that appeals to their Rancho Cordova facility because they're perpetually short on that and that the manufacturers in the area are taking every human they possibly can get through their programs so transferring some of that within their facilities is definitely a goal.

Acting Chairperson Roberts stated congratulations on being 100% on their last one especially that they did it all by themselves and sounds like they have a lot of dedication to this program and are very enthusiastic and that she has tried to get through funds and various programs other than ETP and is glad they were able to help them move forward with their training program.

Acting Chairperson Roberts asked if any Panel Members have any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Bell moved and Mr. Smiles seconded approval of the Proposal for Vander-Bend Manufacturing, Inc. in the amount of \$355,255. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 23: Betts Company

Ms. Lazarewicz introduced the proposal for Betts Company with a requested funding amount of \$416,990. Betts manufactures, services, and distributes transportation parts such as heavy-duty springs, truck parts, and heavy-duty vehicle suppression. Betts customers include industrial truckers, aftermarket distributors, and heavy duty repair shops and manufacturers. The Company will train staff in new automated mechanical equipment, ERP software updates and workflow efficiencies. Training under this proposal will take place at their six locations in Fresno, San Joaquin, Sacramento, San Bernardino, Alameda and Los Angeles counties. This is Betts fourth ETP contract and the third in the last five years with good performance. The Director of Human Resources will coordinate all training efforts along with administrative staff support, and a support person at each facility will also assist with roster collection and hours tracking. Additionally, Betts has retained the services of a third-party administrator.

Ms. Lazarewicz stated Staff recommends approval of this proposal and introduced Yolanda Escamilla, Director of Human Resources and Johnathan Lee, Director of IT.

Ms. Escamilla said good morning and she is the Director of Human Resources along with Johnathan Lee, Director of Strategy and IT. Betts is a 151-year-old company, the oldest company, family owned business in Fresno, California and they are proud to have completed their fourth contract with ETP this past March and are here to continue to invest in their employees and continue work on the different initiatives they have now, and have a new leadership team over the last two years, and definitely a new commitment to training.

Mr. Lee added that with the prior contracts, they were able to really establish a wonderful foundation for all levels and every employee in the company and what they're looking to do now with this new contract, is to continue to elevate the company further and in three specific ways. Number one is continue to build and solidify that foundation that they've already worked on. The second one is get the people to more of a technological advancement mindset as they introduce new products, and even potentially some services into the marketplace. The third one is to get them to incorporate new technologies for their everyday use for their everyday positions and this is going to be a critical juncture for them to be able to move forward in that way.

Mr. Tweini said thank you for presenting today and since their company has been here since 1868, he wants to encourage them to have a stronger veteran program to include veterans on their training, because all the areas that they listed, has plenty of talented veterans, that they can fill these gaps and do great work.

stated he absolutely agrees and thinks they have the opportunity now that they have thought about it and to actually have a awaiting into their recruiting programs. Someone had military background. And as a real life example, a week and a half ago, they just promoted somebody to be the leader of one of their locations. It's a very powerful story because he had an eight-year career with them, his entire business career was with them and that he has a 12-year career because he served in the Navy for four years first, and he started in the warehouse, very physical, demanding job, warehouse and driving deliveries. Then he got promoted to counter then he got promoted to outside sales and now he's actually the leader of that facility, in eight years, and he's really a model for them and the fact that he had the military background was a big enabler for him as he would testify.

Acting Chairperson Roberts asked if any Panel Members have any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Ms. Bell seconded approval of the Proposal for Betts Company in the amount of \$416,990. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 24: ClarkWestern Dietrich Building Systems LLC

Ms. Lazarewicz introduced a proposal from ClarkWestern Dietrich Building Systems LLC (ClarkWestern). The requested funding amount of \$372,600 will train workers including 15 new employees. ClarkWestern specializes in steel construction products and services for interior and exterior framing. They also produce clips, connectors, barrier mesh and other accessories. ClarkWesterns products are utilized throughout the United States and abroad, primarily in construct commercial buildings, including schools, hospitals, office parks and stadiums. ClarkWestern will train staff on a new production line, new equipment operation and maintenance of existing equipment, as well as the development and implementation of new features to their building information modeling CAD software. Training under this proposal will take place at their three facilities in Carlsbad, Woodland and Riverside. This is Clarkwesterns third ETP contract and the third in the last five years with good performance. A plant manager at each facility will oversee and coordinate training and managers will collect and review ETP rosters. A staff member at the company's headquarters will also oversee the contract. Additionally, ClarkWestern has retained the services of a third party administrator.

Ms. Lazarewicz stated that Staff recommends approval of this proposal and introduced Frank Gomez, Plant Superintendent and Angela Jones, Training Grants Intelligence.

Mr. Gomez said good morning to the Panel Members and that he is the plant superintendent for Clark Dietrich Building Systems and this is their third project and on behalf of their company wanted to say thank you for the previous funds provided and for consideration for this request. This represents the three locations in California. He works at the Woodland facility, but also have worked for many years at Riverside facility in Southern California. And has knowledge of both facilities and the training programs that they have there, and was a big part of implementing those trainings that they conduct there and has been with the company 26 years and is a veteran himself and knows that their company very aggressively looking for veterans,

they look for people with those types of leadership skills that they can promote to administrative or leadership type roles and for the sake of brevity, would like to turn it over and If they have any questions that he may answer for them.

Mr. Tweini said thank you for his service and would like to see a stronger veteran program as much like he said he been in the company for 26 years and being that he is a veteran himself, he knows that a stronger program will do better, because we all have to be committed to do what we can to include them just a lot more than just having like FEMA or online and we can include them. This is there third contract with us and they like to see a stronger, veteran program.

Mr. Gomez responded with yes, absolutely and their company has earned several awards over the past few years from organizations like Victory for being a top military friendly recruiter, including military spouse, employers, but that they can always do better and he personally am part of the interviewing process as well and he looks specifically for those types of individuals that have those skills.

Acting Chairperson Roberts asked if any Panel Members have any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of the Proposal for ClarkWestern Dietrich Building Systems LLC in the amount of \$372,600. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 25: Collins Electrical Company, Inc.

Ms. Lazarewicz introduced a proposal from Collins Electric Company, Inc. (Collins Electrical) with a requested funding amount of \$596,160. Collins Electrical is an electrical contractor that specializes in Commercial- Industrial Design and Build Projects as well as solar engineering projects. Their customers include institutional healthcare, multi-family housing and manufacturing facilities. Training in all performance management, Lean Six Sigma and electrical processes and techniques in order to increase staff's knowledge, project efficiency and work quality. The Company recently invested in a new Project Management Tracking System, as well Design Build software to assist with their sales processes. Training under this proposal will take place at their facilities in Stockton, Modesto, Marina, Dublin, Fresno and West Sacramento. This is Collins Electricals first ETP project. The Human Resources manager and two additional staff members will oversee the project administration and operations managers at each location will collect rosters, maintain records and scheduled training. Additionally, Collins Electrical has retained the services of a third party administrator.

Ms. Lazarewicz stated Staff recommends approval of this proposal and introduced Susan Rodriguez, HR Manager and Angela Jones, Training Grants Intelligence.

Ms. Rodriguez said good morning to the Panel Members and stated that she is the HR manager for Collins Electrical headquartered in Stockton and that this is their first proposal

with ETP and is extremely excited for the opportunity for these training funds and appreciates their consideration and here to answer any questions that they may have.

Ms. Newsom asked Mr. Rodriguez to differentiate the training that they are seeking to provide for the workers, specifically the electricians that could not be provided by their JTC.

Ms. Rodriguez responded with yes, they did exclude the apprentice, because they are through the IBEW and they want to focus on their journeyman electrician, especially those going into leadership roles such as foreman. So they are investing especially in those positions. They are currently seeking supervisory training for them and as well as their construction wireman, and they are very entry level as they await most of them to get into apprenticeship and plan on investing in them as well.

Ms. Newsom then asked if the local apprenticeship program or JTC is not providing the leadership development courses and classes that they are seeking to provide to their workforce.

Ms. Rodriguez responded with no, not at this time.

Acting Chairperson said congratulations on this being their first contract and likes to see people, new blood here in our system and that and it looks like a solid contract.

Acting Chairperson Roberts asked if any Panel Members have any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Newsom moved and Mr. Tweini seconded approval of the Proposal for Collins Electrical Company, Inc. in the amount of \$596,160. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 26: Eagle Systems International, Inc. dba Synergy Companies

Ms. Lazarewicz presented a Critical Proposal from Eagle Systems International, Inc. dba Synergy Companies. The requested funding amount of \$650,095 will train staff including 56 new employees and 20 new veteran employees. Synergy Companies is a full-service energy management organization that provides comprehensive energy management and environmental solutions, such as water conservation, energy efficient heating, ventilation, air conditioning, and plumbing to residential and commercial customers. The Company also partners with utility companies to drive down carbon emissions, demands on water resources and grid demand. Synergy Companies will train staff on core technical training in HVAC, plumbing, and new technologies, which include electrification conservations, renewable energy storage, and implementation of SMART CONTROL technologies. Staff will also receive training and updated California Title 24 Regulations in order to meet Green Clean Technology efficiency standards. Training under this proposal will include six locations. This is Synergy Companies' first ETP project. The HR Director and support staff at each location will coordinate all training efforts, and additionally, the Company has retained the services of a third-party administrator.

Ms. Lazarewicz stated that Staff recommends approval for this proposal and introduced David Price, General Manager; Kirsten Nilsson, HR Manager; and Jill Meeuwsen, Synergy Management Consultants.

Mr. Price said good morning to the Panel Members and thanked them for their consideration and they appreciate ETP and the opportunities that it provides to the Synergy Company. It has been around since the early 80s and has been here since 1982. And they are boots on the ground company who does environmental remediation and weatherization programs statewide. They are part of the boots on the ground people that work in the disadvantaged communities, doing the EAS programs, which are energy assistance programs, and other programs with the municipalities for energy conservation and savings. Also they are reducing the carbon footprint and helping California reach their goals as such. They are excited about a wonderful opportunity and fuel switching and going into electrification, especially in the Central Valley. The San Joaquin Valley has 12 pilot programs that have been mandated by the state and their RFP has been selected and it's an outstanding operation to combine different resources and additional training is needed. They are anxious and excited to be able to continue participating on these much needed programs, especially in the environment that we have around us today and appreciate again this opportunity and look forward to be able to increasing their training. The founder of Synergy Companies, is a man named Steven Shellenberger and he has a training organization called Becoming Your Best and they get his training quarterly and they have trainers and HR managers in each office who train the trainers in a variety of ways and they And we also have trainers in the field. In fact, their lead trainer out of their Stockton office is a veteran and is anxious and excited to be able to have more veterans come on and probably about 6% to 7% of their workforce right now are veterans and they want to increase that.

stated he just wanted to acknowledge and say thank you every time he sees that there is a veteran component and that just gives him a joy, that something good is happening and said to keep up the good work and just to make sure whatever they do, that the veterans are paid equal to what everybody else are paid with any contract that they have.

Mr. Price responded with absolutely and typically their veterans do, they hire at a higher rate than they do their regular employees just because of their experience and their leadership.

Ms. Newsom asked for the workers that they're training, what certifications are they receiving?

Mr. Price responded with the utility companies, for example, PG&E and SoCal Gas, they require different certifications through their Stockton training centers and other centers for natural gas procedures and all of that type of thing as well. But in addition to that, they want to be able to take people in the different disadvantaged communities and hire them, which require a lot more individual training and being able to help them come up to speed on the regulations associated with it. Safety is also a big deal.

Ms. Newsom then asked for his thoughts on coordinating with an apprenticeship program and that it seems like their program might be applicable to a pre apprenticeship program.

Mr. Price introduced Kirsten Nilsson and she is their HR manager and she has reached out to many of those programs, especially, some of the community colleges and others and they had

varied success, some they got good, but it's also been very challenging to coordinate on some of those programs.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Bell moved and Mr. Tweini seconded approval of the Proposal for Eagle Systems International, Inc. dba Synergy Companies in the amount of \$650,095. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 27: Producers Dairy Foods, Inc.

Ms. Lazarewicz presented a proposal from Producers Dairy Foods, Inc (Producers Dairy). The requested funding amount of \$595,125 will train workers including 15 new employees. Producers Dairy produces and distributes dairy and non-dairy food products. The Company provides products to public schools, grocery chains, and food beverage distributors worldwide. Producers Dairy will train staff on new equipment, a new organic product line, new packaging, and new software training will provide staff with upgraded skills and cross training on machinery. Training under this proposal will take place at their nine distribution centers in two manufacturing plants located throughout Northern and Central California. This is Producers Dairy's second ETP contract and the second in the last five years with good performance. The Director of Human Resources will oversee the training project and a department manager will schedule an administrator training. Also an administrative assistant and each facility will assist with roster collection. Additionally, Producers Dairy has retained the services of a third-party administrator.

Ms. Lazarewicz stated that Staff recommends approval of this proposal and introduced Brandy Williams, Chief People Officer; Tatiana Cofta, Environmental Health and Safety Manager; and Beth Ingle, BLI Company.

Ms. Williams said good morning to the Panel and they are just thrilled to be there in front of them again for this second contract. They just finished up their first and in that time they've had a ton of growth. So it has been money and investment well spent. They have added 162 new positions and being they are a company of 650 is a really huge investment, of that number 16% of those were veterans that were specifically targeted. In fact, last week, she was in their Fairfield facility and just hired another Navy veteran that's going to be part of her HR team and is very happy to report that. They are an 88 year old company, located and based out of Fresno, California. They are a third generation family owned and operated company and she personally was born and raised in Fresno and grew up drinking Producers milk as a kid so it's really neat for her to be part of that story. Over five million half pints of little milk that they produce every week goes into and fill the bellies of kids throughout the state and that's important to be a part of that, that journey for them. For them, they have invested so much whether it was through ETP funding or through their own funding in terms of developing their people. It's important to note that 50% of their leaders, whether they are in leadership positions today, or high potentials, are through internal promotion. They try their very best not to go outside unless they

need to, because they really want to create career paths for all of their people. 57% of newly or of leaders were actually hired or promoted within the last two years. they have a turnover rate voluntary and retiree of 7.5% which is really unheard of in manufacturing it's very difficult to obtain. They're not only a manufacturer but over 300 of their people are Class A, Class B commercial drivers that has a record low unemployment rate at this point in time. They have a 13% total turnover rate, which again is remarkably low for the industry. They've dedicated in the last 18 months alone, over 60,000 hours of training into their people. 8000 hours of leadership development and when you think of why do people want to belong to Producers, they're not Pepsi, McDonald's, or Google. They're a little family owned and operated company based out of Fresno and they believe in their culture. They are purpose driven and believe in nourishing the lives through their healthy product, through the lives of children, and through the lives of families. They believe in investing in our communities, believe in investing in their company, their people, and put their money back in, and don't take it out and give huge bonuses and payments that were given to executives. That's not what they do, they invest it back into their facility. They're adding two new organic lines and both of their Fairfield facilities which they just acquired, it hasn't quite been two years and in their Fresno plant as well and of that they've also upgraded their fleet to low emissions California regulations. They believe heavily in vocational training programs and that's really important for them and actually sits on the Central California Manufacturing Advisory Board, where they created and are the founding employer to create a maintenance apprenticeship program, and they are getting their certification through the Department of Industrial Relations. They created a vocational training program for truck drivers so they will hire Class C, have the workers loaders non DOT regulated and then they can work their way into either a Class B or a Class A vocational training program for them. They are also paying for their education, paying for their schooling, and providing the OJT for them and are feeding themselves and creating succession plans for a lot of folks that are retiring. They don't see a lot of folks that want to go into truck driving so how can they incentivize that and reward that, their total rewards platform speaks for itself 95% of their health benefit platform, whether that's medical, dental, vision, life insurance is paid by the employer and have a comprehensive wellness program. They have a 5% ER match on 401k, 90 day waiting period, which it speaks very highly to what they've invested in their people and have tuition reimbursement, whether that's on the vocational side or traditional academic, or through the apprenticeship program as well and will leave it there and then open it up for them to ask any questions that they might have.

Ms. Bell said welcome and thank you and asked about their growth and why there's so much growth.

Ms. Williams responded with the contents of a person stomach don't change, and what traditional consumers consume hasn't changed from year to year. And in fact, if you think about the last few years, what's competing with milk because milk consumption continues to decline on an average of one to three percent right? You think water, bottled water is actually the number one competition when it comes to milk consumption and also lifestyle habits have changed back in the 60s and 70s. The company was founded eighty years ago. And has not been there quite that long. But you would take a gallon of milk and could put it on the dinner room table and oftentimes families don't have meals like that anymore. So their lifestyle patterns have changed and what they have to do is have to take from others, they have to go

and provide better service, better quality and they are able and have seen a 6% growth rate, just last year alone, and in a market that is continually declining and if you average with a 3% decline, plus a 6% growth rate, that's actually 9%.

Ms. Bell stated if you were dependent on her, you grow broke because she is lactose intolerant and asked if they consider the growth, is it different contracts that you receive?

Ms. Williams responded with yes, some of them are proprietary and when we go into a Costco, you know you're drinking Kirkland, you're drinking brand specific and asked if everybody heard of Dutch Bros? They were awarded the entire contract for within the state, that was huge for their Fairfield operation.

Ms. Bell said congratulations because your muscles like your people stay with you, and appreciates her being here and how they are dealing as well with an aging workforce?

Ms. Williams responded with absolutely, especially in Fairfield.

Ms. Bell then asked what their strategies around that are.

Ms. Williams responded with what she just talked about, the vocational training program, the apprenticeship program, they're feeding themselves.

Ms. Bell then mentioned employee engagement.

Ms. Williams stated they are creating their own pipeline of talent.

Mr. Tweini stated she mentioned their veterans program and this is their second application with us and their previous one did not include veterans and this one did not include veterans so looking at the numbers he would have loved to see a number of veterans that are given the opportunity to be trained. Yes these jobs, considering the geographic area that they cover and there's a lot of qualified veterans that can be trained for these jobs. And stated it's unfortunate because they don't highlight that and yet you can tell that they absolutely do that. They're just not taking credit for it so it's definitely something that will be in future applications.

Acting Chairperson Roberts had a question regarding training curriculum, it's looks pretty small, at least what they see here, and their training almost 100% of their employees, and must have trained 100% of their employees in the past as well on their last contract, because it's about the same amount and assuming it's the same group and just wondering how they're going to manage all this training, and just a small amount of training curriculum and asked do they do anything other than what they see before them? Or do they just do this. Because just looking at all this, doesn't see anything around truck driving or anything like that.

Ms. Williams responded with all of that, in fact, they just launched a train the trainer that, they spent as just a company, over \$40,000 on with Smith system training.

Acting Chairperson Roberts stated she is familiar with Smith training, but that she doesn't see it in here and that if she comes before the panel, again, would like to see a more robust, detailed curriculum than this, because looking down here and have seen a lot of, continuous improvement, some computer skills and doesn't see anything around truck driving, and when looking under who's their training vendors, she doesn't see anything on Smith training. So for

her it's a little bit weak on the training and knows that they're going to train 100% of their employees and were successful last time, and obviously got the menu right method, but just would like to see more robust training, and especially if they're going to enhance the training of their previous training program, would like to see it put in here.

Ms. Bell stated she thinks that's a very good point, because she saw that as well and have 20 trainings listed and for half a million dollars, and they should just balance it and is not listed.

Acting Chairperson Roberts added she is a trainer and would look at that going, Yeah, maybe \$100,000 with the training here and this is all she is seeing and that they don't go out to their plant or anything like yeah, it's just in the future would like to see something more robust and just that detailed and that goes with their consultant who is over helping.

Ms. Williams stated when the ETP rep came and actually observed one of their trainings, it was a full day of PSM, which is ammonia and if you think of refrigeration, there's a ton that goes in there recertified training.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Smiles moved and Ms. Bell seconded approval of the Producers Dairy Foods, Inc. in the amount of \$595,125. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 28: Simpson Strong-Tie Company Inc.

Ms. Lazarewicz presented a proposal on behalf of Simpson Strong-Tie Company. The requested funding amount of \$450,708 will train workers including 15 new employees. Simpson Strong-Tie Company is a large supplier of metal conductors, shear wall panels as well as anchor and fastening systems for building construction to help the structural integrity of homes and other buildings. They are one of the largest suppliers of structural building products worldwide. Simpson Strong-Tie Company will train staff on a new ERP-SAP system, a new assembly line, and new equipment. Staff will also receive training with technological and process improvement skills to be more efficient and productive. The Company has three facilities throughout California in Pleasanton, Stockton and Riverside. The training under this proposal will take place at their Stockton location only. This is Simpson Strong-Tie Company's sixth ETP contract and their Stockton facility's third ETP contract in the last five years with good performance. This project also falls under the Pilot Guidelines for the Repeat Contractor Rule. The training manager will oversee training and a training coordinator will collect and maintain training rosters. Additionally, they have retained the services of a third-party administrator.

Ms. Lazarewicz stated that Staff recommends approval of this proposal and introduced Luis Rodriguez, Manager and Angela Jones, Training Grants Intelligence.

Mr. Rodriguez said good morning to the Panel Members and stated he is the training and quality manager for the Stockton facility since Simpson Strong-Tie Company started 63 years

ago, the Company was founded in Oakland, California. Today they have three facilities in California and help build safer structures economically. Simpson Strong-Tie Company does this by designing, engineering, and manufacturing. No structural connectors and other related products that meet or exceed their customer needs and expectations and have truly appreciated previous ETP funds that have allowed their employees to advance their manufacturing capabilities and said thank you for considering their project today and here to answer any questions.

Ms. Newsom asked if they anticipate or foresee having any difficulties meeting their contract.

Mr. Rodriguez responded no.

Ms. Newsom then added that looking at an article that stated September 10, 2019, where it says hundreds of Simpson Strong Tie workers are on strike over pensions, health benefits, and wages.

Mr. Rodriguez responded that it has been settled and everybody is back to work and that their company is invested millions of dollars into a new ERP system and currently have a dot base system that was developed for themselves years ago and going into that alone is going to take a lot of man training hours for that.

Ms. Newsom then stated that their application says that the production workers are represented by CWA and asked if there is also a separate contract with SMART104.

Mr. Rodriguez stated that there is, but they did not include them into this contract.

Ms. Newsom then asked if the strike is still happening.

Mr. Rodriguez said no, at the beginning of September everything settled and everyone came back to work.

Acting Chairperson Roberts wanted to make a note for the Panel Members and they will see the Repeat Contractor Rule here in the Panel Packet. This is the first one they've seen since they've implemented the Repeat Contractor Rule, which was in July of 2018. When they start to see contracts come through now and in the future, they're going to look at the date of July 20, 2018 and going to start implementing the Repeat Contractor Rule and they're going to see more and more of this as more companies come through.

Acting Chairperson Roberts ask if the Panel has any questions

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Smiles moved and Ms. Bell seconded approval of the Proposal for Simpson Strong-Tie Company in the amount of \$450,708. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

MULTIPLE EMPLOYER CONTRACTS

Tab No. 29: El Camino Community College District, Center for Applied Competitive Technologies

Mr. Swier presented a proposal for El Camino Community College District, which was requesting \$749,196 in funding, inclusive of Support Costs. This project will train approximately 614 retrainees and 150 Small Business retrainees statewide. The College established its Business Training Center for Customized Training to advance California's economic growth through education, training, and services contributing to workforce technology and business development. The proposed training will be provided to manufacturers and other employers facing out-of-state competition statewide. Training is customizable to meet specific employer's needs. This is El Camino's twenty-third ETP contract and ninth in the last five years, including AB118 funded projects. The most recent updated report performance shows organization has tracked 77% of the prior agreement and projects earnings of 100%.

Mr. Swier stated that Staff recommends approval of this project and introduced Eldon Davidson, Director, Center for Customized Training.

Mr. Davidson stated it's a pleasure working with the Panel and all the manufacturers and the aerospace people that they serve and this is definitely having an impact on their operations, and improving their efficiencies. They revamped their curriculum to be more robust and also going to be spending quite a bit of time working with manufacturers that have Department Defense contracts to bring them in line with being cyber ready and they did include cyber security in this round and working with other colleges to do that. They just hosted a statewide cyber security with their other colleges a couple of weeks ago to prepare for this with 6000 manufacturers in the state of California and it's very important because if they don't, if they're not in compliance with Department Defense, beginning in 2020, probably in July, they could lose their Department Defense contracts. They went into action to try to assist their manufacturers and is pleased to say they are online with the alternative fuel grant, and it's all ready to go so they'll be submitting that and hopefully, see the Panel again in January and asked the Panel if there are any questions he can answer

Acting Chairperson Roberts stated it just seems like they just saw them but it's been over a year since they have.

Mr. Tweini wanted to say thank you for coming and for all they do and would like to see a stronger veterans program. A lot more than just inviting someone with that capacity and with the number of people that they train, with the geographic area that they covered and is sure that there is a lot more veterans.

Mr. Davidson responded that he is glad Mr. Tweini brought up that topic because that's very dear to his heart and knows personally, when he was in Alaska, he worked extensively with the veterans and was given the opportunity to put them to work in a high unemployment area that was like 65% to 70% in the rural area and his wife is also employed, working with veterans and the military people. He does preach that everywhere he goes because he has a wonderful wealth of skills and knows that when they start looking at cyber security that is going to be a target. They just received a grant from Cascade working Department Defense and one of those

is actually going to be working with their military facilities around the state. In regards to certifications, they're looking to have multiple certifications that they can pass on to give these people certificates that they can take with them.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Bell moved and Mr. Tweini seconded approval of El Camino Community College District, Center for Applied Competitive Technologies in the amount of \$749,196. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 30: Gnomon, Inc. dba Gnomon School of Visual Effects

Mr. Swier presented a proposal for Gnomon School of Visual Effects which is requesting \$206,500 in funding, inclusive of Support Costs. This project will train approximately 175 retrainees statewide. Gnomon is an accredited, for-profit college that focuses on artistic and technical training for careers in visual effects, animation, and games industries. The trainees will be trained in the most current advanced technology versions of digital software and hardware. Approximately 80% of the training will be delivered at Gnomon facility in Hollywood and the other 20% at employers' worksites. This will be Gnomon fourth ETP contract, and the first within the past five years.

Mr. Swier stated that Staff recommends approval of this project and introduced Lily Feliciano, Manager, Industry Outreach and Development.

Ms. Feliciano said good morning to the Panel Members and thanked them for having her there. Gnomon School was founded in 1997, which is considered the dark ages of visual effects training and it was born out of a need to deliver the latest industry standards skills to fledgling artists and workers that wanted to enter career paths and animation, film, television, post production, visual effects and the games industries. Today Gnomon has achieved accreditation as the top visuals effects school providing the industry growth standard of training to the entertainment industry. Full time students exiting Gnomon certificate and degree programs in entertainment arts are entering the game industry. With top skills and impressive work to offer California game studio developers in particular and with extensive knowledge in the latest industry software. They are the new hires with speed efficiency and they enter the industry ready to build their experience and level up with ETP and their offerings. Those who are already working in these industries have a valuable opportunity to stay fresh and up to date on the very latest software and industry standards for visual effects and games development design and production. The industry is tough, it's competitive and it's thriving. Gnomon aims to support those workers seeking opportunity to learn the new tools and integrate a seamless pipeline with their respective teams and coworkers and asked the Panel if they had any questions,

Mr. Tweini stated this is not their first time coming here and doesn't see a strong Veterans program even though he sees a generic one that they hire, recruit and invite people. But

doesn't see from the previous one that they included veterans in their program and would like to see it included.

Ms. Feliciano said thank you and just side note to that is she did inquire with their recruitment team and their team that does registration for the school, for the program students and they told her that they're at just under 30 students that have gone through the Gnomon program for training going into the visual effects industry and she plans on working closely with their recruitment director who's a new hire just from this year, she's doing an amazing job with outreach efforts and she spoke to her and the Veteran Affairs offices are definitely going to be included in offering opportunities and letting them know what opportunities are available. In the game industry, a lot of the knowledge that a veteran could bring to the table with some of these games is extremely valuable and as part of her outreach efforts, plans on asking many of the HR directors and those that she works with that are in hiring for the game studios, how many of their employees are veterans, just so that she has those numbers as well.

Ms. Newsom added that it says on their application that they're a for profit college, but none of the workers that you're training are going to be charged any tuition.

Ms. Feliciano responded with no.

Ms. Newsom then stated she was just wondering how this works out and asked if they take some classes and then they should opt into paying for separate course.

Ms. Feliciano responded with no, there's no pressure whatsoever. This school currently has undergrad programs students and there are still a lot of people working in the industry that opt to come and take individual courses just because the software changes so rapidly and so in order for them to feel like they are at the top of their game, which it's easy in six months, you could quickly fall behind when somebody who's maybe 23-24 years old comes in and they know more than you do. So a lot of people opt to come in and do retraining on their own. They're so excited that through their employer, they have the opportunity to do that training through ETP and have been getting the most amazing responses.

Acting Chairperson Roberts stated they hadn't been back for five years, but they had previous contracts years ago and asked Ms. Feliciano is she knows why they stopped coming after a certain period of time.

Ms. Feliciano said to her knowledge, she actually worked for Gnomon previously, and started working there in 2004 and left in 2011 and went and did consulting work and then just came back this year. She wasn't involved in the ETP program at that time and her ETP experience has been in the last five years and believes that at that time they were working with a consultant and they were also going through accreditation at the same time and accreditation is such a huge task and undertaking that she believes their staff resources were like, the consultant was part of doing and running the ETP program, but then there was some reason why they decided because of accreditation just to focus on that and the consulting relationship that was bringing in ETP business, but stated that she is the point of contact now and is very focused on ETP.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the Gnomon, Inc. dba Gnomon School of Visual Effects in the amount of \$206,500 Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 31: Kern Community College District

Mr. Swier presented a proposal on behalf of Kern Community College District (Kern Community), who is requesting \$678,514 in funding, inclusive of Support Costs. This project will train approximately 600 retrainees and 163 Small Business retrainees statewide. Kern Community is committed to providing training opportunities to small rural companies that typically have limited funding available for their employees. Kern Community is also determined to help unemployed or underserved individuals with multiple barriers by providing job search, interview skills, work experience, and job placement services. This will be their twelfth agreement and the fifth in the last five years. The most recent updated performance shows the organization has tracked in 100% of the prior agreement and projects to earn 100% of that agreement.

Mr. Swier stated that Staff recommends approval of this project and introduced Dave Teasdale, Director of Economic and Workforce.

Mr. Teasdale said good morning to the Panel Members and thanked them for letting him come and talk about their proposal and would love to be able to brag about the things they've been able to do as partners with ETP the last few years but in the spirit of brevity, he just wanted to remind them where they are. Kern Community College District is a three college district that serves current Kern, Los Angeles, Riverside, San Bernardino, Fresno, and Ventura Counties. It's a high unemployment, high poverty, low educational area and what he is most proud of is what they've been able to do in partnership with their employers. The Workforce Development Boards and Economic Development Corporations. They take people who have entry level positions, lower skill, and are able to upscale them, give them increase knowledge and see them get promoted and advanced within their company. Opening up new slots for people coming in at the entry level position and continue to advance and is happy to answer any questions they may have about their proposal.

Mr. Tweini stated he would like to see a stronger veterans program in the area that they're in and stated he currently represents people in Kern County and is familiar with the area and that there is a lot of veterans.

Mr. Teasdale responded that Edwards Air Force Base is in their service area and noted that two contracts ago, they did have a veteran's job number and didn't do well on it. The employees in their area love to hire veterans and are training dozens and dozens of veterans in their incumbent worker job numbers. But that being said, they are working on a homeless to work initiative that they will be partnering with and a lot of the veterans that need training to get into jobs also have additional business barriers that are standing in the way of their employment and thinks there's an opportunity for them to partner with some of those community organizations and create a special program for those veterans. The ones coming directly out

of service with the MLS is that the employers love do really, really well and see them as they're advancing within their organizations, but there are other veterans that they could be serving.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Newsom moved and Mr. Tweini seconded approval of the Kern Community College District in the amount of \$678,514. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 32: Mt. San Antonio College

Mr. Swier presented a proposal on behalf of Mt. San Antonio College, which is requesting \$355,050 in funding, inclusive of Support Costs. This project will train approximately 250 retrainees, and 120 Small Business retrainees in Southern California. Training will assist them in adopting new business practices, incorporating new technology, and becoming leaner and more efficient through continuous improvement strategies. This will be the College's fourth ETP contract and the fourth within the past five years. The most recent updated performance shows the organization has tracked 99% of the prior agreement and projects to earn that amount.

Mr. Swier stated that Staff recommends approval of this project and introduced Paulo Madrigal, Director, Community & Contract Education.

Mr. Madrigal said good morning and he is the Director of Community and Contract Education for Mt. Antonio College and that community colleges is part of their mission. and their mission as an educational institution is to not only take care of their own students on campus, it's also their community, making sure that their employers can have the best of that they can link with them, and can partner them with them and can provide the best training that they have. Their goal is always to keep those employers close to their campus because that provides employment to their community and that also provides a lot of internship opportunities to their students. They have to look at it in different ways and want those employers to stay with them and want their community to take advantage of those jobs around them and their students to have an opportunity to get to those openings whenever they come up and with that would like to open it up for questions.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of Mt. San Antonio College in the amount of \$355,050. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 33: Riviera, Inc. dba The Enterprise U

Mr. Swier presented a proposal on behalf of The Enterprise U which is requesting \$749,630 in funding, inclusive of support costs. This project will train approximately 526 retrainees and 150 Small Business retrainees statewide. Enterprise U provides training services consulting, coaching, and software solutions to clients in the industries of manufacturing, entertainment, engineering, technology, logistics, and biotechnology. This will be Enterprise U's tenth ETP contract although the current contract does not term until October 2020. The contractor anticipates funds to be exhausted by October 2019. The most recent updated performance shows the organization has tracked 99% of the prior agreement and projects earnings of 100%.

Mr. Swier stated that Staff recommends approval of this project and introduced Winny Ho, Executive Director.

Ms. Ho said good morning and thanked the Panel for this opportunity to present their project to the ETP panel. They have been educating Californians for the past 35 years, and are proud of the reputation they've earned for providing tailored educational solutions, and strategic training to their clients. Over 90% of the funding from their previous contract went to training priority and small businesses and the funding they've provided to them does support the highest funding priorities. This next contract, they will continue focusing on supporting small, fast growing companies that will contribute greatly to the California economy, but do not yet have the internal resources to provide their own corporate universities. Internally, their VP is a veteran and they try hard to work with employers who have active veteran recruiting programs.

Mr. Tweini stated that this is their tenth contract and could do better in recruiting veterans and getting veterans to have the same opportunity like any others that they can get.

Ms. Ho thanked Mr. Tweini for that feedback and work with employers, providing a private on site class, so they don't necessarily recruit.

Mr. Tweini then stated the outreach could be throughout to get veterans to be part of the program.

Ms. Ho then responded that they will take that into consideration.

Ms. Newsom then added seeing that one of the companies that they are going to provide training for are employees of Lyft and estimated a number of employees to be trained under this agreement is 150 and then asked what kind of employees are those and asked if those are the drivers?

Ms. Ho responded that they are not the drivers but payroll employees.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the Riviera, Inc. dba The Enterprise U in the amount of \$749,630. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 34: Santa Clarita Community College District

Mr. Swier presented a proposal on behalf of the Santa Clarita Community College District which is requesting \$749,760 in funding, inclusive of Support Costs. This project will train approximately 488 retrainees and 150 Small Business retrainees statewide. The College provides customized training and educational programs that support economic and community growth in the region through its Contract Education Unit. Participating Employers include manufacturers, aerospace, biotechnology, logistics and warehousing, and a multitude of other service related businesses. This will be the fifteenth ETP agreement and the fifth within the past five years. The most recent updated performance shows the organization has tracked 96% of the prior agreement and projects earnings of 100%.

Mr. Swier stated that Staff recommends approval of this project and introduced John Milburn, Executive Director, Employee Training Institute.

Mr. Milburn said good morning to the Panel Members and wanted to thank Margarita Paccarelli and Ryan Swier at the North Hollywood office for helping them get their application together and before them today. They work closely with hundreds of manufacturers in their area, local manufacturers, predominantly in aerospace, also medical device and other industries. They are very excited to continue to bring ETP funding to these companies as they need it and also are seeing new companies moving to their area and also seeing some companies as they look to expand maybe out of state. ETP is always a critical tool and resources that they use to try to keep their companies there in the area and with that opened it for any questions they might have.

Acting Chairperson Roberts stated she appreciates them training companies in Valencia, which is right where they're located.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the Santa Clarita Community College District in the amount of \$749,760. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 35: Union Roofers Joint Apprenticeship and Training Fund

Mr. Swier presented a proposal on behalf of the Union Roofers Joint Apprenticeship and Training Fund who is requesting \$748,860 in funding, inclusive of Support Costs. ETP has received the Union support letter by the United Union of Roofers, Waterproofers and Allied Workers, Local 36 and 220 supporting this proposal. Training includes multiple aspects of the roofing industry such as tiles, shingles, solar panels, damp roofing, solar roof tiles, metal roofing, and waterproofing systems. The project will train 260 journeyworkers and 360 apprenticeship workers. The contractor actively recruits veterans with the Helmets-to-Hardhats organization, but it's not seeking to separate veteran's job number. This will be their third ETP agreement. The most recent updated performance shows the organization has tracked 111% of the prior agreement and projects earnings of 100%.

Mr. Swier stated that Staff recommends approval of this project and introduced Guadalupe Corral, Apprenticeship Coordinator.

Ms. Corral said good morning and thanked the Panel for the past contracts and it has really helped them a lot. Their graduation ratio is increasing and they are also doing a lot of upgrade classes, water recapturing systems and are turning more and more employable now and asked if the Panel if they have any questions.

Ms. Newsom asked what are they doing to recruit more women into the trades and what are they doing to recruit more veterans.

Ms. Corral stated that they work with Helmets-to-Hardhats and they have been members for about 15 years and currently have about 20 veterans in their system, and recruit women from WINTER and also there's another agency that they recruit from is in Southern California. They do have about 10 women in their trade, and stated roofing is a very difficult waterproofing trade but they recruit forcefully and try to give women the opportunity to come into school and complete and they do have journeywomen that have completed the course and again, it's that's all part of their organization.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the Union Roofers Joint Apprenticeship and Training Fund in the amount of \$748,860. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 36: East County Economic Development Council

Ms. Tarrac presented a proposal on behalf of the East County Economic Development Council which is an alliance of key representatives from business, community, education, government, and industry leaders to support economic development in the region. This is a first time, Multiple Employer, Priority Industry project, which, if approved will focus on training Veterans, At-Risk Youth, Multiple Barriers, and New Hire trainees in East County San Diego. They're requesting \$239,705 in ETP funding, inclusive of Support Costs, and plan to train 40 trainees, of which five will be veterans. In order to meet the gap in the market of skilled machinist the ECEDC plans to collaborate with QCMI and the Grande Foundation, QCMI's non-profit foundation arm to train workers in machinists skills and cyber security. This project will be overseen by the ECEDC's President and CEO with support from the Program Coordinator at the Grande Foundation. The ECEDC is requesting an exception to the training vendor limitation to allow for the Contractor, a nonprofit, to provide a portion of administrative duties with the Grande Foundation, also a nonprofit, providing training, development, and some administrative services. Executive staff have diligently reviewed this and determine this is consistent with the intent of the rule. Therefore Staff recommends approval of this exception.

Ms. Tarrac stated that Staff recommends approval of this proposal and introduced Jo Marie Diamond, President and CEO and Rick Urban, COO and CFO of QCMI.

Ms. Diamond thanked the Panel for hearing their proposed project. East County EDC was formed in 1984 and represents the eastern sub region of San Diego County. Throughout their history they have long been champions of manufacturing and by extension, the entire supply chain supporting defense aerospace and the San Diego regions innovation economy. They have the largest manufacturing week event in San Diego County, as well as regular tours of manufacturers of panels, some of the manufacture are in this room today, and they actively seek women and veterans at these outreach events. Through their employer-facing work, over the years (studies, focus group, site selection meetings), they have heard repeatedly and emphatically that their manufacturers see the lack of skilled workforce and the pipeline of skilled workers as their number one impediment to continued growth in the state of California. That's why they're so thrilled to work with ETP and the Grande Academy and QCMI to offer training to produce a skilled workforce that meets the demands of numerous advanced manufacturing employers and are able to see a list of employers who are on a waiting list for these graduates. ETP is a critical partner on the CASCADE effort and for that reason, they've decided to address cyber security training specifically as it relates to the industrial environment in this training proposal. Although this is their first time with ETP, they have confidence in their long track record of both performance and compliance with grants and contracts on the federal, state, and local levels. They have been a prime contractor to the Department of Defense on an unusual feat for a Sub-Regional Economic Development Council and they feel satisfied that they will be able to meet the requirement to this.

Mr. Urban stated that although their training program may be new to ETP, the actual training program has been in place since 2015. They have done seven cohorts with 50 graduates and 48% of those have been placed in manufacturing. The other two were offered jobs, one moved to Las Vegas and the other one decided to stay as a chef and of those 48 employees, none of them are in the current position they were originally hired in, they all have been promoted and 25% of those people were veterans. When they leave, the reason they get promoted is they're not just trained in manufacturing, they're trained in inspection and they have a green belt for Six Sigma. They also are level one for non-destructive testing and they understand first article inspections, they understand quality clinics, and are able to go into any position in manufacturing. Typically, they move around a little bit because they're very valuable employees..

Acting Chairperson Roberts asked Ms. Tarrac why they didn't put the Participating Employers under this Agreement.

Ms. Tarrac responded that this is a partnership with QCMI and so that is the only Participating Employer in this instance.

Ms. Bell pointed out that on their roster of training, there are 13 listed that they are going to be providing and they are asking for a quarter of a million dollars. Ms. Bell asked if there is any additional training that is not listed on the back page that the Panel is not seeing.

Mr. Urban responded that that training is actually 320 hours just for the manufacturing training, and QCMI is contributing the additional amount of that training, and then the cyber security is an additional eight hours. The total training hours that they'll get is 328 hours and on the lab portion of it, the training ratio is two trainees to one trainer; and the ratio of on the floor on the

equipment training, which is majority of the training, is a 1:2 and the total number of hours that they're going to actually get is 328 hours.

Ms. Bell stated that she is not asking about the hours, but asking about the specific topics that they're providing.

Mr. Urban responded back that those are the training modules and it may not look like many different training modules, but they are very extensive and very robust.

Mr. Tweini thanked them for recruiting and including veterans in the program and stated that's what they like to hear and asked how they heard about ETP.

Mr. Urban responded that Quality Control actually has had two contracts and they're on their third contract, and they have earned 100% of those contracts.

Ms. Diamond added that they have worked with ETP over the decades and in the 90s, would tell their employers to run the other direction from taking an ETP contract, and whatever the Panel and the program has done in the last 10 years, has been extraordinarily positive and now have people lining up to do it and mentioned that it's not your grandmother's ETP, but that the Continuous Improvement in the program has been extraordinary and they've been tracking the improvement and can tell the quality of the program has improved, how the administrative burden is clearer for people to understand what they're getting into, and they've been working with ETP and ETP is their partner on CASCADE as well.

Acting Chairperson Roberts asked to clarify who the Grande Foundation is.

Mr. Urban explained that it is their nonprofit and they had been doing this training under a nonprofit arm of their company. The other companies that are involved, and they have a list of companies that are actually waiting for their graduates for this program from a General Atomics to a small shop and out in East County, they have a nonprofit, a 501C3, that is a Grande Foundation and then have a for-profit arm which is QCMI.

Acting Chairperson Roberts stated that she worried about these projects, and this is one that they struggled with in the past, is that they are coming through as the entity but yet the Grande Foundation is getting all the funds and they're administering it, developing it, training it, so they're getting the majority of most of all the funds except the Support Costs, except they have a little small one through 171 Comply. Acting Chairperson Roberts explained that she just wants to avoid the situation where you work with this gal here, and stated that they work with this group, then go to another group in San Diego and work with another Chamber of Commerce, then get all the funds again. That is one thing they wanted to get away from.

Mr. Urban added he is also the Chairman of the East County EDC, and is not working with any other organization.

Ms. Diamond stated that because The Grande is C3, a nonprofit, it doesn't have members, but they are the member-based nonprofit that allows that sort of independent, honest broker, that brings in any employer who's worthy of taking the training.

Acting Chairperson Roberts stated they had problems when they put a program in place to ensure that this couldn't happen, but they eliminated that, and she sees more and more people

coming through doing this. Acting Chairperson Roberts stated that she just doesn't like to see somebody get all the funds when they're not the actual entity that's coming before the Panel.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of the East County Economic Development Council in the amount of \$239,705. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No 37: Murrieta Chamber of Commerce

Ms. Tarrac presented a proposal on behalf of the Murrieta Chamber of Commerce which is located in Southwest Riverside County and is a nonprofit alliance of businesses in the Murrieta area and which partners with the City of Murrieta and other local Chambers. This is a Repeat Multiple Employer, Priority Industry project which will include retrainees and Small Business trainees. They're requesting \$749,040 in ETP funding, inclusive of Support Costs and plan to train 640 trainees. If approved this would be Murrieta Chamber of Commerce's fourth ETP contract and the third in the last five years. Although this project does not include a Veterans component, Participating Employers may potentially include veterans. Further, some of the Participating Employers may be in High Unemployment Areas, however, they are not requesting a wage modification. This project will be overseen by Murrieta Chamber's President and CEO with support from the Murrieta Business Relations Coordinator. An administrative subcontractor, DLI & Associates, LLC, will also assist with the project administration. Training vendors include Custom Corporate Communications, University of California Riverside Extension, and Western Training Group.

Ms. Tarrac stated that Staff recommends approval of this proposal and introduced Patrick Ellis, President and CEO.

Mr. Ellis thanked the Panel for this opportunity. Mr. Ellis stated that they have been extremely successful in the past with their contracts, and continue to look to do the same in the future. They work very closely with UCR extension as well as the Riverside County Workforce Development Board (which he sits on the board of, as well), looking for the different opportunities to help the businesses that need that assistance. To the point of veterans, he has the opportunity, because of his association with Workforce Development Board this year and in 2020 he will be going through the Honorary Commander Program at March Air Reserve Base, to be looking to incorporate what they can do more of to help the individuals coming out of that base and then also taking that to Camp Pendleton since they are literally halfway between the two bases, and see what they can do to more effectively help the veterans that are either coming out of the system or looking to create their own type of opportunities within the workforce. They are very much looking forward to the next year of developing their programs to specifically target veterans.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Ms. Bell seconded approval of the Murrieta Chamber of Commerce in the amount of \$749,040. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 38: University of California, Riverside-Extension

Ms. Tarrac presented a proposal on behalf of the University of California, Riverside-Extension, which is located in Riverside and serves adult learners throughout Southern California. While this would be UCR Extension's first Multiple Employer Priority Industry project they would be leading, UCR Extension has provided ETP funded training as a training provider in over 20 ETP MECs. They're requesting \$321,604 in ETP funding, inclusive of Support Costs, and plan to train 232 trainees. The training plan will include business and manufacturing skills and training will be conducted at Participating Employers' sites and at the Extensions campus in Riverside. This project will be overseen by UCR Extension's entire Custom Programs team, which has extensive knowledge with ETP regulations and ETP eligible training. The UCR Extension has a robust tracking system to track Participating Employers and training for trainees which will ensure there's no concurrent enrollment in any MEC ETP contracts.

Ms. Tarrac stated that Staff recommends approval of this proposal and introduced Lisa Miller, Director of Custom Programs.

Ms. Miller said hello and thank you for having them there and that she is the Director of Custom Programs for UC Riverside Extension and her colleague Desiree is their manager of their custom programs and gave a little bit of background since this is their first contract that they are asking and stated that their Extension is part of the community facing arm of UC Riverside. They focus on continuing and professional education and their goal is to work on upscaling the labor force within the Inland Empire. They have been servicing across 20 multiple employer contracts ETP programs since 2002. They have worked in conjunction with Riverside Economic Development Agency the Southeastern Los Angeles County Workforce Development Board and the Murrieta Chamber of Commerce and as a result of the knowledge and expertise that they have gained over the last 17 years in handling their ETP funded programs, they have decided that they would like to move forward with requesting their own contract. This will give them more agency in the management of their programs and in the allocation of their funds. They have recently hired a brand new staff member who is going to specifically be the coordinator of their ETP programming. But in addition to all of that, they do have four full time staff members who also support this including herself as a director, Desiree as their manager, and have a director of corporate partnerships and have an administrative assistant and are also bringing on an intern just so that they ensure that they have the support that they need in order to do all the tracking and administration of the contract, which is that one part of the contract that they have never administered before. They also have a robust marketing department that supports all of Extension but will also be assisting with any marketing initiatives that they need for their ETP funded programs and have a large pool of instructors that they use for their curriculum development and who help them create tailored programs for all of their employers that they work with and then they are also the ones who are doing the introduction. One of the things that she has noted in listening to all of these

presentations is the focus on veterans and knows that in their proposal, it doesn't specifically state the outreach that they have, although they do work with companies that actively recruit veterans, and also do track that but Extension as a whole, beyond just the custom programs does have quite a few initiatives in which they are working robustly in order to make sure that they're bringing in veterans and in educating our veteran workforce for the jobs of the future and one of the things that they're moving forward with in the very near future is their apprenticeship model that veterans will be a very large part of as well. As a whole UCR Extension is very committed to educating their veterans as they enter the workforce. They are very excited to be able to ask for this contract on their own and to be able to help keep an upscale the skills of their employees in the Inland Empire, and for the state of California and for the future as well and asked if they have any questions, they are happy to answer them.

Acting Chairperson Roberts stated it's unfortunate that they have two contracts in here, one that they're the training entity on the consent calendar, and that they're getting 100% of that dollars, and then they're coming forward for another one and on this one, this a red flag for her and is familiar with continuing education programs out of schools there. It's a profit organization and asked if they're a profit organization.

Ms. Millers responded with no, they are a nonprofit and are self-sustaining in the sense that they need to make sure that they pay the bills and the staff salary. But they are nonprofit that is not the goal and that they are the University of California, Riverside. They're not an external entity to the University of California, Riverside and so their mission is in line with the university.

Acting Chairperson Roberts then asked if they bring in other groups like businesses, Riverside County entity that they're fully training on and was just wondering how many other companies do they do a full hundred percent training on other than what she sees here.

Ms. Miller stated what they have right now is a few companies they have because they are also training with Riverside EDA and does have some companies that they have marked specifically to finish out the rest of the training that they had with them, and not going to be taking anything away from what they've already committed to them and have added several companies that they intend to move forward with, that are going to be exclusive to UCR and what they're looking for is that you see gold stamp certificate which they offer. This will give them a little bit more agency to be able to manage the programs that they had, some of the programs unfortunately, will wound up having to put on the side burner because Riverside Extension ran out of funding, where if they had their own contract, would have been able to offer those courses on their own. And ran into some of these hiccups along the way that they've decided for the best interest of their employers, that it would be best for them to have their own contract. So that way they have continuous opportunities instead of having to wait for these gaps.

Acting Chairperson Roberts stated she is glad they have a plan moving forward, and just gets all muddy for her.

Mr. Tweini made a quick comment and asked on the same line as far as veterans concern with their program. Education is a key and lived in Riverside right by March Air Base and he represents a good number of people and they serve or maybe some of the workers in their

area represent and he is with the Teamsters 2010. And they can get good quality high paying jobs.

Ms. Miller stated that's their goal and to make sure that they are serving our veterans and quite frankly, the Inland Empire as a whole so that the people don't have to commute long distance in order to get well-paying jobs.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Smiles moved and Mr. Tweini seconded approval of the University of California, Riverside-Extension in the amount of \$321,604. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 39: Contra Costa Workforce Development Board

Mr. Hoover presented a proposal on behalf of the Contra Costa Workforce Development Board., which is a Priority Industry and the total funding being requested is \$220,240. Established in 1975 and located in Concord, the Contra Costa Workforce Development Board (WDBCCC) is a public-private partnership that provides local and regional workforce development services and training to the unemployed for the community participating employers and use. The training will take place at the Kaiser Permanente School of Allied Health (KPSAH) and Richmond. This will be WDBCCC first ETP contract to train 40 unemployed individuals in Contra Costa County upon completion of training and passing a certification exam, trainees will be placed and retrained in full-time jobs at Kaiser or other health industries in Contra Costa County. Even though a veteran's Job Number isn't included, WDBCCC recruits veterans through its advertisements and mailing lists. Within its training infrastructure, WDBCCC's Health Lead, who's the dedicated administer, will oversee all ETP training. Training will be scheduled and conducted at KPSAH and clinical preceptor training will be delivered at Kaiser Permanente hospital and clinics in Contra Costa County. The Health Lead, along with three part-time administrative support staff, will monitor the training and its trainees throughout the process by collecting rosters, uploading training data, and meeting with ETP staff. WDBCCC is requesting and Staff recommends 8% support costs to assist with recruitment and training assessment.

Mr. Hoover stated that Staff recommends approval for this proposal and introduced Bob Redlo, Health Lead for Contra Costa Workforce Development Board (CCWBD).

Mr. Redlo said it's a pleasure to be here and said thank you to all the staff that helped put this together. The medical assistant occupation has changed so much over the last four or five years before medical assistance, were folks that sort of when you went to a clinic, you'd see them they would room you and that was it. But now under the new transformation of healthcare delivery, medical assistants do a great deal more. They do EKG, they do phlebotomy, and involved in team care. They're involved now on behavioral health, their wages have increased probably almost doubled in the last five years. So they're kind of crucial to the way they do to healthcare delivery. So this program is it trains at the highest level, it's a yearlong program. It

involves an extensive clinical programs and this it's an entry level job and really proud of the effort for diversity and inclusion and here to answer any questions.

Mr. Tweini asked how did they hear about ETP, that's number one. The second thing is he would like to see more veteran's programs, on their initiative going forward, because this is a good thing to do and there will be the best workforce that they can have.

Mr. Redlo said he has known about ETP for quite a while and been involved with the California Workforce Board for a long time. And would like to do a lot more health education training, and do it at a higher level and get people through career pathways and work with their partners to do that. It's not so easy to use these programs in the health sector, and don't have a traditional apprenticeship model, etc. So it's difficult, but thinks they are all learning how to work with each other. And have a lot of opportunity here. And the healthcare sector in California is huge, maybe the number one sector in the state, so lots of opportunity.

Acting Chairperson Roberts stated when she sees these contractors come through, with the other ones, they're getting 100% of the training under this contract, right? And they see Kaiser come through at least every other month, they're coming through all the time. So as they look at this, and just wants to make sure that the staff understands that when Kaiser comes through this Kaiser School of Allied Health of Richmond, need to look at them as a one group and so they're getting all these funds from them but they could come through

Ms. Newsom added under a new hire.

Acting Chairperson Roberts just want to make sure that when doing this because they have to spread funds around and doesn't want one company like Kaiser to get all the funds of all these multiple contracts plus are doing the training for them. And is not disputing the training, they have three pages of training curriculum and got a lot of training going on for medical assistance. So it sounds like they've got a really robust training program right but need to look at this little more carefully when they see other contracts come through under the same entity like Kaiser.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the Contra Costa Workforce Development Board in the amount of \$220,240. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 40: Jewish Vocational and Career Counseling Service

Mr. Hoover presented a proposal on behalf of the Jewish Vocational and Career Counseling Service. They are a priority industry and a repeat contractor. Total ETP to be funding is \$597,398. JVS operates a wide range of employment services and vocational training programs including job search, job readiness, job placement, specialized vocational training, and career counseling. These services help unemployed and underemployed clients with multiple barriers, learn skills to acquire gainful employment and career oriented positions. Training will be delivered out of its center-based San Francisco headquarters and through

partnerships with vendors, such as San Francisco State and University of the Pacific. This will be JVS's sixth ETP contract, third in the last five years. And even though a veteran's Job Number isn't included, JVS continues to serve veterans and participates in veteran outreach activities internally to recruit applicants. It's training infrastructure consists of a Chief Strategy Officer, Chief Program Officer, Director of Client Services, Senior Manager of Data Quality and Evaluation Services, and a Public Funding Coordinator, who will all oversee the administration. Training will be provided by nine in-house experts and vendors. JVS also retained Steve Duscha of Duscha Advisories to assist with administration and JVS requests 12% Support Costs to assist with the effective implementation of this project which will require ongoing recruitment, assessment, and oversight. Staff recommends the 12% Support Costs.

Mr. Hoover stated that Staff recommends approval of this proposal and introduced Lisa Countryman, Chief Strategy Officer; Abby Snay, Chief Executive Officer (CEO); and Steve Duscha, Steve Duscha Consultant.

Ms. Countryman thanked the Panel Members and stated that JVS was founded 45 years ago to help struggling San Francisco Bay Area residents find jobs. Their clients want an opportunity to earn families sustaining wages, and their programs give them the skills experience and connections they need to do just that. They want to thank them for the support that they've already provided, which has helped expand services to an increasing number of vulnerable people who are struggling to earn a living wage. Today, are asking for help to continue to support training for those who've been left behind by the Bay Area's economic boom and proposing a new hire training for entry level positions with a focus in healthcare and technology. No one will be placed in a job at less than \$16 an hour and most will be placed at \$20 an hour or more and believe that everyone deserves a chance at it job at decent pay. That is what JVS is about and that is what this application is about and wanted to additionally note they actively recruit veterans in partnership with veteran serving offices at the community college partners they work with, and also through a long standing partnership with Swords to Plowshares and love to answer any questions now.

Mr. Tweini wanted to say thank you because of the strength of their veteran program, and also do a lot of good work in community and knows very much of their organization, all the work that they do and want to acknowledge and thanked them and to continue doing the good work, good paying jobs is what we need for these people.

Acting Chairperson Roberts stated they have their work cut out, doubling their amount and doubling employees and obviously see a big need in their area and wish them the best.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of the Jewish Vocational and Career Counseling Service in the amount of \$597,398. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 41: John Muir Charter Schools

Mr. Hoover presented a proposal on behalf of the John Muir Charter Schools. This is a Priority Industry and total ETP funding being requested is \$270,510. Headquartered in Nevada City, John Muir Charter Schools provides educational programs designed to meet the needs of the youth of California Conservation Corps, Local Conservation Corps, YouthBuild and Workforce Innovation and Opportunity Act Programs. This will be JMCS's first ETP contract. JMCS will partner with a nonprofit training vendor, Rancho Cielo, Inc. (Rancho Cielo) of Monterey, to deliver vocational skills training under ETP's Ex-Offender/At-Risk Youth (New Hire) program. Rancho Cielo has been serving the ex-offender/at-risk youth population since 2004. Rancho Cielo also has experience providing job training and supportive services such as job placement and life skills counseling for these populations and it will assist JMCS in satisfying ETP's job placement requirements. Training will be delivered at Rancho Cielo's facility in Monterey. JMCS requests 12% Support Costs to assist with the effective implementation of this project, which will require on-going recruitment, assessment, and oversight. Staff recommends the 12% support costs. JMCS's Fiscal Analyst (dedicated administrator) and a Program Analyst will oversee the project and administration. JMCS hired Steve Duscha Advisories to assist with ETP administrative tasks. ETP training will be provided by five in-house experts within Rancho Cielo. Support services are also provided by Rancho Cielo and with assistance from JMCS as needed.

Mr. Hoover stated that Staff recommends approval for this proposal and introduced Susie Brasa, CEO; Rachael Navarrete, Fiscal Analyst; and Steve Duscha, Steve Duscha Advisories.

Ms. Navarrete said good day and she is the fiscal analyst. And this is the first time applying for an ETP contract. They provide support and academic education for the young people enrolled in the California Conservation Corps, Local Conservation Corps, Youthbuild and have programs, and operate about 35 sites around the state of California. In this particular contract, will be partnering with Rancho Cielo to provide vocational education, training for the youth and nearby areas. Rancho Cielo was founded in 2000 by a Monterey County Judge. The goal was to provide alternative education and vocational training for at risk youth. The judge wisely thought that a good education and training program could reduce crime keep young people out of jail and improve lives. Most of the early students at Rancho Cielo were referred by courts and the probation department. Some still are but others are now referred by schools, counselors, social agencies, doctors, families and program graduates. So in addition to personal counseling and support services, Rancho Cielo splits the students time between academic classes geared to earning high school diplomas and vocational training and culinary construction and agricultural mechanics. In this application, are asking for help, and the vocational training for 71 young people. And like to answer any questions they might have.

Ms. Bell stated first of all, is a first contract and are in good hands with Steve and glad they connected with Steve because he's got a lot of good, he knows what he's doing. And also appreciate all the work Rancho Cielo has done because she comes from the area and seen the tremendous turnaround in youth, especially the youth who have really got into the program and successful got out.

Ms. Newsom asked about after they graduate out of the program, is there's a certain term limit for how long they can participate through their program. And are they connecting them to other opportunities in their respective field? Like for instance, the construction one really caught her eye and asked do they get the opportunity to tour local apprenticeship programs so then they can transition the skill set that they learned, similar to a pre-apprenticeship into an apprenticeship.

Ms. Brasa replied yes.

Mr. Tweini stated thank you for saving the youth at risk and giving opportunities and second chance for offenders. And always tries to reach out to these people and make sure that we give an opportunity to people.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Bell moved and Mr. Smiles seconded approval of the John Muir Charter Schools in the amount of \$270,510. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 42: Laborers Training and Retraining Trust Fund for Northern California

Mr. Hoover presented a proposal on behalf of the Laborers Training and Retraining Trust Fund for Northern California. They are a Priority Industry and a Repeat Contractor requesting total ETP funding of \$746,160. The JATC serves eight Northern California Laborers Union Locals (73, 185, 261, 270, 294, 304, 324 and 1130), representing 29,000 journeyworkers and 4,450 apprentices. ETP training is center-based and will be conducted at the San Ramon Training Center and other designated training facilities throughout the Central Valley, Northern California, and San Francisco Bay Area. This is the JATC's fifth ETP Contract; the fourth in the last five years. Twenty-five veteran apprentices under Job Number 3 will be trained. NorCal Laborers JATC recruits veterans in cooperation with Helmets-to-Hardhats, a national joint labor management program that recognizes the link between skills acquired in military service and the building trades. The Executive Director of the Laborers' Training Center (who is the dedicated administrator) with 11 JATC staff, will assist in ETP administration, including marketing, scheduling, recruitment, and needs assessments. ETP training will be delivered by 15 full-time, in-house subject-matter experts. The JATC has also retained Strategy Workplace Communications to assist with ETP administration. NorCal Laborers JATC is requesting 8% in Support Costs for Job Numbers 1 and 2 and 20% for Job Number 3 to fund recruitment and conduct ongoing assessments of employer-specific job requirements. Staff recommends the 8% in Support Costs with 20% in support costs for Veterans (Job Number 3).

Staff recommends approval for this proposal, including the requested waiver for the trainer-to-trainee ratio of 1:25 for all retrainees, that would include the journeyworkers and apprentices, and for the inclusion of the first-year apprentices, which were both granted in their last contract.

Mr. Hoover introduced Leonard Gonzales, Executive Director for Laborers' Training & Retraining Trust Fund for Northern California; Kelly Greer, Strategy Workplace Communications; and Nica Constante, CalFED.

Mr. Gonzales said he is the Executive Director for the Labor's Training and Retraining Trust Fund for Northern California, which covers the 46 Northern California counties. In this particular project they are looking to target 574 individuals: 149 journeymen, 400 apprentices, and 25 veterans. Helmets-to-Hardhats is one of the primary links to doing the recruitment and outreach for them. Mr. Gonzales said they have a separate entity, which is their nonprofit - the Laborers Community Training Foundation, which runs a lot of pre-apprenticeship programs, focused primarily on female cohorts through that program. Under this program, from 2013 to 2018, they have trained 3,796 community residents that have an interest in building trades, and of that, 12% were females who have come into their apprenticeship into the Laborers.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Newsom moved and Mr. Tweini seconded approval of the Laborers Training and Retraining Trust Fund for Northern California in the amount of \$746,160. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Acting Chairperson Roberts made a request that Tab Nos. 43 and 44 be reviewed together. There being no objection by any Panel Member, Tab Nos. 43 and 44 were reviewed together.

Tab No. 43: California Field Ironworkers Apprenticeship Training and Journeyman Retraining Fund-Northern California

Ms. Lazarewicz presented a proposal on behalf of the California Field Ironworkers Apprenticeship Training and Journeymen Retraining fund of Northern California. The requested funding amount of \$745,190 seeks to train journeyworker, apprentice, and pre-apprentice ironworkers. This will be NorCal Ironworker's sixth ETP Contract, the fifth in the last five years.

Tab No. 44: California Field Ironworkers Apprenticeship Training and Journeyman Retraining Fund-Southern California

Ms. Lazarewicz presented a proposal on behalf of the California Field Ironworkers Apprenticeship Training and Journeyman Retraining Fund Ironworkers and they are requesting \$740,505 in funding to train journeyworkers and apprentice ironworkers in Southern California. SoCal Ironworkers has served the industry's training needs. This is the sixth ETP Contract, the fifth in the last five years with good performance. The Apprenticeship Coordinator and two Training Coordinators, who were involved in previous ETP training contracts, will assist with administration. The staff will coordinate training and review attendance rosters for ETP compliance. SoCal Ironworkers employ four full-time and fifteen part-time trainers who will deliver all training and document the training in accordance with ETP regulations. SoCal

Ironworkers have contracted with Strategy Workplace Communications to assist with administration.

Ms. Lazarewicz stated that Staff recommends approval of this proposal and introduced Dick Zampa, Apprenticeship Director; and Nica Constante, California Labor Federation.

Mr. Zampa stated he is the Director of SoCal Ironworkers apprenticeship program and currently have 3,400 ironworker apprentices. Training plans for 2020 include an anticipated increase in their program size (take applications five days a week); an upgrade to their training center in Fresno; they are currently adding a training center in Fontana; a women's pre-apprenticeship course and veteran's pre-apprenticeship courses are on their 2020 schedule where they will receive direct-entry into the program. Continued safety and skills training for apprentices and journeymen that build bridges, plants, buildings, and other structures in this great state and they currently operate five training centers and two satellite training centers in California.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Newsom moved and Mr. Tweini seconded approval of the California Field Ironworkers Apprenticeship Training and Journeyman Retraining Fund-Northern California in the amount of \$745,190. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

ACTION: Ms. Newsom moved and Mr. Tweini seconded approval of the California Field Ironworkers Apprenticeship Training and Journeyman Retraining Fund-Southern California in the amount of \$740,505. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 45: California Workforce Association

Ms. Lazarewicz presented a proposal on behalf of the California Workforce Association. The requested funding amount of \$749,924 provides training and technical assistance crucial to the success of California's efforts in meeting the challenges of preparing the workforce for the future. Annually, CWA sponsors a number of workshops and conferences on workforce policy, One-Stop partnerships and service delivery, and youth employment and training. This will be CWA's sixth ETP-funded project and the fourth in the last five years with good performance. CWA represents all 45 workforce development boards in the State of California and over 70 members from Labor, Education, Industry, Chambers of Commerce, Government, and community-based organizations. CWA also sponsors a number of on workforce policy and youth employment and training. Employers are primarily manufacturing companies that seek retraining to enhance skills of employees to improve productivity and eliminate waste from work processes. Additionally, CWA will provide medical skills training to ensure all regulatory changes are met while improving quality processes, outcomes, and measures. Training will help employers meet competitive challenges. Please also note that there is an update to CWA's active project list on page 7 – they are currently at 100% of the approved amount.

Ms. Lazarewicz stated that Staff recommends approval of this proposal and introduced Brandon Anderson, Operations Director and Steve Duscha, Steve Duscha Advisories.

Mr. Anderson thanked the Panel and stated that the California Workforce Association is a nonprofit membership group that represents the WIOA system in California (Workforce Innovation and Opportunity Act). Their application is for a Multiple Employer project to help train workers for employers referred by local workforce development boards, consultants, and other workforce intermediaries. They have no preferred trainer, nor training program and their employers that you see listed in the packet will provide their own training or select from their own training vendors. They serve a wide variety of small businesses and larger businesses with smaller training programs.

Mr. Tweini suggested they encourage their Participating Employers to hire more veterans in their trainings.

Mr. Anderson said this is something that came up last board meeting and some of the things they might be able to do is enhance the referrals between workforce boards and our MEC. And one of the key things, apart from supportive services through programs like apprenticeship, would be through the WIOA mandate in priority of service and serving targeted populations to help their referring workforce developing boards encourage employers that they are working with, in their recruitment, not only in their training referral, to recruit more veterans and individuals with significant barriers to employment.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Ms. Newsom seconded approval of the California Workforce Association in the amount of \$749,924. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 46: Northern California Construction Training, Inc.

Ms. Lazarewicz presented a proposal on behalf of the Northern California Construction Training, with requested funding amount of \$254,064 to provide employment training and pre-apprenticeship programs to prepare at-risk youth for entry into a variety of construction trades. NCCT curriculum includes a range of skills that were developed using input from employers and labor unions in the construction industry. At the completion of training, it is planned that these trainees will be placed in a DAS-approved apprenticeship program and began their retention period with employers in the building trades industry. NCCT training program and pre-apprenticeship programs are offered at their facilities in Sacramento, San Joaquin, Stanislaus, Mendocino, Placer, and Yolo Counties. This is their sixth ETP contract and the second in the last five years with good performance. They have multiple staff members who are involved in previous ETP contracts also administering the project.

Ms. Lazarewicz stated that Staff recommends approval of this proposal and introduced Becky Cline, Office Administrator and Jim Cline, Instructor Foreman.

Mr. Cline said good morning and thank you for considering their proposal. NCCT is a construction training program and the goal is to place their trainees into full-time employment and provide both classroom and hands-on training. They are active within the community and their students have had hands-on training with projects such as Sacramento Kings Gardens. They are open to the public, but the majority of trainees are at-risk youth, legally challenged and underrepresented communities with other employment barriers. To date, they have placed 80% of their students into full-time employment and with ETP funding they will continue to provide this worthwhile training.

Acting Chairperson Roberts asked out of the 48 trainees that they are going to be training, how many are at-risk?

Mr. Cline said 100%.

Acting Chairperson Roberts wished them luck and really commend them for that. Acting Chairperson Roberts asked if on their last project where they got 100%, if they were all at-risk youths, as well.

Mr. Cline said yes and noted that everybody that they train, they train them in a pre-apprenticeship standard to enter into the apprenticeships that have already come before the Panel. And they get them ready to where they can be successful within an apprenticeship training.

Ms. Newsom asked, from their last contract and the pre apprentices trained, how many of them were successfully placed in apprenticeship programs or are currently employed?

Mr. Cline stated he doesn't have that statistic in front of him.

Ms. Cline said that they place 100% of their trainees, and she would say about 85% of them are Union.

Ms. Newsom asked if their previous set of pre-apprentices are still employed, either as an apprentices or as pre-apprentices, at this point.

Ms. Cline said yes.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Ms. Newsom seconded approval of the Northern California Construction Training, Inc. in the amount of \$254,064. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Acting Chairperson Roberts made a request that Tab Nos. 47, 50, 51, and 52 be reviewed together. There being no objection by any Panel Member, Tab Nos. 47, 50, 51, and 52 were reviewed together.

Tab No. 47: Alameda County Electrical Industry Apprenticeship & Training Trust

Ms. Testa presented a proposal on behalf of the Alameda County Electrical Industry Apprenticeship & Training Trust in the amount of \$746,290. Founded in 1946, Alameda County Electrical operates a Zero Net-Energy training center where they train in inside wiring for aspiring electricians. Both apprentices and journeyworkers will participate in this proposed project. Additionally, Alameda County Electrical has requested a separate veteran's Job Number, and also works with Tradeswomen, Inc. to recruit women into the trades. Alameda County Electrical's prior projects have all been strong performers, and their current contract shows 79% completion at this time, and is projected to earn the full contract value. [Updated amount.]

Ms. Testa stated that Staff recommends approval of this proposal and introduced Donald Dones, Assistant Training Director, Arthur Hernandez, 4th Year Instructor, and Nica Constante, Consultant.

Tab No. 50: Los Angeles County Electrical Educational and Training Trust Fund

Ms. Testa presented a proposal on behalf of the Los Angeles County Electrical Educational and Training Trust Fund in the amount of \$749,520. Founded in 1964, Los Angeles County Electrical continues to train inside wiremen in standards of the trade while also training on new electrical requirements to meet the needs of energy efficient electrical solutions. They have requested a separate Job Number to train 30 veterans, and actively recruit women through multiple avenues. This is Los Angeles County Electrical's fourth ETP contract, and the first within the last 5 years.

Ms. Testa stated that Staff recommends approval of this proposal and introduced Diana Limon, Training Director and Nica Constante, Consultant.

Tab No. 51: San Francisco Electrical Industry Apprenticeship & Training Trust

Ms. Testa presented a proposal on behalf of the San Francisco Electrical Industry Apprenticeship & Training Trust in the amount of \$749,597. Founded in 1962, SF Electrical provides training for inside wiremen at its training facility in San Francisco. Inside wiremen install, maintain, and repair various types of electrical and electronic equipment in commercial, industrial, and residential establishments. SF Electrical has requested a separate veteran's Job Number, and also actively recruits women. SF Electrical's prior projects have all been strong performers. Their current contract, now at 79%, is set to earn 100% of the contract value. [Updated amount.]

Ms. Testa stated that Staff recommends approval of this proposal and introduced Peter Chursin, Training Director and Nica Constante, Consultant.

Tab No. 52: Santa Clara County Electrical Joint Apprenticeship & Training Trust

Ms. Testa presented a proposal on behalf of the Santa Clara County Electrical Joint Apprenticeship & Training Trust in the amount of \$746,701. Santa Clara County Electrical was founded in 1958 and serves close to 600 apprentices and over 2,000 journeyworkers, providing training in electrical systems and component wiring. For this project, Santa Clara County Electrical will train 37 veterans on a separate Job Number. They also outreach heavily to

encourage more women to join the trades. All of Santa Clara County Electrical's prior projects were extremely strong performers, and their current, now at 76%, is set to earn 100%. (Updated amount.)

Ms. Testa stated that Staff recommends approval of this proposal and introduced Robert Moreno, Training Director and Nica Constante, Consultant.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of the Alameda County Electrical Industry Apprenticeship & Training Trust in the amount of \$746,290. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of the Los Angeles County Electrical Educational and Training Trust Fund in the amount of \$749,520. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of the San Francisco Electrical Industry Apprenticeship & Training Trust in the amount of \$749,597. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of the Santa Clara County Electrical Joint Apprenticeship & Training Trust in the amount of \$746,701. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 48: Northern California Tile Industry Apprenticeship and Training Trust Fund

Ms. Testa presented a proposal on behalf of the Northern California Tile Industry Apprenticeship and Training Trust Fund in the amount of \$224,701. Please note that there was an amendment to their trust which changed the trust's name. NorCal Tile trains apprentices and journeymen in 46 Northern California counties in the tile finisher and layer trades for both residential and commercial projects. The glass, ceramic, and stone tiles these trainees work with can be laid in floors, walls, exterior veneers, stairs, or fireplaces. NorCal Tile works with Helmets-to-Hardhats and has requested a separate veteran's Job Number for this proposal. NorCal Tile also performs outreach to women through such organizations as Trades Women and Rising Sun. This is NorCal Tile's second ETP contract, and is their first project within the last 5 years.

Ms. Testa stated that Staff recommends approval of this proposal and introduced: Mark Ansell, Apprenticeship Coordinator; Monique Sanchez, Secretary; and Nica Constante, Consultant.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Newsom moved and Mr. Tweini seconded approval of the Northern California Tile Industry Apprenticeship and Training Trust Fund in the amount of \$224,701. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 49: Heat & Frost Insulators and Allied Workers of Northern California and Local No. 16 Apprentice Training Trust Fund

Ms. Testa presented a proposal on behalf of the Heat & Frost Insulators and Allied Workers of Northern California and Local No. 16 Apprentice Training Trust Fund in the amount of \$554,400. Heat & Frost Insulators provides training for insulators at their training facility in Benicia. These trainees learn to insulate hot and cold water pipes, heating and air conditioning systems, and other types of mechanical equipment to help conserve energy, control condensation, and prolong the lifecycle of the equipment being insulated. Although not requesting a separate veteran's Job Number, Heat & Frost Insulators perform outreach to veterans through Helmets-to-Hardhats, and to women through women's-only career fairs and Women In The Trades conferences. All of Heat & Frost Insulator's prior projects have earned at or near 100%, and this current contract, now at 86%, is set to earn 100% of the contract value. [Updated amount.]

Ms. Testa stated that Staff recommends approval of this proposal and introduced Bill Hodges, JATC Coordinator and Steve Duscha, Consultant.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of the Heat & Frost Insulators and Allied Workers of Northern California and Local No. 16 Apprentice Training Trust Fund in the amount of \$554,400. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No.53: Southern California Sheet Metal Joint Apprenticeship & Training Committee

Ms. Testa presented a proposal on behalf of the Southern California Sheet Metal Joint Apprenticeship & Training Committee in the amount of \$743,280. SoCal Sheet Metal provides training for both apprentice and journeyworker sheet metal workers at their \$6 Million, 80,000 square-foot facility in the City of Industry in Southern California. Only apprentices will participate in this proposal. Although not requesting a veteran's Job Number, SoCal Sheet Metal actively recruits veterans and holds a Veterans Boot Camp twice yearly. They also work

with WINTER (Women in Non-Traditional Employment Roles) to recruit women into the sheet metal trade. All of SoCal Sheet Metal's prior projects were exceptionally strong performers, and their current contract has tracked well over 100% of training hours, and is expected to earn a full 100%.

Ms. Testa stated that Staff recommends approval of this proposal and introduced: Lance Clark, Administrator; Oscar Meyer, Apprenticeship Advisor for LA USD; and Steve Duscha, Consultant.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Smiles moved and Mr. Tweini seconded approval of the Southern California Sheet Metal Joint Apprenticeship & Training Committee in the amount of \$743,280. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

Tab No. 54: U.A. Local 342 Joint Apprenticeship and Training Trust

Ms. Testa presented a proposal on behalf of the U.A. Local 342 Joint Apprenticeship and Training Trust in the amount of \$723,600. U.A. Local 342 operates a 45,000 square-foot facility in Concord, where they will train both apprentices and journeymen for this proposed project. Training includes installation, service, and repair of plumbing and HVAC systems, and for piping systems for hospitals, semiconductors, and pharmaceutical manufacturing. This JATC actively recruits veterans through both Helmets-to-Hardhats and the Veterans in Piping program, although they are not requesting a separate Job Number. They also recruit women into their program. U.A. Local 342's prior projects have all earned at or near 100%, and their current contract has tracked enough hours to earn the full contract value.

Ms. Testa stated that Staff recommends approval of this proposal and introduced Al Garcia, Training Director, and Steve Duscha, Consultant.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of the U.A. Local 342 Joint Apprenticeship and Training Trust in the amount of \$723,600. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 7 to 0.

AGENDA ITEMS FOR FUTURE MEETINGS

Acting Chairperson Roberts asked for any future agenda items, and whether anyone wanted

to bring any questions or concerns to the Policy Committee Meeting, which could also be sent to Mr. Cable, since not all Panel Members attend.

X. PUBLIC COMMENT ON MATTERS NOT ON THE AGENDA

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

None were given.

XI. MEETING ADJOURNMENT

Acting Chairperson Roberts adjourned the meeting at 12:31 p.m.

Single Employer Contractor

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

- Unless funded under Special Employment Training (SET), a single employer must face out-of-state competition.
- A single employer must be subject to the Employment Training Tax.
- The employer must also make an “in kind” contribution toward the cost of training, as follows: 1) 100 or fewer employees, at least 50% of the ETP-funded amount; 2) more than 100 employees, at least 100% of the ETP-funded amount.
- The employer must provide union letters of support for employees who are represented. The employer should also be able to show how the training will enhance job security and improve opportunities for advancement.
- A single employer must establish the need for the particular training curriculum proposed.
- The employer must establish its ongoing commitment to training and represent that ETP funds will not displace existing resources.
- All single employer contracts are capped at \$650,000.

These features apply to core program funding.

Multiple Employer Contractor

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

- Up to 8% of program costs may be approved as additional funding for recruitment, placement and assessment activities. For New Hire training, the MEC may receive up to another 4% (total 12%). These costs must be justified.
- The project may be retraining or new hire training, or a combination of both. Training may take place at the worksite or a training center, or both.
- All MECs are capped at \$750,000 and are limited to one contract per Fiscal Year.

Retraining

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

New Hire Training

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

These features apply to core program funding.

Delegation Order Process

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



Training Proposal for:
ASC Process Systems, Inc.
Contract Number: ET20-0203

Panel Meeting of: December 13, 2019

ETP Regional Office: North Hollywood

Analyst: M. Niquet

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 227	U.S.:235	Worldwide: 235	
<u>Turnover Rate:</u>	20%			
<u>Managers/Supervisors:</u> (% of total trainees)	0%			

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$186,640

Total ETP Funding
\$94,714

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Adv. Technology, Continuous Impr., Mfg. Skills	142	8-200	0-100	\$667	\$18.56
				Weighted Avg: 29			

Minimum Wage by County: \$18.56 per hour for Los Angeles County.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Engineer		30
Production Worker		107
Inventory/Shipping/Receiving Worker		5

INTRODUCTION

Founded in 1988, ASC Process Systems, Inc. (ASC) (www.aschome.com) manufactures autoclaves and ovens for the aerospace, composites, nuclear and glass industries. ASC also develops control system technology known as Composite Processing Control. ASC's flagship product is the Econoclave, an aerospace-grade autoclave designed to meet the needs of high performance at a low operating cost. Additionally, ASC manufactures custom autoclaves and ovens for the glass laminating, vulcanizing, dewaxing, nuclear, and concrete industries. Its products and services are utilized in B2 Bombers, F17 fighter jets and dozens of other aircrafts. Its customer-base includes Boeing, Lockheed Martin, Northrop, BAE, SpaceX, GE, Spirit, Goodrich and many other leading aerospace manufacturers.

The Company is headquartered in Valencia where it operates two facilities. ASC also has sites in Washington and Utah and two international sites in the United Kingdom and China. Both facilities in Valencia will participate in the proposed ETP training.

Veterans Program

ASC does not have a formal program in place for the recruitment of Veterans; however, the Company does employ Veterans through its normal hiring practices.

PROJECT DETAILS

This will be ASC's second ETP project and second in the last five years. The prior contract improved the Company's overall training program structure and internal-training culture, developing a more fluid training plan and outlined where training is needed. Training focused on

design standards and project management. In this proposal, training will focus primarily on the Company's new and updated software and hardware. Some curriculum courses in this proposal are similar to courses from the prior contract, but due to upgrades in technology, no repeat courses will be offered.

The Company is continually striving to meet its customers' expectations and demands as it operates in the highly competitive aerospace industry. This year, ASC started a software engineering department and hired 6 software developers and one manager to build software programs. At the same time, the Company continues to grow in manufacturing and mechanical engineering. ASC anticipates an equipment order for several large Econoclaves from The Boeing Company that will be valued over \$100 million. Additionally, the Company anticipates multi-million dollar orders from Lockheed Martin, Mitsubishi Heavy Industries, and Kawasaki Heavy Industries. These anticipated orders are based on these company's order histories, current quotes requested and being regular customers with specific needs that ASC accommodates. Orders of this size will require ASC to increase its production operations. The Company has since hired more direct labor and overhead employees to prepare for an increase in demand.

Training Plan

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

Continuous Improvement: Training will be offered to all occupations to improve quality, equipment design standards, customer service, communication, and project management.

Manufacturing Skills: Training will be offered to Production and Inventory workers on standard tools, equipment, and industrial trucks. Training will cover parts, products, and fabrication methods, including methods of electrical wiring and panel assembly, plumbing, insulating, and welding.

Advanced Technology (AT): Training will be offered to Engineers to instruct them on advanced use of industry design and analysis software tools. This sophisticated training will also familiarize them with in-house advanced composite processing hardware and software. This training costs up to \$114 per hour per trainee. AT software training will be delivered in the following topics: ANSYS/FEA, Auto Cad, Solidworks, RS Logics 5000, Omron, and Composite Processing Controls (CPC), Equipment Testing and Programming Logic Controls.

Commitment to Training

ASC spends approximately \$668,010 annually for training. ASC provides extensive and ongoing training to newly hired employees, and updates existing workforce skillset. Training includes new employee orientation, anti-harassment, introductory computer skills and leadership skill training for managers.

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

ASC's Safety Representative II will oversee the implementation and administration of this project with the help of the Safety and Training Manager and an in-house trainer to ensure that project administration adheres to ETP requirements. ASC has developed and is utilizing a new software program to manage training classes. Prior to this program, training was managed individually by each department. With the new program, training will be centralized and easily trackable. This program will

ensure the success of this project. ASC has a detailed training schedule in place and is ready to begin training upon approval. Training will be delivered by in-house experts and vendors as needed.

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 \$ %
ET16-0233	Valencia	11/23/15- 11/22/17	\$178,416	\$97,827 (55%)

ET-16-0233: Low performance was due to poor tracking and coordination as training was managed individually by each department. To ensure performance, ASC will has committed additional resources to administer this project. Additionally, ASC recently developed a new software program to manage training classes, centralizing administration and making training easily trackable.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

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

8-200 Trainees may receive any of the following:

ADVANCED TECHNOLOGY (1:10 Ratio)

- Equipment Testing
- Programming Logic Controls
- Software Project
- ANSYS/FEA Software
- Autocad
- Solidworks
- RS Logics 5000
- Omron
- Composite Processing Controls (CPC)

CONTINUOUS IMPROVEMENT

- Design Standards
- Project Management
- Quality Control

MANUFACTURING SKILLS

- Fabrication Methods
- Tools Use
- Equipment Operation

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

CBT Hours

0 – 100

CONTINUOUS IMPROVEMENT

- Calculations - Compress Configuration and Defaults (30 Minutes)
- Calculations - Econoclave cooling sizing (90 Minutes)
- Calculations - Econoclave fan & motor sizing (3 Hours)
- Calculations - Econoclave fan sizing with VFD (30 Minutes)
- Calculations - Econoclave heating sizing (3 Hours)
- Calculations - Econoclave nozzles, saddles, etc. Compress Copy (3 Hours)
- Calculations - Econoclave pressure exhaust sizing (3 Hours)
- Calculations - Econoclave pressure inlet sizing (3 Hours)
- Calculations - Econoclave purge system sizing (3 Hours)
- Calculations - Econoclave relief valve sizing (60 Minutes)
- Calculations - Econoclave shell and bulkhead (1 Hours)
- Calculations - Econoclave shell and head using Compress (1.5 Hours)
- Calculations - Econoclave thermal load (2 Hours)
- Composite Processing Controls (CPC) - Configuration #1 (5 Hours)
- CPC - Configuration #1 Followup (2 Hours)

- CPC - Configuration #10 (6 Hours)
- CPC - Configuration #10 Followup (2 Hours)
- CPC - Configuration #11 (4 Hours)
- CPC - Configuration #2 (5 Hours)
- CPC - Configuration #2 Followup (2 Hours)
- CPC - Configuration #3 (5 Hours)
- CPC - Configuration #3 Followup (2 Hours)
- CPC - Configuration #4 (6 Hours)
- CPC - Configuration #4 Followup (2 Hours)
- CPC - Configuration #5 (6 Hours)
- CPC - Configuration #5 Followup (2 Hours)
- CPC - Configuration #6 (6 Hours)
- CPC - Configuration #6 Followup (2 Hours)
- CPC - Configuration #7 (6 Hours)
- CPC - Configuration #7 Followup (2 Hours)
- CPC - Configuration #8 (6 Hours)
- CPC - Configuration #8 Followup (2 Hours)
- CPC - Configuration #9 (6 Hours)
- CPC - Configuration #9 Followup (2 Hours)
- CPC - Introduction to cascade control (3 Hours)
- CPC - Introduction to object configurations (2 Hours)
- CPC - Introduction to PID control (2 Hours)
- CPC - Introduction to screen design (4 Hours)
- CPC - Introduction to scripting (4 Hours)
- CPC - Introduction to server tasking (2 Hours)
- CPC - Video - Recipe Cascade Feature (website) (15 Minutes)
- CPC - Video - Recipe Overview (website) (15 Minutes)
- CPC - Video - Recipe Programming #1 (website) (15 Minutes)
- CPC - Video - Recipe Programming #2 (website) (15 Minutes)
- CPC - Video - Recipe Programming #3 (website) (15 Minutes)
- CPC - Video - Recipe Programming #4 (website) (15 Minutes)
- CPC - Video - Recipe Programming #5 (website) (15 Minutes)
- CPC - Video - Reporting Operations (website) (15 Minutes)
- CPC - Video - Run Operations #1 (website) (15 Minutes)
- CPC - Video - Run Operations #2 (website) (15 Minutes)
- CPC - Video - Run Operations #3 (website) (15 Minutes)
- CPC - Video - Run Operations #4 (website) (15 Minutes)
- CPC - Video - Run Operations #5 (website) (15 Minutes)
- CPC - Video - Software Tour (website) (15 Minutes)
- Introduction to - CPCx Client-Server Architecture (8 Hours)
- Introduction to - CPCx Server Classes and Objects (4 Hours)
- Introduction to - Server to Database Communication in .NET (2 Hours)
- Introduction to - Visual Basic .NET (DEPRECATED) (16 Hours)
- Introduction to - Visual Basic .NET Part 1 (6 Hours)
- Introduction to - Visual Basic .NET Part 2 (4 Hours)
- Introduction to - Visual Basic .NET Part 3 (8 Hours)
- Introduction to - Visual Basic .NET Part 4 (8 Hours)
- Introduction to - Visual Basic .NET Part 5 (8 Hours)
- Introduction to - Autocad (2 Hours)
- Introduction to - CPC (1 Hours)

- Introduction to - CPCx Software Solution (8 Hours)
- Introduction to - FluidFlow (1 Days)
- Introduction to - Google Chrome Dev Tools (2 Hours)
- Introduction to - MS SQL Server Database Part #1 (4 Hours)
- Introduction to - MS SQL Server Database Part #2 (6 Hours)
- Introduction to - MS SQL Server Database Part #3 (16 Hours)
- Introduction to - MS SQL Server Database Part #4 (16 Hours)
- Introduction to - Visual Studio IDE (12 hours)
- Introduction to - Visual Studio IDE Latest Revisions (2 Hours)
- Introduction to - Webix UI Widget Library (8 Hours)
- Introduction to - Windows Operating System (90 Minutes)
- How to - Use the OMS Purchasing Module (1.5 Hours)
- How to - Add delays to project schedule (30 Minutes)
- How to - Add tasks in MPS (2 hours)
- How to - Audit BOMs for Wrong Stock Pulls (1 Hours)
- How to - Build an RSD 100 Cooling Tower (60 Minutes)
- How to - Calibrate an Electrode Oven (15 Minutes)
- How to - Calibrate CPC (60 Minutes)
- How to - CEP Rule Checks (60 Minutes)
- How to - Clock-in to ADP from your computer (30 Minutes)
- How to - Configure & Program RSLogix (6 Hours)
- How to - Create a controlled drawing (1 Hours)
- How to - Create a Part in OMS (15 Minutes)
- How to - Create a training class (5 Hours)
- How to - Create an Asset in OMS (15 Minutes)
- How to - Create an Econoclave schedule (90 Minutes)
- How to - Create and use an IO List (4 Hours)
- How to - Create MS Project schedules (2 Hours)
- How to - Creating change orders for Elect Engrs (30 Minutes)
- How to - Creating change orders for Mech Engrs (30 Minutes)
- How to - Creating schedules for small jobs (90 Minutes)
- How to - Deal with Difficult Customers (20 Minutes)
- How to - Design a Water Tank (30 Minutes)
- How to - Drill A Feed Through (30 Minutes)
- How to - Edit training class material (15 Minutes)
- How to - Enter Events in OMS Employees (30 Minutes)
- How to - Evaluate and score a training session (30 Minutes)
- How to - Fillout the N2 Calculator Form (30 Minutes)
- How to - Going online with RSLogix (4 Hours)
- How to - Have a kick-off meeting (1 Hours)
- How to - Incident Investigations (30 Minutes)
- How to - Install a thermocouple gland (60 Minutes)
- How to - Install CPC for new controls engineer (1 Hours)
- How to - Install Ingear 6.0 Allen Bradley Driver (30 Minutes)
- How to - Install Visual Studio IDE (90 Minutes)
- How to - Installation planning meeting (60 Minutes)
- How to - Make an ASC Web Box using JavaScript Follow Up (2 Hours)
- How to - Make an ASC Web Box using JavaScript Part 1 (16 Hours)
- How to - Make an ASC Web Box using JavaScript Part 2 (16 Hours)
- How to - Make an ASC Web Box using JavaScript Part 3 (16 Hours)

- How to - Ordering Parts from P&I Drawings (1 Hours)
- How to - P&I Labeling (5 Minutes)
- How to - Passivate Metal (10 Minutes)
- How to - Perform a P&I Check (1 Hours)
- How to - Perform an OMS Specification review (30 Minutes)
- How to - Perform IN01 Drawing Inspections (30 Minutes)
- How to - Perform Internal Audits (30 Minutes)
- How to - Perform Receiving Inspections (2 Hours)
- How to - prepare manpower requests (4 Hours)
- How to - Process Inspection Reports (Ins) (1 Hours)
- How to - Processing Completed Drawings Part 1 of 3 (1 Hours)
- How to - Program a Motorola CLS1410 Radio (15 Minutes)
- How to - Releasing Drawings and Ordering Parts (2 Hours)
- How to - Send email notifications for ASC customer visits (30 Minutes)
- How to - Send email notifications for ASC Managers Absences (30 Minutes)
- How to - Send photos to customer (15 Minutes)
- How to - Send weekly updates to a customer (1 Hours)
- How to - Set up Equipment Rentals (1 Hours)
- How to - Setup a new 1769-L30ER processor (4 Hours)
- How to - Sizing anchor bolts (15 Minutes)
- How to - Use Employee Training as a Student (30 Minutes)
- How to - Use OMS CN Module (30 Minutes)
- How to - use OMS Field Operations Module (30 Minutes)
- How to - use Project Dashboard (20 Minutes)
- How to - Use SmartDraw for Control Engineers (2 Hours)
- How to - Use Snagit (30 Minutes)
- How to - Use the Customer Interaction form (30 Minutes)
- How to - Use the Job Safety Analysis (JSA) form (45 Minutes)
- How to - Use the Video Camera for Training Videos (30 Minutes)
- How to - Wire a Hydraulic Motor (30 Minutes)
- How to - Write a technical manual (TBD) (30 Minutes)
- Introduction to - Software Peer Reviews (3 Hours)
- Introduction to - Status Reporting and Testing Diary (2 Hours)
- Introduction to - #Slack (1 Hours)
- Introduction to - (Boeing) Quick Opening Door Design (1.5 Hours)
- Introduction to - Activity plans (45 Minutes)
- Introduction to - Allowable Stress & Deflection (45 Minutes)
- Introduction to - ASC Compensation (30 Minutes)
- Introduction to - ASC Competition (90 Minutes)
- Introduction to - Bar Locks for Quick Opening Doors (1 Hours)
- Introduction to - Barlock Electrical Operation (30 Minutes)
- Introduction to - Become a great project manager (1 Hours)
- Introduction to - Being an ASC Manager (1 Hours)
- Introduction to - Boeing D6-49327 (bad) (30 Minutes)
- Introduction to - Building Strong Vendor Relationships (60 Minutes)
- Introduction to - Change Notice & As Built Drawings (6 Hours)
- Introduction to - CN module (30 Minutes)
- Introduction to - Controls Engineering (1 Hours)
- Introduction to - Controls Engineering Process (CEP) (2 Hours)

- Introduction to - CPC Licensing (90 Minutes)
- Introduction to - Creating a SAT (3 Hours)
- Introduction to - Creating a support-contract quote (120 Minutes)
- Introduction to - Customer FAT Visits (30 Minutes)
- Introduction to - Customer support process (2 Hours)
- Introduction to - Customer training (2 Hours)
- Introduction to - CXS (1 Hours)
- Introduction to - CXS Champion (30 Minutes)
- Introduction to - CXS for Project Managers (2 Hours)
- Introduction to - CXS for Sales (1 Hours)
- Introduction to - Designing for retrofits (1 Hours)
- Introduction to - Document Control (1 Hours)
- Introduction to - Drawing Conventions (20 Minutes)
- Introduction to - Drawings and Document Control (1 Hours)
- Introduction to - Econoclave design plan (30 Minutes)
- Introduction to - Econoclave Installation (60 Minutes)
- Introduction to - Econoclave P&I systems (1 Hours)
- Introduction to - Econoclave pre-builds (1 Hours)
- Introduction to - Econoclave pricing spreadsheet (30 Minutes)
- Introduction to - Econoclave quote document (30 Minutes)
- Introduction to - Econoclave safety (2 Hours)
- Introduction to - Econoclave testing (2 Hours)
- Introduction to - Electrical drawings (6 Hours)
- Introduction to - Electrical Engineering (1 Hours)
- Introduction to - Electrical Engineering Design (2 Hours)
- Introduction to - Electrical Engineering Process (30 Hours)
- Introduction to - Eng Calendar for Controls Engineers (1 Hours)
- Introduction to - Eng Calendar for Electrical Engineers (1 Hours)
- Introduction to - Expectations of a Field Lead (30 Minutes)
- Introduction to - Expectations of an ASC Manager (2 Hours)
- Introduction to - Export Compliance (1 Hours)
- Introduction to - Facilities (30 Minutes)
- Introduction to - FEA finite element analysis (empty) (30 Minutes)
- Introduction to - Field binder documents (30 Minutes)
- Introduction to - Field Engineering (1 Hours)
- Introduction to - Field Prep (30 Minutes)
- Introduction to - FOD Control (55 Minutes)
- Introduction to - Gas-Fired burner design (2 Hours)
- Introduction to - Git Source Control (2 Days)
- Introduction to - Global testing and shipping plan (20 Minutes)
- Introduction to - Good Coding Practices and Standards (1 Hours)
- Introduction to - I/O Bumps (3 Hours)
- Introduction to - I/O count research methodology (180 Minutes)
- Introduction to - IN11 (2 Hours)
- Introduction to - Inventory Sheets (30 Minutes)
- Introduction to - Job costing and budget (30 Minutes)
- Introduction to - Job drawings module (empty) (30 Minutes)
- Introduction to - Kanban System (30 Minutes)
- Introduction to - Labor Tracking (15 Minutes)
- Introduction to - Maintenance accessibility (30 Minutes)

- Introduction to - Managing ASC UK projects (1 Hours)
- Introduction to - Mechanical Design Process (30 Minutes)
- Introduction to - Mechanical Engineering (3 Hours)
- Introduction to - Mechanical Engineering Process (MEP) (1 Hours)
- Introduction to - MEP Mech engineering process (30 Minutes)
- Introduction to - MPS - Manpower scheduling (2 Hours)
- Introduction to - MPS and Field Trip Monitoring (need work) (1 Hours)
- Introduction to - NCR process (1 Hours)
- Introduction to - NCR Process (30 Minutes)
- Introduction to - New Initiative Approval (15 Minutes)
- Introduction to - Office Ergonomics (30 Minutes)
- Introduction to - OMS Field Planning Module (1 Hours)
- Introduction to - OMS for Control Engineers (30 Minutes)
- Introduction to - OMS for Document Control Clerk (1 Hours)
- Introduction to - OMS for Electrical Engineers (1 Hours)
- Introduction to - OMS for Mech Engineers (1 Hours)
- Introduction to - OMS for mech engineers (bad) (30 Minutes)
- Introduction to - OMS Rule system (2 Hours)
- Introduction to - OMS Tag module (TBD) (30 Minutes)
- Introduction to - Oxygen analyzing system (60 Minutes)
- Introduction to - P&I Drawings (1 Days)
- Introduction to - Planning tasks (30 Minutes)
- Introduction to - Pressure Vessel Quality Compliance (30 Minutes)
- Introduction to - Pricing a control system (180 Minutes)
- Introduction to - Pricing and Cost Analysis (120 Minutes)
- Introduction to - Project management (1 Hours)
- Introduction to - Purchase Order Follow-ups (1 Hours)
- Introduction to - Purchasing (1 Hours)
- Introduction to - Quality Inspections (1 Hours)
- Introduction to - Quality Management System (QMS) (1 Hours)
- Introduction to - Quick Opening Door Design (3 Hours)
- Introduction to - Reading Manufacturing Drawings (20 Minutes)
- Introduction to - Redlines & As-Built Drawings (30 Minutes)
- Introduction to - Redlining (TBD) (30 Minutes)
- Introduction to - Safety Department (1 Hours)
- Introduction to - Safety Focal (15 Minutes)
- Introduction to - Safety Manual (4 Hours)
- Introduction to - Shop-walk with Econoclave Encyclopedia (4 Hours)
- Introduction to - Software Development Department at ASC (2 Hours)
- Introduction to - STAR Program (30 Minutes)
- Introduction to - Steam heated autoclaves (60 Minutes)
- Introduction to - Team Foundations for SW Development (4 Hours)
- Introduction to - Team Values and VPM (60 Minutes)
- Introduction to - Technical Documentation for Controls Engineers (1 Hours)
- Introduction to - the ASME Department (15 Minutes)
- Introduction to - the Mechanical Fabrication Department (30 Minutes)
- Introduction to - The Server for control engineers (30 Minutes)
- Introduction to - The Server for mechanical engineers (60 Minutes)
- Introduction to - The Smyle Approach (30 Minutes)

- Introduction to - Training Philosophy and System (1 Hours)
- Introduction to - Trello (1 Hours)
- Introduction to - Unit Testing (2 Hours)
- Introduction to - Using Camtasia 9 (15 Minutes)
- Introduction to - Water Treatment (30 Minutes)
- Introduction to - Wire ring outs (30 Minutes)
- Introduction to Field Engineering Process (FEP) (4 Hours)
- Introduction to Field Planning (4 Hours)
- Introduction to Field Project Initiation (4 Hours)
- Introduction to Logistics (4 Hours)
- Introduction to Planning Process (4 Hours)
- Introduction to the Panel Completion Form (30 Minutes)
- Introduction to updating the welder continuity log (30 Minutes)
- Inventor - How to create a Part (8 Hours)
- Inventor - How to create an Assembly (8 Hours)
- Learn about - Activation Energy (30 Minutes)
- Learn about - ASME Pressure Vessel Codes (90 Minutes)
- Learn about - Cognitive Distortion (30 Minutes)
- Learn about - Composites (20 Minutes)
- Learn about - Databases (4 Hours)
- Learn about - Datatypes (2 Hours)
- Learn about - Electrical circuits (30 Minutes)
- Learn about - Fans (30 Minutes)
- Learn about - Hydraulics (30 Minutes)
- Learn about - International Pressure Vessel Codes (60 Minutes)
- Learn about - Ladder Logic (60 Minutes)
- Learn about - Logistics (20 Minutes)
- Learn about - Motors (60 Minutes)
- Learn about - MS Project (1 Hours)
- Learn about - Pipe, tubing, fittings and connectors (20 Minutes)
- Learn about - Pressure switches (30 Minutes)
- Learn about - Pressure Vessels (2 Hours)
- Learn about - Price history (30 min)
- Learn about - Radiography Testing (X-ray) (30 Minutes)
- Learn about - Seismic Analysis (20 Minutes)
- Learn about - Spatial Visualization (1 Hours)
- Learn about - Thermocouples (2 Hours)
- Learn about - Valves (30 Minutes)
- Learn about -Success through failure (30 Minutes)

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



Training Proposal for:
Avcorp Composite Fabrication Inc.

Contract Number: ET20-0229

Panel Meeting of: December 13, 2019

ETP Regional Office: North Hollywood

Analyst: M. Paccerelli

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No United Steelworkers Local 19M		
Number of Employees in:	CA: 250	U.S.: 250	Worldwide: 750
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	8%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$293,577

Total ETP Funding
\$176,088

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Cont. Imp., Computer Skills, Mfg. Skills, HazMat, PL-Mfg. Skills	174	8 - 200	0	\$1,012	\$18.56
				Weighted Avg: 44			

Minimum Wage by County: \$18.56 per hour in Los Angeles County

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

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

Up to \$1.21 per hour may be used to meet the Post-Retention Wage

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Production Staff		139
Engineer		8
Maintenance Staff		9
Business Analysts		9
Supervisor/Manager		9

INTRODUCTION

Founded in 1986 and located in Gardena, Avcorp Composite Fabrication Inc. (ACF) (www.avcorp.com) provides supply chain solutions to aircraft manufacturers and supports airline operators with component repair services. ACF produces large-scale composite structures, such as single-piece wing skins for Lockheed Martin's F35. The Company harnesses unique technologies to produce advanced, light-weight, durable aero structures that support the growing demand of advanced material used in new aircrafts. Its customer base includes commercial business, private enterprise, and defense, most notably Pratt & Whitney, Boeing, Lockheed Martin, Bombardier and United Launch Alliance. Training will take place at ACF's single facility in Gardena.

ACF is comprised of four key functions, which will be the focus of this training proposal:

- Assembly & Integration - sheet forming, processing and finishing, composite fabrication, precision machining, along with full assembly and systems integration services, in-house Non-Destructive Inspection, tooling and engineering resources support.

- Component Fabrication - manufacturing of metallic and composite components for aircraft suppliers; and fabrication of a wide range of components from detailed metallic parts to flat floor panels, to very large, complex-shaped composites structures.
- Composite Fabrication - layup, autoclave and machining technologies allow for fabrication of very large composite structures and complex-shaped components. Processes include automated fiber placement, automated tape laminating, hot drape forming, autoclave & hydroclave curing and out-of-autoclave processes.
- Design Engineering – customer programs support with robust engineering resources and qualifications. Its expertise spans every stage of the aircraft lifecycle, providing the experience to develop smarter, longer lasting solutions.

Veterans Program

ACF does not currently have a specific Veterans recruitment program in place, however several employees are Veterans.

Union Support

Maintenance and Production Staff are represented by the United Steelworkers Local 19M. A letter of support has been provided.

PROJECT DETAILS

This will be ACF's first ETP Agreement. Over the next two years, the Company will execute a Continuous Improvement initiative on various functions as the Company acquires new contracts and experiences growing market demands. This initiative will focus on Lean designed to help employees better utilize their existing skillset and provide visibility across the manufacturing process.

The proposed training will create a more efficient and productive workforce, and more successful managers. These efficiencies will give the Company flexibility to meet tighter customer timelines and improve customer loyalty. ACF anticipates that the training plan will result in positive outcomes of its employees, who may otherwise bear the consequences of an uneven demand schedule. The training will also create cost savings and help the company reduce operating costs, material consumption and waste, and inventory.

Training Plan

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

Continuous Improvement: Training will be offered to all occupation and focus on Lean process improvement. Training will include Six Sigma, Lean Manufacturing, Root Cause Analysis and Corrective Action Planning. The Lean implementation is driven by both customer and industry demands to improve the overall efficiency of its business and operation goals.

Business Skills: Training will be offered to all occupations to develop skills and understanding of business and processes. Course topics include the American Production and Inventory Control Society, Internal Auditor Training, Conflict Resolution and Change Management in the Workplace. Training in Supervision and Coaching skills of its Managers and Supervisors will create better leaders and mentors at the company.

Computer Skills: Training will be offered to all occupations to utilize the Company's software and system tools such as VMWare, Citrix, Cisco, Flexnet, Gerber, Virtek, Catia V5, Fibersim and Microsoft Office to its full potential. These are critical to understanding its workflow and ensuring that the production and business sides interact together properly.

Manufacturing Skills: Training will be offered to Engineers, Production and Maintenance Staff in Manufacturing Processes, Siemens Controller, ASC Certified Quality Engineer and Confined Space. This will allow for a more agile manufacturing operation and reduce risk of turnover. Training will also enhance technical skills and ensure understanding of the manufacturing processes.

Hazardous Materials: Training will be offered to Maintenance Staff involved in handling of hazardous materials to effectively communicate hazards associated with chemicals during handling and any form of exposure.

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.

ACF's training assessment unveiled a need to further the skills of its Production Staff, not only in a class/lab setting, but on the production floor. The need for PL training is not only driven by its goal of creating a higher quality product, but the need for cross-training, bringing employees into more specialized production roles, and ensure all equipment is being used effectively.

PL-Manufacturing Skills training of approximately 44 hours will be provided to 60 Production Staff. Depending on the PL module, trainer-to-trainee ratio may vary from 1:1 to 1:3. Because of the complexity of today's production line, training in a live setting is the only way to ensure measurable and profitable operation. The trainers are in-house subject matter experts who are exclusively dedicated to instruction for the entire reported training time.

Commitment to Training

In 2018, ACF spent approximately \$275,000 for training and development. Training included company orientation, safety, on-the-job, California labor laws and regulations, anti-harassment, anti-corruption, HIPAA and PCI regulations. ETP funds will not displace the existing financial commitment to training.

➤ Training Infrastructure

The General Manager will oversee the training and internal project administration. The Human Resources Manager and Quality Manager will plan and schedule training, managing resources, and communicating with internal staff and training vendors. Managers and Supervisors will be accountable for training completion within their respective divisions, supporting the Human Resources Manager and Quality Manager with coordinating training events.

Training will be provided by in-house experts and vendors as needed. In addition, ACF has retained an outside administrative consultant to ensure that all training records meet ETP compliance.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

The Incentives Management Group, Inc. (The IM Group) in Southbury, Connecticut assisted with development at no cost.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

- Global Knowledge in Cary, NC will provide Computer Skills
- Desimone Quality International in San Pedro will provide Continuous Improvement Skills
- O.S.T.S. Inc. in Chino will provide Hazardous Material Skills
- Other trainers will be identified as they are retained

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

8-200

Trainees may receive any of the following:

CONTINUOUS IMPROVEMENT

- + Six Sigma
- + Lean Manufacturing
- + Root Cause Analysis
- + Corrective Action Planning
- + Quality Manufacturing
- + First Article Inspection
- + Team Building
- + Confluence 101
- + Azure Management
- + Key Performance Indicators

COMPUTER SKILLS

- + VMware
- + Citrix
- + Microsoft System Center Configuration Manager
- + Cisco
- + Microsoft Office (Advanced/Intermediate)
- + BaaN
- + Flexnet
- + Gerber Cutworks/TruNEST/Gerber Bed Optimization
- + Virtek Laser
- + Catia V5
- + Fibersim
- + Network Device Interface
- + Coordinate Measuring Machine

BUSINESS SKILLS

- + Business 101
- + Personal Warranty
- + Internal Auditor Training
- + Material Review Board Procedures
- + Finance
- + American Production and Inventory Control Society
- + Export Compliance
- + Supervision
- + Coaching Skills
- + Risk Management
- + Diversity and Sensitivity in the Workplace
- + Managing Change in the Workplace
- + Conflict Management & Resolution

HAZARDOUS MATERIALS

- + Hazardous Communication (HazCom)

MANUFACTURING SKILLS

- ✚ Manufacturing Processes
- ✚ Siemens Controller
- ✚ American Society for Quality Certified Quality Engineer
- ✚ Confined Spaces
- ✚ Bloodborne Pathogen

Productive Lab

0-44

MANUFACTURING SKILLS (1:3 Ratio)

- ✚ Composite Fundamentals
- ✚ SNK Operator/Programmer
- ✚ Crane Operation
- ✚ Aerial Lift/Boom Lift/Scissor Lift
- ✚ General Dimensioning & Tolerancing
- ✚ Foreign Object Debris
- ✚ Circuit Card Assembly
- ✚ First Article Inspection
- ✚ Part & Tool Handling
- ✚ Hand Power Tools/Machine Guarding Lockout Tagout/Electrical Safety
- ✚ Forklift
- ✚ Composite Layup

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:

Cobham Advanced Electronic Solutions Inc.

Contract Number: ET20-0216

Panel Meeting of: December 13, 2019

ETP Regional Office: San Diego

Analyst: C. Clady

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative Veterans	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego, Santa Clara	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 1,450	U.S.: 1,550	Worldwide: 11,505
<u>Turnover Rate:</u>	4%		
<u>Managers/Supervisors:</u> (% of total trainees)	8%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$217,000

Total ETP Funding
\$197,225

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Cont. Improv., Computer Skills Mfg. Skills, PL- Mfg. Skills	325	8-200	0	\$575	\$17.70
				Weighted Avg: 25			
2	Retrainee Priority Rate Job Creation	Business Skills, Cont. Improv., Computer Skills Mfg. Skills, PL- Mfg. Skills	20	8-200	0	\$345	*\$15.00
				Weighted Avg: 15			
3	Veterans Priority Job Creation	Business Skills, Cont. Improv., Computer Skills Mfg. Skills, PL- Mfg. Skills	10	8-200	0	\$345	*\$15.00
				Weighted Avg: 15			

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

Minimum Wage by County: Job Number 1 (Retrainee): \$17.70 per hour for San Diego County & \$19.31 for Santa Clara County. Job Number 2 (Job Creation): \$15.00 per hour for San Diego County and \$16.09 for Santa Clara County: Job 3 (Veterans Job Creation) \$15.00 per hour for San Diego County.

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

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

Up to \$2.50 per hour maybe used to meet the Post- Retention Wage in Job Numbers 1-3.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1 (Retrainee)		
Administrative Staff		25
Customer Service Staff		15
Director/Manager/Supervisor		20
Engineers		70
Information Technology Staff		15
Production Worker/Lead		145
Sales/Marketing Staff		10
Technical Staff		25

Job Number 2 (Job Creation Retrainee)		
Administrative Staff		2
Customer Service Staff		2
Manager		2
Engineers		4
Information Technology Staff		2
Production Worker/Lead		4
Sales/Marketing Staff		2
Technical Support Staff		2
Job Number 3 (Veterans Job Creation)		
Administrative Staff		1
Customer Service Staff		1
Manager		1
Engineers		2
Information Technology Staff		1
Production Worker/Lead		1
Sales Staff		1
Technical Support Staff		1

INTRODUCTION

Founded in 1983 and headquartered in San Diego, Cobham Advanced Electronic Solutions Inc. (Cobham), is a branch of Cobham Advanced Electronics Solutions in Lansdale, Pennsylvania. Cobham provides critical solutions on land, at sea, and in the air industrial and space, by moving data through off-the-shelf and customized products including Radio-Frequency, microwave, and high-reliability microelectronics, antenna subsystems and motion control solutions. The Company has three locations in California: two in San Diego and one in San Jose. All three facilities will participate in the project. Typical customers include Raytheon, General Atomics, and Lockheed-Martin.

Cobham designs and manufactures Radio-Frequency distribution solutions for missiles. This provides building blocks for high pulse input power, microwave solutions, narrow frequencies, broadband frequencies, and amplifiers. The enabling technology includes discrete amplifiers, switches, and limiters, custom-designed filters, low loss orthogonal transition, multilayer radio frequency card assembly, wideband threshold detectors, active temperature compensation, and custom equalizations. Unique packaging techniques allow for high-circuit density, high isolation, excellent thermal management, small size, and low weight.

Cobham provides engineering and program management for SEAPORT Next Generation. SEAPORT Next Generation Integrates and interfaces Navy weapon systems into a common interface that allows multiple computer systems to communicate with one another.

Veterans Program

Cobham actively recruits and hires Veterans. In this proposal, the Company will hire 10 Veterans. (Job Number 3).

PROJECTS DETAILS

Cobham is changing the way it does business. In the past, it has been a High-Mix, Low-Volume (HMLV) manufacturer. It is moving to Low-Mix, High-Volume (LMHV) production facility.

AHMLV manufacturer must produce a large variety of products in small quantities. This results in constantly changing routing, quick and frequent changeovers as well as a lack of consistency. As a result, there is an extreme degree of uncertainty, a volatile environment, high fluctuating demand and great variability in delivery dates.

The LMHV approach moves the Company from a product-based view to a process-based view of production. Workstations are classified and arranged according to movement between operations. This reduces manufacturing time and consequently increases capacity.

This is the third ETP project with Cobham, the third in the last five years. In its first project, training focused on new quality initiatives and implementation of a new Enterprise Resource Planning (ERP) computer system designed to meet customer demands and support new business processes. The Company invested more than \$3M to convert from a SAP platform to an Oracle platform. However, training was delayed due to business issues with implementation (See Prior Projects). The second project emphasized the implementation of a new ERP system adopting manufacturing processes for the Orbital ATK system. This proposal will focus on Low Mix-High volume production processes. Training has been expanded to meet current job skill needs and there will be no duplication of training for trainees who participated in the prior contracts. Curriculum content has been updated since the prior contract.

Cobham is implementing techniques to manufacture products in a more cost-efficient manner. The Company needs to be more responsive to customer needs. By manufacturing products in higher volume, it can reduce costs and improve product quality. As new products are released, Cobham workers need to understand the new product lines and how they are designed, manufactured and distributed. The new product configurations have created a need to upgrade job skills in order for workers to remain proficient in their jobs.

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, approval of this proposal would mean that Cobham will be holding its third contract with a waiting period. Additionally, Cobham must achieve at least a 75% completion rate as to the first and second contracts, or the third contract will be right-sized accordingly.

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.

Cobham is expanding existing business capacity by adding newly-hired employees to existing administrative, customer service, engineering, management, production, and technical support functions. These hiring projections are based on projected sales, design, and engineering and production requirements to meet current and future demand. The Company is committed to hiring at least 30 net new employees (Job Numbers 2 and 3). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of the contract. These trainees will be hired into “net new jobs” as a condition of the contract.

Training Plan

The majority of training will be conducted by in house instructors.

Continuous Improvement: Administrative Staff, Customer Service Staff, Directors, Managers, Supervisors, Engineers, Information Technology staff, Production Workers, Sales/Marketing Staff and Technical Support Staff will participate in Continuous Improvement Training. Trainees will be instructed on 5S Training, Continuous Process Improvement, Excellence in Delivery, High-Mix, Low-Volume Processes, Low-Mix, High-Volume Processes, Team Problem Solving, and Working as a Team. Training will improve production processes and product quality, reduce waste, and improve on-time delivery which is expected to increase sales.

Computer Skills: Trainign will be delivered to Administrative Staff, Customer Service Staff, Directors/Managers/Supervisors, Engineers, Information Technology Staff, Production Workers, Sales/Marketing Staff and Technical Support Staff. Trainees will learn Computer-Aided Design, Computer Applications, Networking, Computer Security, Intermediate/Advanced MS Office, and Oracle Software Applications. This training will enable workers to navigate and troubleshoot Oracle applications, providing a more stable computer platform will improve communication with other workers and customers. Computer skills training will result in fewer order, design, manufacturing, and delivery errors, thereby enabling the Company to reduce costs and remain profitable.

Business Skills: All occupations will be trained. Training will enable staff to maximize their proficiency in Business Grammar and Writing Skills, Coaching and Mentoring, Communication Skills, Conflict Management, Customer Service Skills, Product Knowledge, and Technical Writing. Training is expected to reduce errors, provide more efficient communication skills, and improve operational efficiency.

Manufacturing Skills: Leads, Production Workers and Technical Support Staff will learn new Assembly Procedures & Methods, Control Systems, Equipment Cross-Training, Inspection Procedures, Machine Operation, Mechanical Systems, Microwave Assembly, Soldering Skills, and Wire Bonding Skills. Training will enable staff to design, manufacture, and support new product lines. This will allow the Company to adapt to customer needs resulting in increased production capacity and sales.

Productive Lab - Manufacturing Skills: Leads, Production Workers and Technical Support Staff will receive training on Calibration Equipment, Inspection Systems, Material Handling, and Technical Tools. The Company will have increased capacity to meet customer demands resulting in improved product quality and reduced waste.

Trainees may produce goods for profit as part of the Productive Lab (PL) training. The instructor will be dedicated to training delivery during all hours of training.

Cobham has identified 30 staff for PL training in the following occupations: Production Workers/Lead, and Technical Support Staff. Trainees will receive approximately 60 hours of PL.

The majority training is 1:1 however, Cobham request a 1:3 trainer-to-trainee ratio because there are a limited number of instructors available for training and certain equipment requires a higher ratio needed for group training. This training cannot be duplicated in a class or simulated lab environment.

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. Cobham's annual training budget is approximately \$160,000. The proposed training is different from the previous and current training in that it is advanced training and the detailed course curriculum has changed.

Some topics from the last ETP Contract are included in the proposed training plan. These topics will be provided to new-hires.

➤ Training Infrastructure

The project will be administered by Senior Human Resource Manager who will be responsible for the implementation of training. There will be two dedicated coordinators, one in San Diego and another in San Jose, who will schedule classes, maintain rosters and track dates. In addition, 30 dedicated trainers comprised of Leads, Managers, Supervisors, and in-house subject matter experts will provide training.

Class rosters will be sent to San Diego, where a centralized file of the roster will be maintained. The San Diego coordinator will keep all originals at that location and coordinate with the subcontractor as needed.

Cobham will utilize a subcontractor for ETP administration services including entering data into ETP on line systems.

Impact/Outcome

Cobham will have a workforce that is able to manufacture products in a LMHV production environment. The proposed training will result in increased operational efficiencies thus reducing costs. New product designs will be introduced, increasing product offerings, thereby increasing sales and profits.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes Contractor's performance under ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0418	San Diego	3/6/17 – 3/5/19	\$149,440	\$149,440 (100%)
ET15-396	San Diego	7/8/14 - 7/7/16	\$327,600	*\$198,648 (61%)

*ET15-0396: Poor performance was attributed to Cobham being challenged with releasing trainees for training due to increased production demands. In the second project ET17-0418, Cobham had a better infrastructure in place and implemented techniques to manufacture products more efficiently.

DEVELOPMENT SERVICES

The Company retained Training Funding Source in Seal Beach to assist with development of this proposal for a flat fee of \$15,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

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

(8-200 hours) Trainees will receive any of the following:

CONTINUOUS IMPROVEMENT

- 5 S Training
- Continuous Process Improvement
- Excellence in Delivery
- High-Mix, Low Volume (HMLV) Processes
- Kaizen Training
- Low-Mix, High-Volume (LMHV) Processes
- Process Mapping
- Quality Systems Training
- Six Sigma
- Standard Work Instructions
- Team Problem Solving
- Train-the-Trainer
- Working as a Team

COMPUTER SKILLS

- Computer Aided Design
- Computer Applications
- Computer-Assisted Engineering
- Computer Networking
- Computer Security
- Computerized Inventory
- Database Administration
- Internet Applications
- Microsoft Office (Intermediate & Advanced)
- Oracle Software Applications
- Software Systems

MANUFACTURING SKILLS

- Assembly Procedures & Methods
- Control Systems
- Design Standards & Processes
- Emergency Planning
- Equipment Cross-Training
- Equipment Maintenance/Repair Skills
- Forklift Certification
- Inspection Procedures
- Machine Operation
- Maintenance Procedures
- Mechanical Systems
- Microwave Assemblies

- Safety Leadership
- Soldering Skills
- Standard Operating Procedures
- Wire Bonding Skills

BUSINESS SKILLS

- Business Grammar and Writing Skills
- Business Reports
- Coaching and Mentoring
- Communication Skills
- Conflict Management
- Customer Service Skills
- Managing Change
- Negotiation Skills
- Performance Management Skills
- Product Knowledge
- Technical Writing

Productive Lab Hours

(0-60 hours) Trainees will receive any of the following:

MANUFACTURING SKILLS (1:3)

- Calibration Equipment
- Inspection Systems
- Integrated Circuit Board Processors
- Material Handling
- Operating Production Equipment
- Standard Operating Procedures
- Technical Tools

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:

Eichleay, Inc.

Contract Number: ET20-0232

Panel Meeting of: December 13, 2019

ETP Regional Office: San Francisco Bay Area

Analyst: E. Valladolid

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative Veterans	Industry Sector(s):	Construction (C) Professional, Scientific Technology (54) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Contra Costa, Orange	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 300	U.S: 350	Worldwide: 350
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	17%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$352,652

Total ETP Funding
\$117,737

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Cont. Imp., Mgmt. Skills, Adv Technology	107	8-200	0-200	\$1,035	\$18.14
				Weighted Avg: 45			
2	Job Creation Priority Rate	Business Skills, Commercial Skills, Computer Skills, Cont. Imp.	3	8-200	0-200	\$1,380	\$15.12
				Weighted Avg: 60			
3	Veterans Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Cont. Imp., Adv Technology	2	8-200	0-200	\$1,426	\$18.14
				Weighted Avg: 62			

Minimum Wage by County: Job Numbers 1 and 3: \$18.14 per hr. for Orange County and \$19.31 per hr. for Contra Costa County.

Job Number 2: \$15.12 per hr. for Orange County and \$16.09 per hr. for Contra Costa 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		4
Document Control		4
Tech Services		6
Engineers		25
Designers		14
Procurement		6
Planners / Schedulers		4
Project Managers		25
Managers		19
Job Number 2 (Job Creation):		
Project Coordinators		3
Job Number 3 (Veterans):		
Designers		2

INTRODUCTION

Founded in 1953 and headquartered in Concord, Eichleay, Inc. (Eichleay) (www.eichleay.com) is a total project delivery company that provides engineering procurement, construction management and full life-cycle project-management services. The Company provides services for several industries, including oil refineries and biopharmaceutical companies. ETP training will be delivered at its Westminster and Concord facilities.

This will be Eichleay's second ETP Contract, the second in the last five years. In the previous ETP Contract, Eichleay focused and improved its staff's technical and program-management efficiencies. Its staff was trained to operate specialized laser scanners to provide 3D models during project development. With ETP funds, Eichleay developed a customized cloud-based system- Eichleay Quality System (EQS) while training staff to utilize it for managing a multitude projects and accessing essential job functions and procedures.

In this proposal, Eichleay has upgraded to a new computer aided software system. As a result, Eichleay will deliver Advanced Technology (AT) training to its Designers to conduct progressive design analysis, such as, pinpoint accurate measurements and spotting design flaws.

Veterans Program

In this proposal, Eichleay has included two Veterans (Job Number 3) and the Company is committed to hiring and creating promotional opportunities for its veteran staff.

Retrainee - Job Creation

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

Due to business-capacity growth, Eichleay is expanding into a number of new market sectors and even expanding its Westminster facility in Orange County to accommodate the increased workload and its growing workforce. In the past 24 months, the number of employees at its Westminster location has grown from 16 to 50 people. Consequently, Eichleay is experiencing a need for hiring net-new positions (Project Coordinators) to address its expansion and to gain a competitive edge.

PROJECT DETAILS

Eichleay will transition to a microservice-based project delivery platform called Labor Optimization Forecasting and Tracking (LOFT). Trainees will learn how to optimize labor forecasts for proposals and projects, while recognizing any gaps between proposed and actual expense trends. Additionally, Eichleay has recently purchased new OnTrack (procurement) software. Training on this software will allow procurement professionals to consistently manage documents, including requisitions, requests for quotes, bids, purchase orders (POs), and contracts with the granularity required for engineering construction.

Training Plan

ETP-funded training will be delivered via Class/Lab, E-Learning, AT and Computer-Based Training (CBT):

Business Skills: Training will be delivered to all occupations on Procurement, Project Controls, Accounting & Payroll Systems, Project Management, and Construction Management.

Commercial Skills: Training will be delivered to all occupations on Constructability, Project Planning & Execution Skills, Project Coordination, Engineering Codes & Standards.

Computer Skills: Training will be delivered to Project Managers, Project Engineers, Designers, Engineers, Tech Services, Project Controls, and Procurement Staff on Strategic Procurement Software (OnTrack), Engineering, Pipe Stress, Manpower & Labor Forecasting, and Document Control Systems.

Continuous Improvement: Training will be delivered to all occupations on Quality Systems.

Management Skills: Training will be delivered to Managers on Project Management and Management Skills.

Advanced Technology (AT): AT training will be provided to Designers. Laser scanning and computer-aided design (CAD) are skills intrinsic to the Designers' job. In an effort to meet clients' standards, it's essential that Eichleay's Designers are trained to proficiently scan and design the most optimal 3D models. As 3D Laser equipment is progressively advancing each year, it is important that Eichleay provide 3D scanning training to stay current.

Eichleay's Designers will receive highly technical skills training utilizing specialized software from Bricsys including BricsCAD and BricsCAD Mechanical. Designers will learn how to construct, operate and maintain diverse physical infrastructures that would not be possible otherwise with their former provider. Since the newly integrated Bricsys line is upscale and more technical the Designers need the AT training to quickly smooth out the learning curve.

AT training costs range \$70–\$80 per hour per AT trainer. The Bricsys CAD product line is \$12,000 (annually) and will include added-value components such as 24/7 support services, CAD tools, mechanical features and Building Modeling Information (BIM). CAD and Laser Scanning courses each range between 80–120 hours per trainee. The delivery of this AT training will cost up to \$9,600 per class. AT training will be delivered using a trainer-to-trainee ratio of 1:10 on the following equipment and software:

Scanning Equipment: 3D-laser scanner and support gear

Scanning Software: BricsCAD, BricsCAD BIM, BricsCAD Mechanical, CAESAR Model and Piping Laser Scan

Commitment to Training

ETP funds will not displace its existing financial commitment to training. Eichleay has an annual training budget of \$200,000 for California. Training includes mandatory company-wide training including health & safety, compliance, and client-specific training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Eichleay's Director of Quality (dedicated administrator) will oversee training and delivery with help from the Company's HR Manager. Overall ETP administration and coordination will be provided by the Director of Quality, the Office Administrator (Westminster location) and a Project Support Assistant. (Concord location). ETP-funded training will be delivered by in-house experts, which includes Department Leads and subject-matter experts.

Impact/Outcome

Eichleay anticipates that the migration to a new software platform will provide the Company with a labor advantage through special-skills development, which it hopes will retain and attract technology-forward candidates. Trainees will receive the advanced design and project-management skills necessary to elevate their careers.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0253	Concord	11/7/16- 11/6/18	\$219,200	\$127,560 (58%)

In the prior Contract, Eichleay overestimated the amount of Class/Lab training hours it was to deliver to its staff. A majority of the Company's employees worked in satellite areas distant from the defined training locations specified in the Contract. As a result, Eichleay was unable to deliver the ETP-funded training to desired occupations. In order to ensure better success with the proposed project, Eichleay has organized a well-built training infrastructure that will include several assistants to help oversee training and delivery.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Red Vector in San Diego has been retained to provide Business Skills and CBT training for a fee of \$31,000 annually.

Occupational Safety Council of America (OSCA) of Martinez has been retained to provide Commercial Skills and CBT training for a fee of \$25,000 annually.

Code Academy of New York, NY has been retained to provide (online) Computer Skills training for a fee of \$480 annually. Other trainers will be identified as they are retained.

Exhibit B: Menu Curriculum

Class/Lab/E-Learning Hours

8–200

Trainees may receive any of the following:

BUSINESS SKILLS

- Procurement
- Project Controls
- Accounting & Payroll Systems
- Human Resource Systems
 - Strategic Engagement
 - Talent Analytics
 - Measuring and Compensating for Performance
 - Aligning Employee Performance with Organizational Goals
- Project Management
- Construction Management

COMMERCIAL SKILLS

- Constructability
- Project Planning & Execution Skills
- Project Coordination
- Engineering Codes & Standards
- Safety & Health Processes & Systems

COMPUTER SKILLS

- Engineering Software
- Design Software
- Pipe Stress (CAD software)
- Estimating Software
- Manpower & Labor Forecasting Software
- Strategic Procurement Software (OnTrack)
- Document Control Systems and Software
- Human Resources Software

CONTINUOUS IMPROVEMENT

- Quality Systems

MANAGEMENT SKILLS (management trainees only)

- Project Management
- Management Skills

ADVANCED TECHNOLOGY (AT) (limited ratio 1:10)

- Bricsys
 - BricsysCAD
 - BricsysCAD BIM
 - BricsCAD Mechanical
- CAESAR Model and Piping Laser Scan

CBT Hours

0–200

BUSINESS SKILLS

- The Ultimate Project Manager, Chapter 01: Today's Project Manager (2 hours)
- The Ultimate Project Manager, Chapter 02: Marketing And Proposals (1 hour)
- The Ultimate Project Manager, Chapter 03: The Contract Agreement (2 hours)
- The Ultimate Project Manager, Chapter 04: The Project Management Plan (1 hour)
- The Ultimate Project Manager, Chapter 05: The Project Schedule (1 hour)
- The Ultimate Project Manager, Chapter 06: The Project Budget (1 hour)
- The Ultimate Project Manager, Chapter 07: Leading The Project Team (1 hour)
- The Ultimate Project Manager, Chapter 08: Managing Client Relationships (2 hours)
- The Ultimate Project Manager, Chapter 09: Developing Effective Communications, (1 hour)
- The Ultimate Project Manager, Chapter 10: The Project Startup (1 hour)
- The Ultimate Project Manager, Chapter 11: Managing Your Time (1 hour)
- The Ultimate Project Manager, Chapter 12: Managing Project Studies And Reports (1 hour)
- The Ultimate Project Manager, Chapter 13: Managing Design & Construction Phases (2 hrs)
- The Ultimate Project Manager, Chapter 14: Managing Project Quality (1 hour)
- The Ultimate Project Manager, Chapter 15: Managing Project Risks (1 hour)
- The Ultimate Project Manager, Chapter 16: Project Financial Management (1 hour)
- The Ultimate Project Manager, Chapter 17: Project Management & Design Technology (1 hr)
- The Ultimate Project Manager, Chapter 18: Monitoring & Controlling The Project (1 hour)
- The Ultimate Project Manager, Chapter 19: Project Closeout (1 hour)
- The Ultimate Project Manager, Chapter 20: Alternative Project Delivery Methods (1 hour)
- The Ultimate Project Manager, Chapter 21: A/E Project Management Benchmark Data (1 hour)
- The Ultimate Project Manager, Series Summary: The Short and Sweet Version (1 hour)

MANAGEMENT SKILLS

- Smart Management: Successfully Transitioning from Team Member to Manager (1 hour)
- Smart Management: SMART Goals - Setting Effective Targets for Success (1 hour)
- Smart Business Writing: 4 Stages to Writing Your Best (1 hour)
- Smart Business Writing: Email Do's and Don'ts (0.5 hour)
- Smart Business Writing: Short, Sweet and To-the-Point Reports (1 hour)
- Smart Business Writing: Tackling the Technical Proposal (0.5 hour)
- Advanced Project Management: Advanced Project Risk Management (2 hours)
- Advanced Project Management: Advanced Project Scheduling (1 hour)
- Advanced Project Management: Converting Strategy Into Action (1 hour)
- Advanced Project Management: Executing Complex Programs (1 hour)
- Advanced Project Management: Integrated Project Delivery (2 hours)
- Advanced Project Management: Managing Project Teams (1 hour)
- Advanced Project Management: Project Management in a Dynamic Environment (1 hour)
- Advanced Project Management: Project Performance Management (1 hour)
- Advanced Project Management: The Power of Project Leadership (1 hour)
- Smart Leadership: Part 1 - What Leaders Do (1.5 hours)
- Smart Leadership: Part 2 - Model the Way (1.5 hours)
- Smart Leadership: Part 3 - Inspire a Shared Vision (1.5 hours)
- Smart Leadership: Part 4 - Challenge the Process (2 hours)
- Smart Leadership: Part 5 - Enable Others to Act (2 hour)

- Smart Leadership: Part 6 - Encourage the Heart (1.5 hours)
- Smart Management: Getting the Most out of a Multigenerational Workforce (1 hour)
- Smart Management: Business Essentials (1 hour)
- Smart Management: Methods for Motivating and Mentoring Your Team (1 hour)
- Smart Management: The Art & Science of Delegation (1 hour)
- Smart Management: Key Skills for Managing & Coaching Your Team (1 hour)
- Smart Management: Managing a Geographically Distributed Workforce (1 hour)
- Smart Management: How to Handle Workplace Challenges (1 hour)

COMMERCIAL SKILLS

- 2017 NEC Changes: Communications Systems (1 hour)
- 2017 NEC Changes: Special Equipment (1 hour)
- 2017 NEC Changes: A New Process and Five New Articles (1 hour)
- 2017 NEC Changes: Appliances and Equipment (1 hour)
- 2017 NEC Changes: Branch Circuit, Feeder, and Services (2 hours)
- 2017 NEC Changes: Conductors and Wiring Methods (1 hour)
- 2017 NEC Changes: Enclosures and Boxes (1 hour)
- 2017 NEC Changes: General Requirements (1 hour)
- 2017 NEC Changes: Hazardous Locations (1 hour)
- 2017 NEC Changes: Overcurrent Protection and Grounding & Bonding (1 hour)
- 2017 NEC Changes: Receptacles and Switches (1 hour)
- 2017 NEC Changes: Special Occupancies (1 hour)
- 2019/2020 NEC Changes: To Be Announced Upon Release
- Accessibility and Visibility (1 hour)
- Arc Flash Hazard Analysis (1 hour)
- Building Systems for Designers - Electrical Systems Basics (2 hours)
- Building Systems for Designers - Fire Safety (3 hours)
- Building Systems for Designers - Heating and Cooling Systems (2 hours)
- Building Systems for Designers - Indoor Air Quality (2 hours)
- Building Systems for Designers - Lighting Systems (2 hours)
- Centrifugal Pumps (3 hours)
- Cogeneration Systems Essentials (1 hour)
- Commercial Application Electric Transformers (1 hour)
- Commercial Application Transformers (1 hour)
- Commercial Electrical Systems Essentials (1 hour)
- Commercial HVAC Building Envelope (1 hour)
- Commercial HVAC Systems Essentials (1 hour)
- Compressible Flow Components Analysis (1 hour)
- Construction Project Management: Resource Management (1 hour)
- Critical Facilities - Emergency Electric Power (2 hours)
- DC Power in the Data Center (1 hour)
- Design of Short Columns Subject to Axial Load and Bending (1 hour)
- Design of Reinforced Concrete Using the ACI Code: Serviceability (1 hour)
- Design of Reinforced Concrete Using the ACI Code: Slender Columns (1 hour)
- Design of Steel Elements for Second Order Effects (1 hour)
- Design of Utility Infrastructure (2 hours)
- Designing Foundation Repairs (2 hours)
- Designing with Structural Composite Lumber (1 hour)
- Electric Fire Alarm Systems (1 hour)
- Electric Motors (1 hour)

- Electric Motors & Generators: Basic Magnetism (1 hour)
- Electric Power Generation (1 hour)
- Electric Power Substations (1 hour)
- Electric Power Substations & Distribution (1 hour)
- Electric Power Transformers (2 hours)
- Electrical and Arc Flash Hazards (1 hour)
- Electrical Conductor Sizing (2 hours)
- Electrical Fire Alarm Systems (1 hour)
- Electrical Installations 1: Electrical Laws, Components, and Circuits (1 hour)
- Electrical Protection Grounding (2 hours)
- Electrical Safety (0.5 hour)
- Electrical Wiring Methods (2 hours)
- Emergency Electric Power (2 hours)
- Energy from Waste (1 hour)
- Essentials of the Connected Vehicle (1 hour)
- Financial Management 1: Negotiating Contracts (1 hour)
- Fire Essentials and Fire Science (1 hour)
- Fire Water Systems – Storage, Pumping, & Distribution (2 hours)
- Fuel and Combustion Systems Safety - Combustion Basics (2 hours)
- Fuel and Combustion Systems Safety - Gas Piping Repairs and Cleaning (2 hours)
- Fuel and Combustion Systems Safety - Gas Supply System Issues (1 hour)
- Fuel and Combustion Systems Safety - Understanding Boilers and Their Special Risks (1 hr)
- Fuel and Combustion Systems Safety - What You Don't Know Can Kill You! (1 hour)
- Fundamentals of Petroleum Engineering (2 hours)
- General Electrical Hazard Awareness and NFPA 70E® 2018 (1 hour)
- General Electrical Hazard Awareness for Site Safety (1 hour)
- Green Design: Introduction to Sustainable Sites (Based on LEED v4) (1 hour)
- Green Infrastructure 5: Best Practices for Utilities (1 hour)
- HVAC Design (1 hour)
- HVAC Distribution (1 hour)
- HVAC Terminal Units (2 hours)
- Hydroelectric Power Generation (2 hours)
- Innovative Heat Pump Technology (1 hour)
- Instrumentation and Control: Detectors & Position Indicators (4 hours)
- Instrumentation and Control: Process Controls (2 hours)
- Introduction to Basic Diagrams and Symbols, Part 1 (1 hour)
- Introduction to Basic Diagrams and Symbols, Part 2 (1 hour)
- Introduction to Net Zero Buildings (2 hours)
- LEED v4 for Interior Design + Construction (1 hour)
- LEED v4: Building Design and Construction (1 hour)
- Lighting Controls Essentials (2 hours)
- Liquefied Natural Gas (LNG): Safety & Environmental Sustainability of LNG (1 hour)
- Low Voltage Fundamentals (1 hour)
- Microgrid Essentials (1 hour)
- Microgrids and the City (1 hour)
- NFPA 70E® - 2018 Updates (1 hour)
- Overcurrent Protection I - Short Circuit Calculations (3 hours)
- Overcurrent Protection II – Coordination (3 hours)
- Petroleum Drilling Technology (1 hour)
- Petroleum Engineering: Liquid Process Piping - General Piping Design (2 hours)

- Petroleum Engineering: Liquid Process Piping - Introduction and Design Strategy (1 hour)
- Petroleum Instrumentation and Measurement (2 hours)
- Petroleum Refining Processes and Related Health and Safety Considerations (3 hours)
- Power Transmission & Distribution - Basic Equipment and Terminology (1 hour)
- Power Transmission and Distribution (1 hour)
- Prestressed and Reinforced Concrete: Choosing the Best Method for Your Project (1 hour)
- Principles of Professional Construction Management (1 hour)
- Reinforced Masonry Design (2 hours)
- Reliability Engineering Essentials (1 hour)
- Reliability Engineering Fundamentals (1 hour)
- Renewable Energy Fundamentals (2 hours)

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

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



Training Proposal for:
InnovaSystems International, LLC

Contract Number: ET20-0228

Panel Meeting of: December 13, 2019

ETP Regional Office: San Diego

Analyst: K. Hernandez

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Services (G) Professional, Scientific Technology (54) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 149	U.S.: 302	Worldwide: 302
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	18%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$319,910

Total ETP Funding
\$124,246

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Adv. Tech, Business Skills, Computer Skills, Cont. Imp.	146	8-200	0-30	\$851	\$17.70
				Weighted Avg: 37			

Minimum Wage by County: Job Number 1: \$17.70/hr. in San Diego County

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

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

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
Administration Staff		10
Engineers		89
Finance & Accounting Staff		6
Managers		26
Quality Assurance Staff		9
Sales & Marketing Staff		2
Technical Writers		4

INTRODUCTION

Founded in 1997 and headquartered in San Diego, InnovaSystems International, LLC, (InnovaSystems), (www.innovasi.com) provides a full spectrum of Information Technology and software solutions, specializing in web-based, multi-tier system architectures including application development, and software engineering. The Company also designs, builds and implements software platforms from initial inception to ongoing maintenance. InnovaSystems customers include the Department of Defense, federal, state, and local government agencies. The Company's products include NRRRA (Navy Reserve Readiness Module), ADW (Aviation Data Warehouse), CV-SHARP (Carrier-Sierra Hotel Aviation Readiness Program), DRRS (Defense Readiness Reporting System), NTIMS (Navy Training Information Management System), and SHARP (Sierra Hotel Aviation Readiness Program) which are all used to support readiness assessment solutions for the military.

Veterans Program

Although there is no designated Veterans job number, InnovaSystems is committed to hiring and retaining Veterans as an Equal Opportunity Employer. The Company recruits veterans informally; however, many of the Company's positions require an active security clearance which attracts veterans to open positions. In addition, the Company uses a resume database to help identify which job seekers are Veterans making it easier to specifically reach out to Veterans. Hence, it is expected that Veterans will be included as part of the trainee population. InnovaSystems also supports the Veterans community by participating in the Million Step Challenge charity. The charity has two purposes: to improve employee health through fitness and raise money for Operation Rebound and Support the Enlisted Project. All proceeds go to these two charities, the Company also matches up to \$100 in pledges per participant. Over the last six years, InnovaSystems has raised over \$115,000 for the two programs to help change and improve the lives of many Veterans.

PROJECT DETAILS

InnovaSystems first ETP project focused on soft skills training related to leadership training, training managers to create high performing teams and how to execute company strategy. The training was helpful because it enhanced productivity and product quality. However, following the completion of training InnovaSystems assessed its training needs and determined a need to focus more resources and training time on technical/hard skills training for Engineers.

To this end the Company plans to implement companywide process improvement efforts. InnovaSystems will certify employees in the Maturity Level 3 Capability Maturity Model Integration (CMMI) Development Model 2.0. Originally developed by Carnegie Mellon University, the CMMI enables organizations to benchmark performance across a wide range of critical business capabilities, including product development, service excellence, workforce management, data management, supplier management, and cybersecurity.

InnovaSystems is currently certified in Model 1.3 as a Maturity Level 3 organization. Maturity levels represent a staged path for an organization's performance and process improvement efforts based on predefined sets of practice areas. Maturity level 3 certifies that InnovaSystems uses organization-wide standards, which provide guidance across all projects, programs, and portfolios. InnovaSystems' CMMI effort is unique because they will be one of the first companies to use the 2.0 certification model. Furthermore, the entire company will build software according to Maturity Level 3 guidelines. This distinction of maturity level will support the Company's efforts of being awarded new government contracts, adding to its competitive advantage during the bidding process. Training will focus on Continuous Improvement Business and Software Process Improvement sessions.

Another priority for the Company is to become an industry leader in innovative technology analytics. To do this, the Company plans to train staff to develop proprietary cloud computing, machine learning, and data analytics solutions. This will allow the Company to gain market share and increase sales by leading the industry with these innovative technologies. Different from traditional engineering, machine learning is a scientific method-based approach to business intelligence that uses predictive analysis to determine readiness for a given assignment. Predictive analysis uses large data sets that would otherwise be unavailable and makes them accessible to consumers requiring readiness assessment solutions. Predictive models then pave the way toward prescriptive analytics which enable the models to recommend decision options to take advantage of the results of predictive analytic outcomes.

This innovative shift to machine learning requires substantial training and has a steep learning curve, even for the most veteran computer software Engineers. This is because data analytics and software engineering are two fields that have not typically been utilized for the same project at the same time. Accordingly, InnovaSystems Engineers will be trained in cloud computing to efficiently utilize infrastructure, software and platforms as a hosted service to achieve a high degree of scale at minimal cost. Engineers (Data Analysts and Statisticians) will be trained in essential aspects of software engineering, business intelligence technologies and tools to improve collaboration with the engineers. Furthermore, InnovaSystems has previously designed proprietary/custom software for its customer base that will need to be redesigned to add modernized data analytics and machine learning solutions to existing software services. Training will focus on Advanced Technology Cloud Architecture, Data Analytics, and Machine Learning sessions.

Training Plan

To meet the aforementioned business needs training will be delivered via Class/Lab, Advanced Technology and Computer-Based Training in the following:

Advanced Technology: Training will be provided to Engineers and will focus on Cloud Architecture, Data Analytics, and Machine Learning.

Business Skills: Training will be provided to all staff to help build high performing teams with training focused on leadership, goal execution and increasing productivity.

Computer Skills: Training will be provided to Engineers to ensure proficiency with new computers systems/platforms and processes to enhance productivity and product quality. Training will focus on Dynamix365 and Software Development.

Continuous Improvement: Training will be provided to all staff to ensure the certification of employees in the Maturity Level 3 Capability Maturity Model Integration (CMMI) Development Model 2.0. Training will focus on Business and Software Process Improvement.

Computer-Based Training (CBT)

CBT training will be provided as an extension to InnovaSystems Class/Lab training. This additional training will ensure trainees are increasing information retention. CBT training will focus on critical Computer Skills.

Commitment to Training

In 2018, InnovaSystems invested \$175,000 in training in cloud computing & data analytics, Microsoft certifications for Azure administration, and Amazon Web Service certifications for cloud development. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

InnovaSystems Corporate Administrator will oversee overall administration of the project. Training will be delivered by in-house trainers and vendors as needed. InnovaSystems is ready to begin the training plan upon approval. The Company's Directors, Managers, and Supervisors will execute the training plan and coordinate training to ensure proper record keeping procedures are

in place. The Company has worked closely with its consultant RSM US LLP (RMS), to develop a training plan that reflects InnovaSystems business needs over the next two years.

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 \$ %
17CS-0020	San Diego	06/30/17 – 06/29/19	\$94,010	\$94,010 (100%)

DEVELOPMENT SERVICES

RSM in San Diego assisted with development at a cost of \$7,500.

ADMINISTRATIVE SERVICES

RSM 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 Hours**

8-200

Trainees may receive any of the following:

ADVANCED TECHNOLOGY

- Cloud Architecture
- Data Analytics
- Machine Learning

BUSINESS SKILLS

- 5 Choices of Extraordinary Productivity
- 7 Habits of Highly Effective People
- Business Acumen and Industry Knowledge
- Company Essentials
- Objectives and Key Results
- One-to-One Leadership
- Performance Management Skills
- Prepare Leadership
- Self-Leadership
- Teams Leadership

COMPUTER SKILLS

- Dynamix365 Training
- SalesForce
- Security Essentials
- Software Development
- Technology Essentials
- Nutanix DCOS Container Cluster

CONTINUOUS IMPROVEMENT

- Agile Roles
- Business Process Improvement
- Software Process Improvement

CBT Hours

0-30

COMPUTER SKILLS

- Scrum Training Series (1)
- Cyber Awareness Challenge (2)
- Privacy Act (2)
- Insider Threat (2)
- Developer Security Training (3)
- Software Development (10)
- Software Testing (10)

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:

Mavenlink, Inc.

Contract Number: ET20-0221

Panel Meeting of: December 13, 2019

ETP Regional Office: San Diego

Analyst: C. Clady

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Services (G) Professional, Scientific Technology (54) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange, San Francisco	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA:181	U.S.:241	Worldwide: 350
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	17%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$389,340

Total ETP Funding
\$195,550

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills Commerical Skills Computer Skills Continuous Impr Management Skills	139	8-200	0	\$920	\$18.14
				Weighted Avg: 40			
2	Retrainee Job Creation Priority Rate	Business Skills Commerical Skills Computer Skills Continuous Impr Management Skills	49	8-200	0	\$1,380	\$15.12
				Weighted Avg: 60			

Minimum Wage by County: **Job Number 1:** \$18.14 in Orange County and \$19.31 in San Francisco County; **Job Number 2:** \$15.12 in Orange County and \$16.09 in San Francisco County

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1 Retrainees		
Sales/Marketing		43
Client Services		44
Research & Development		28
Management		24
Job Number 2 Job Creation- Retrainees		
Sales/Marketing		17
Client Services		10
Research & Development		20
Management		2

INTRODUCTION

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

for Mac and PC users. The Company primarily serves large enterprises, mid-size businesses, non-profits, public administrations and small businesses in the service industry. Training will be conducted at its two California facilities.

Mavenlink has experienced significant growth since its inception at a rate of approximately 100 percent over the year. The company has expanded operations geographically with offices in Irvine and San Francisco, California; Salt Lake City, Utah; Boston, Massachusetts; Cebu, Philippines; Melbourne, Australia; and London, UK. The company has grown to nearly 250 employees worldwide.

PROJECT DETAILS

This will be Mavenlink's third project and the third in the last 5 years. At the onset of the first agreement, the Company had only 52 full-time employees and trained only new staff, mainly Engineering. The second project focused on training new staff in all occupations in product knowledge and new software features. Training curricula for incumbent staff will not be duplicated.

Mavenlink is both a product and services company. To meet growth demands in FY21 and FY22, the Company will be conducting training for Research and Development staff on the latest programming methodologies and technologies required to enhance products. Sales Staff will be trained on strategies and techniques to meet revenue goals, while Client Support/Services Staff will receive training in Business skills and Commercial skills to increase customer demand. In addition, Business Skills and soft-skills training will be provided to all groups designed to enhance communication and collaboration amongst team members and with customers. The Company also has a critical need to train managers at all levels with basic management and leadership skills to cultivate leadership and a high-performing culture.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate.

The Company needs to hire due to the increased demand for its products and services; therefore expanding its current business capacity. Also, the Company has a precise vision: "To be the digital infrastructure that enables the new service economy, where organizations realize limitless resource capacity, scale, and success," which requires the Company to attract, develop, and retain the best workers. To that end, Mavenlink must hire new employees.

The Company anticipates an increase in hiring in the next 24 months. As a result, extensive new employee onboard training will be required to prepare the new workforce to contribute. The proposed training plan reflects the higher number of hours new employees will require over incumbent workers. The Company will hire 49 net new employees (Job Number 2). This projection is consistent with the aforementioned recent hiring history resulting from ongoing business expansion.

Training Plan

Business Skills: Client Services, Support, Sales Staff will be provided with training for development of skills and techniques to ensure the superior delivery of customer service to the client base.

Management Skills: Techniques will be provided for both new and current managers designed to foster goodwill with employees, contribute to employee development, and address conflict resolution.

Commercial Skills: Sales and Client Services - All client-facing staff will be provided with training to develop client-facing communications and sales skills.

Client Services representatives will be trained to communicate and interface effectively with clients. In addition, company will provide staff with training focused on industry-related topics which will include: project management, change management, and resource management.

Computer Skills: Training will be offered to all staff. Computer skills training encompasses coursework on the latest software programming technologies and tools as well as software project management methodologies.

Continuous Improvement: This training will be offered to all staff to ensure employees are equipped with the required skills and knowledge to perform their tasks and responsibilities to the highest degree possible. Mavenlink will conduct training sessions to build employee communications skills. These soft skills courses will encompass such topics as presentation skills and team interaction.

Commitment to Training

Mavenlink currently has a training budget of \$100,000 annually for its San Francisco and Orange County locations. This includes new-hire orientation, product integration and off-site training for all teams.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. ETP funds will allow Mavenlink to retain and attract high skilled employees and remain competitive in the technology sector

➤ Training Infrastructure

The Mavenlink Training and Education team will be administering the ETP contract. The staff consists of the Director of Training and Curriculum Specialist. The Director of Training in San Diego will coordinate with the Office Manager in San Francisco to coordinate and the tracking of records. The Training staff will work with other departments within to assist with administrative duties.

To accommodate multiple Mavenlink California locations, the training team will travel as necessary, will utilize geo-located presenters, will provide virtual/remote delivery sessions, and provide content via e-Learning. Training will commence upon approval of contract. Training will occur in Irvine and San Francisco.

Impact/Outcome

The goals and objectives of the training initiatives will be as follows:

- All new employees will be expected to transition to their new positions within two weeks of start date.
- Employees will demonstrate knowledge and proficiency in using the Mavenlink product through successful completion of the Mavenlink Core Product training course and passing the certification exam with a minimum score of 80 percent.
- R&D personnel will exhibit thorough knowledge and skills in leading software programming languages and tools as evidenced by the successful launch of product that meets or exceeds the Mavenlink software quality assurance standards for released software.
- Sales employees will meet or exceed established sales quotas per management directed schedules.

- Client Services personnel will meet or exceed established goals for expansions and extensions and will realized client satisfaction goals as evidenced by meeting or exceeding established Net Promoter Score objectives.
- Employee churn will be reduced by at least 10 percent over the duration of the ETP contract.
- All managers – both new and current - will receive management training.
- A subset of the Client Services staff will achieve Resource Management Professional Certification status.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0271	Irvine, San Francisco	11/1/16-10/31/18	\$252,240	\$197,795 (78%)
ET15-0256	Irvine, San Francisco	8/4/2014-8/3/2016	\$168,480	\$133,146 (79%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Analysis Skills
- Consultative Marketing/Sales Skills
- Inbound/Outbound Client Engagement
- Retention Skills
- Client Management Skills
- Communication Skills
- Active Listening Skills
- Conflict Resolution
- Presentation Skills
- Service Industry Best Practices

COMMERCIAL SKILLS

- Business Intelligence Skills/Reports Building
- Logical Data Model & GoodData Product Reporting Platform
- Salesforce Product Knowledge
- Mobile/Cloud Technology Product Information
- Data Migration/Leveraging Mavenlink Toolset
- Integrations/Configuration/Development
- Custom Forms Configuration/Development
- Software Implementation Lifecycle Projects
- New/Upgraded Product Design and Implementation Skills
- Technical Product Support
- New/Upgraded Software/Hardware Information
- New/Upgraded Software/Hardware Product Knowledge
- Project Collaboration in a Central, Convenient Workplace
- Creation/Management of Tasks/Subtasks
- Out of Box Integrations (Google Apps, Pandexio, QuickBooks)
- View and Manage Conversation History and Task Related Items
- Time and Expense Tracking and Approvals
- Invoice Creation and Management/Invoice & A/R Reporting
- Master Planning, Resource Scheduling and Management
- Understanding Margin and Cost in a Business Environment
- Generating Reports and Analytics
- Customization of Mavenlink Within a Business
- Understanding Budgets and Management of Budgets
- Time and Materials Versus Fixed Fee, Retainer Projects
- Tracking Project Timelines and Dependencies on Gantt Charts
- User Setup/Assigning Permissions
- Administrative Configuration
- Project Set-up and Implementation
- Templates and Task Creation
- Chrome/Mobile App Extension
- Workweeks, Utilization and Schedules
- Uploading/Sharing/Managing Files Within Mavenlink
- Function of Organizations and Geographies on Account Reporting

- Project Based Margin Reporting Support
- Delivering Successful Client Engagements

COMPUTER SKILLS

- Advanced Software Design and Architecture
- Ruby on Rails
- HTML/CSS
- JavaScript and Many New Frameworks (e.g. JQuery, Backbone.js)
- Web Development
- Resource Optimization & Utilization Tracking
- Mobile Development
- Multiple XML/JSON API Integrations
- Live Deployments and Continuous Integration
- Staging/Production UNIX Environment Systems and Maintenance
- Agile Software Development
- Test-Driven Development
- Pair Programming
- Code Versioning and Pull Requests Best Practices
- Lean User Experience (UX)
- Systems Architecture
- Intermediate/Advanced Mac Office Skills
- MySQL
- MAQL
- Client Relationship Management (Salesforce.com)
- Mobile/Cloud Technology Skills
- Suevey Software
- GSuite Usage
- New/Upgraded Software/Hardware
- Technical Product Support
- Integration Developments (Salesforce, Netsuite, Intacct, Jira, etc)

CONTINUOUS IMPROVEMENT

- Project Management Strategic Planning
- Project Solving/Troubleshooting Skills
- Project Management Skills
- Process/Performance Improvement Skills
- Team Building Skills
- Business Intelligence Skills
- Integrations/Configuration/Development
- New Upgraded/Software/Hardware Information

MANAGEMENT SKILLS

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

<p>Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.</p>
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Retrainee – Job Creation

Training Proposal for:

Meriliz Incorporated dba DOME Printing

Contract Number: ET20-0215

Panel Meeting of: December 13, 2019

ETP Regional Office: Sacramento

Analyst: J. Dongallo

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Sacramento	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Teamsters District Council 2: Local Union 388M		
Number of Employees in:	CA: 170	U.S.:170	Worldwide: 170
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	11%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$166,850

Total ETP Funding
\$163,300

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Improvement, Hazardous Materials, Management Skills, Manufacturing Skills, PL – Manufacturing Skills	160	8-200	0	\$805	\$17.70
				Weighted Avg: 35			
2	Retrainee Job Creation Priority Rate	Business Skills, Computer Skills, Continuous Improvement, Hazardous Materials, Management Skills, Manufacturing Skills, PL – Manufacturing Skills	25	8-200	0	\$1380	\$15.00*
				Weighted Avg: 60			

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

Minimum Wage by County: Job Number 1: \$17.70 per hour in Sacramento County. Job Number 2: \$15.00 per hour in Sacramento County.

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

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 and 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Administrative Staff		30
Managers		15
Production		103
Sales Representatives		12

Job Number 2: Job Creation		
Administrative Staff		7
Managers		2
Production		12
Sales Representatives		4

INTRODUCTION

Founded in 1969 and headquartered in Sacramento, Meriliz Incorporated dba DOME Printing (DOME), (www.domeprinting.com) is a large engraving and commercial printing company that specializes in customized printing projects. The Company has the ability to produce customer products utilizing a wide array of technologies including: web-offset printing, sheet-fed offset printing, digital printing, digital large format printing, and large format screen printing. DOME manufactures books, catalogs, calendars, coupons, magazines, postcards, posters, pamphlets, letterhead, bill inserts, printed fabric, retail signage and other unique materials. DOME's customer base includes food and agricultural, financial, retail, beverage, gaming, government, and communication industries.

Training will take place at their Sacramento County facility in McClellan.

Veterans Program

DOME currently employs Veterans as a part of their full-time workforce. The company does not have a specific Veteran outreach program at this time; however, veterans are included as part of the recruitment process.

Union Support

Administrative, Production, and Sales Staff are represented by a local union, Teamsters District Council 2: Local Union 388M. A union letter of support has been provided.

PROJECT DETAILS

This is DOME's third ETP Project and the third in the last five years. The previous Contract focused on managing company growth and improving employee skills. In this proposal, DOME will continue to focus on streamlining current processes and procedures to improve overall production efficiencies and quality. Training for this proposal will not duplicate training from the prior projects. Training will be more advanced and expand on the training delivered during the prior contract.

To remain competitive as one of the top printing companies within the state, the Company has invested over \$8M in capital expense to upgrade equipment and improve business operations. Training is needed to enhance employee's skills to effectively implement the upgraded equipment. Training will be provided on the processes and maintenance of these machines:

- KBA 106 19 Color UV Printing Press
- KBA 205 81" 5 Color UV Printing Press
- EFI FabriView Dye Sublimation Printer
- YAWA Packaging Machine
- Apogee Prepress Workflow Software

DOME has created internal training programs for all occupations to standardize operating procedures and to stay current with fluctuating industry standards and regulations. Trainees will receive training in their area of expertise, such as Process Improvement, Six Sigma, 5S and High Performance Work Teams. Training will ensure trainees are subject matter experts in their field.

Retrainee - Job Creation

In support of Job Creation, the Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

DOME is expanding business capacity over the next two years with the addition of new machinery in their packaging and printing departments. To meet business needs the Company has committed to hiring 25 new employee identified in Job Number 2. These will be net new positions in Administrative Staff, Manager, Production, and Sales Representative. The date-of-hire for all trainees will be within the three-month period before contract approval or within the term-of-contract. Trainees will be hired into “net new jobs” as a condition of contract.

Training Plan

DOME will utilize a combination of Classroom/Laboratory and Productive Lab delivery methods. In-house subject matter experts will deliver the vast majority of the training; however, vendors may be used for the delivery of some Manufacturing Skills training.

Business Skills: Training will be provided to Administrative Staff, Sales Representatives and Managers. Additional training will focus on improving sales and employees’ soft and internal administration skills to meet company standards. Training will be delivered in topics such as Performance Management, Supply Chain Customer Service, Communication skills, and Product Knowledge.

Computer Skills: Job specific training will be delivered to all occupations. Training will focus on improving knowledge of software programs to increase efficiency and quality. Administrative Staff, Sales Representatives, and Managers will receive training in Intermediate and Advanced Microsoft Office, Intermediate and Advanced Adobe Creative Suite, Photoshop, and Customer Relationship Management (CRM).

Continuous Improvement: Training will be delivered to all occupations and will focus on process improvements throughout the organization. Every unit will benefit from decision-making and problem-solving training; however, the majority of the continuous improvement training will be delivered to Production. Production staff will learn advanced Lean Manufacturing principles including Six Sigma, 5S, and Supply Chain Communication.

Hazardous Materials: Training will be delivered to all Production members. Trainees will learn the proper procedures for identifying, handling, storing and transporting hazardous materials.

Management Skills: Training will be provided to managers only. Many employees are promoted from within and have little or no management experience. Training will provide these employees with the skills to develop effective leadership, communication and performance management skills to make good decisions. Managers will receive training in topics such as Leadership Skills, Team Building, Motivation, Supervisory Skills and Performance Management.

Manufacturing Skills: Training will be provided to all Production and Managers. DOME has different machines that are used in the production process for web offset printing, sheet-fed offset printing, digital printing, digital large format printing, and large format screen printing. After the prints are completed, DOME also has machines that cut, fold, glue, laminate, stitch, and bind. In total, there are nearly 50 different printing machines to provide training on. Production and Managers will receive training in topics such as Kodak Digimaster, Hunkeler Tipping Machine, Folding Systems, Yawa Packaging Machine, Seal Laminator, Drill Press, and High Speed Tabbers.

Productive Laboratory

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

Due to new equipment and new production procedures, DOME is requesting 80 PL training hours at a 1:3 trainer-to-trainee ratio for 20 production trainees. The Company has many pieces of complicated new equipment that require specialized skills and additional time to operate during this training period. These special skills, as well as, meeting time-sensitive customer deadlines will require the Company to utilize a 1:3 training ratio to meet the demands of the industry in the most proficient and productive manner. Cross-training will take place to strengthen DOME's production staff's knowledge of the new equipment and procedures. A well-educated and experienced staff will lead to a higher quality product and potential for career growth of these staff members within the company.

PL trainers will observe, coach, and mentor trainees during production tasks. PL training will only be delivered to Production on printing, folding, binding, gluing and cutting machinery. After a specified number of successful completions of the task, the trainee will be deemed competent. Trainees will also receive cross-training to strengthen the Company at its core. Production is expected to decrease by approximately 25% during training and waste will be significantly higher.

PL training will supplement Class/Lab training to strengthen employees' understanding of printing tasks on each specific piece of equipment. A well-educated and experienced staff will result in higher-quality products. Training will increase the potential for employee career growth.

Commitment to Training

ETP funds will not displace their existing financial commitment to training. DOME commits approximately \$150,000 annually for their Sacramento location. The Company utilizes staff as subject-matter experts to conduct their training. Moving forward, DOME intends to significantly increase the number of subject-matter experts specializing with equipment upgrades to deliver more training. The training budget includes state-mandated safety training, equipment maintenance and installation, and sales 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 Resources (HR) Manager will be working with an HR team comprised of two other members to schedule training, enroll trainees, track attendance rosters, enter training hours, create invoices, and handle any administrative duties that may arise. In addition, the HR manager will be working with in-staff trainers with the coordination and collection of training data.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0470	Sacramento	6/6/2016– 6/5/2018	\$339,000	\$239,816 (71%)
ET14-0153	Sacramento	8/26/2013– 8/25/2015	\$122,850	\$122,850 (100%)

ET16-0470: During the term of this Contract, the Company consolidated locations and experienced a slight turnover in management. The planned delivery of training was delayed or postponed, as a result.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting Skills
- Communication Skills
- Customer Relations
- Fraud, Waste and Abuse
- HIPAA Compliance (required to serve healthcare customers)
- Performance Management
- Product Knowledge
- Project Management
- Sales & Marketing Strategies
- Sales Skills
- Supply Chain Customer Service
- Time Management

COMPUTER SKILLS

- Customer Relationship Management (CRM)
- Enterprise Resource Planning (ERP)
- Intermediate & Advanced Adobe Creative Suite
- Intermediate & Advanced Microsoft Office
- Management Information System (MIS)
- Photoshop

CONTINUOUS IMPROVEMENT

- 5S
- Frontline Decision Making & Problem Solving
- High Performance Work Teams
- ISO Technical Skills
- Lean Manufacturing
- Process Improvement
- Root Cause Analysis
- Six Sigma
- Supply Chain Communication

HAZARDOUS MATERIALS

- Hazardous Materials/Hazardous Waste Site Specific Training

MANAGEMENT SKILLS (For Managers only)

- Communication Skills
- Leadership Skills
- Motivation
- Supervisory Skills
- Team Building
- Time Management
- Performance Management

MANUFACTURING SKILLS

- 110" Lawson Power Cutter
- AGL Laminator
- Arpac Poly Wrapping System
- Avalon Platesetters
- Banding Machines
- Bell + Howell Intelligent Inserter
- Bell + Howell Jumbo Inserter
- Bell + Howell Standard Inserter
- Bobst Autoplaten Die Cutting Press
- CIM Card Matching, Affixing & Mailing System
- CIM Card Thermal Printer
- Cross-Training
- Doboy Poly & High-Speed Shrink Wrap
- Domingo Bitjet Inkjet
- Drill Press
- EFI HS125 Digital Printer
- EFI Vutek HS100 Pro
- Esko Kongsberg XP24
- Equipment Safety Training
- Folding Systems
- Fotoba XL320 XY Cutter
- GBC Industrial Film Laminator
- Heidelberg Cylinder Press
- Heidelberg Harris M-130 Web Press
- Heidelberg Polar Cutting Systems with Transomat
- Heidelberg Saddle Stitchers
- High Speed Tabbers
- HP 12,000 Digital Press
- HP L25500/LATEX
- HP Z6100
- Hunkeler Tipping Machine
- Inca Onset S40i
- KBA 106 10 Color UV Sheetfed Press
- KBA 205 5 Color UV Sheetfed Press
- Kodak Digimaster
- M&R Patriot11 Color Screen Press
- Machine & Floor Safety
- Machine Maintenance
- Machine Troubleshooting
- Material/Warehouse Handling
- MBO/Bograma Rotary Die Cutter
- Mimaki 60" Vinyl Cutter
- Moll Pocket Folder Auto Glue Machine
- Mounting Equipment
- Muller Martini Corona Perfect Binder
- Muller Martini Saddle Stitchers
- RF/Barcoding
- Rollem TR Perf/Scoring Systems

- Rosenthal Slitter / Sheeters
- Sakurai Spot UV Press
- Seal Laminator
- Strapping Machines
- Thieme 5060 6 Color Inline
- Thieme 5090 XL Color Inline
- Thompson 52" x 74" Clam Shell Die-Cutter
- Titan 28" x 40" Clam Shell Die-Cutter
- Yawa Die Cutter
- Yawa Packaging Machine

Productive Lab Hours

0-80

MANUFACTURING SKILLS (1:3 Ratio)

- Bending / Changing Plates
- Changing Blankets
- Coater Functions and Operation
- Color Control Console
- Delivery Functions and Operations
- Folder Unit
- Gammerler Logger
- Gluing Unit
- Infeed Functions / Setup
- Ink Dispensing
- Inline Folding
- Inline Rotary Cutter
- Makeready Press
- Perf Unit
- Registration Console & Screens
- Rima Stacker
- Roll Stands
- Scanner Functions
- Washup Press

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

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



TEAMSTERS DISTRICT COUNCIL 2

Affiliated with the Graphic Communications Conference-International Brotherhood of Teamsters

Affiliated Local Unions 388M, 747M, 28N, 541S, 543M, 625S

Main Business Office

710 E. Commonwealth Avenue, Fullerton, CA 92831-3842

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2233 N. Lombard, Portland, OR 97217-5737

(503) 285-0529 Fax (503) 283-4801 (800) 333-4388

October 15, 2019

Employment Training Panel
1100 J Street
Sacramento, CA 95814

Dear Panel Members:

We understand Meriliz Inc. dba Dome Printing is requesting an Employment Training Panel contract with your office. This letter confirms that TEAMSTERS DISTRICT COUNCIL 2 Local 388M supports Meriliz Inc. dba Dome Printing regarding their application for funding from the Employment Training Panel. We also support Meriliz Inc. dba Dome Printing's effort to increase the capabilities of their employees and our members.

Sincerely,

Joseph Rando

Joseph Rando
Representative





RETRAINEE - JOB CREATION

Training Proposal for:

Modern Times Drinks, Inc.

Contract Number: ET20-0220

Panel Meeting of: December 13, 2019

ETP Regional Office: San Diego

Analyst: K. Hernandez

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	San Diego, Orange, Los Angeles, Santa Barbara	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 213	U.S.: 225	Worldwide: 248	
<u>Turnover Rate:</u>	16%			
<u>Managers/Supervisors:</u> (% of total trainees)	15%			

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$105,757

Total ETP Funding
\$96,554

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, PL-Mfg. Skills	113	8-200	0	\$598	\$17.70
				Weighted Avg: 26			
2	Retrainee Priority Rate Job Creation	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, PL- Mfg. Skills	21	8-200	0	\$1,380	\$15.12
				Weighted Avg: 60			

Minimum Wage by County: Job Number 1: \$18.56/hr. in Los Angeles County and \$17.70/hr. in San Diego and Santa Barbara counties

Job Number 2 (Job Creation): \$15.47/hr. in Los Angeles County and \$15.12/hr. in Orange County.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Brewers		13
Cellar Staff		6
Coffee Production Staff		5
Lab/Quality Control Staff		4
Logistics Staff		3
Managers		15
Operations Staff		15
Packaging Staff		5
Retail Staff		20
Sales/Marketing Staff		15
Special Projects Staff		7
Art Staff		5

Job Number 2		
Brewers		8
Managers		5
Retail Staff		8

INTRODUCTION

Founded in 2012, and headquartered in San Diego, Modern Times Drinks, Inc. (MTD) (www.moderntimesbeer.com) manufactures a range of craft beers (Stouts, Ambers, Pilsners, Pale Ales and IPAs) through an industrial brew house or an artesian barrel-aged process. MTD also offers a wide range of coffee blends, including black house, whiskey barrel-aged and rum barrel-aged blends. Training will be provided at MTD's locations in San Diego, Anaheim, Los Angeles, Santa Barbara and designated vendor training sites in California.

The Company also has a growing retail business, selling clothing apparel, glassware and branded accessories. In addition, MTD is expanding the culinary side of its business by opening new brewpubs/restaurants and developing new food pairings to complement its beverage offerings. MTD is currently developing new drinks/beverages with plans to enter new beverage categories by manufacturing hard seltzers and ciders. MTD currently distributes and sells its products within the Western Region of the United States.

Veterans Program

Although there is no dedicated job number, MTD is committed to hiring and retaining Veterans. As job openings are filled MTD's onboarding training is designed to support Veteran employee transition from public service to private sector employment.

PROJECT DETAILS

This will be MTD's second ETP Contract, and the second in the last five years. Prior training focused on operating brewing equipment, brew house training/maintenance, product knowledge and a new enterprise resource planning system. This projects overall training goals focus on providing employees specialized high skill training specific to their job function to increase production, efficiency and stay competitive in the industry. As MTD continues to expand its production and introduces new products, the Company must acquire new equipment and repurpose existing equipment to accommodate the production of new beverages. This new equipment is custom-designed for MTD and will be different than its current equipment. As the Company expands, its existing machinery must be modified and new processes and production systems implemented which create a significant amount of training for all staff.

Retrainee - Job Creation

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

The Company will hire 21 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 the contract.

As MTD expands its production of coffee products and introduces new products, its existing equipment must be modified and more staff is needed for production. Additionally, MTD recently

expanded into a fourth facility in Santa Barbara with plans to open a new location in Anaheim. These expansions create a need to hire new employees and provide extensive training on the equipment used to produce MTD's products. Job Creation trainees will only be trained at the Santa Barbara and Anaheim locations.

Training Plan

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

Business Skills: Training will be provided to all occupations and focus on Sales & Marketing, Product Knowledge and Financing & Accounting.

Computer Skills: Training will be provided to all occupations and focus on updated software and modules related Accounting Software, Enterprise Resource Planning System and Adobe Applications.

Continuous Improvement: Training will be provided to all occupations and focus on Leadership, Teambuilding and Decision Making as the Company grows and transitions to an Employee Stock Ownership Plan company.

Manufacturing Skills: Training will be provided to Brewers, Production and Operations staff in the use of new equipment and processes.

Productive Laboratory

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

Brewers, Production, Cellar, Lab/quality, Special Projects and Operations staff will receive approximately 60 hours of PL training. Trainees must be instructed and coached to use new equipment and machinery properly, safely and efficiently, to reduce loss of product, decreased productivity and/or worksite injuries. Further, production lines require routine testing that can be confusing, but is very important to ensure quality is tested and maintained.

Trainers are subject-matter experts and trainees will be under direct supervision at all times. The trainer's role will be to impart knowledge, observe, verify comprehension, and submit appropriate training documentation to the training department. Training will be provided at a 1:3 trainer-to-trainee ratio because PL is typically delivered in small teams of three.

Commitment to Training

MTD annual training budget is approximately \$97,000 at its four facilities and includes leadership development, inventory control, process improvement and computer software. 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

MTD is ready to begin training upon Panel approval. The Education Coordinator will oversee overall project administration. The Human Resources Department staff will execute the training plan and coordinate training across all locations to ensure proper record keeping procedures. The Education Coordinator will oversee all training roster upon completion of each training session. In addition, the Company retained, RSM US LLP, to assist with administrative duties. Training will be delivered by in-house experts and vendors as needed.

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 \$ %
17CS-0019	San Diego	6/14/17 - 6/13/19	\$108,680	\$94,411 (87%)

DEVELOPMENT SERVICES

RSM US LLP (RSM) in San Diego, assisted with development at a cost of \$5,000.

ADMINISTRATIVE SERVICES

RSM 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 Hours**

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Writing: E-mail/Social Media Responses
- Conflict Management
- Customer Service
- Financing and Accounting
- Effective Communication
- Inventory Management
- Marketing Strategies
- Product Knowledge
- Risk Management
- Sales and Marketing

COMPUTER SKILLS

- Accounting Software
- Enterprise Resource Planning System
- Google Apps Training
- Human Resource Information Systems
- MS Office Suite
- Point of Sale System
- Adobe Applications

CONTINUOUS IMPROVEMENT

- Decision Making
- Leadership
- Problem Solving
- Process Improvement
- Quality Concepts
- Sustainability Processes
- Teambuilding
- Time Management

MANUFACTURING SKILLS

- Brewing Operations
- Cellar Operations
- Equipment Operations & Maintenance
- Packing Operations
- CIP & Sanitation
- Packing Line
- Brewhouse Training
- Quality Assurance/Quality Control
- Sensory Analysis
- Lab Mechanics
- Centrifuge
- Draft System Operations
- Kitchen Operations

PL Hours

0-60

MANUFACTURING SKILLS (Ratio 1:3)

- Brewhouse Training
- Quality Assurance/Quality Control
- Sensory Analysis
- Bottling Line

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



Training Proposal for:
Pacific Coast Producers
Contract Number: ET20-0219

Panel Meeting of: December 13, 2019

ETP Regional Office: Sacramento

Analyst: J. Dongallo

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	San Joaquin, Butte, Yolo	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Teamsters Local No. 856			
Number of Employees in:	CA: 750	U.S.: 1,100	Worldwide: 1,100	
<u>Turnover Rate:</u>	2%			
<u>Managers/Supervisors:</u> (% of total trainees)	20%			

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$318,619

Total ETP Funding
\$192,556

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Cont. Improv., HazMat., Mgmt. Skills, Mfg. Skills, Literacy Skills, OSHA 10, HAZWOPER, PL - Manufacturing	137	8-200	0-8	\$1,058	*\$13.28
				Weighted Avg: 46			
2	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Improv., HazMat., Mgmt. Skills, Mfg. Skills, Literacy Skills, OSHA 10, HAZWOPER, PL - Manufacturing	45	8-200	0-8	\$1,058	\$17.70
				Weighted Avg: 46			

*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:\$13.28 per hour in San Joaquin County. Job Number 2: \$17.70 per hour in Butte and Yolo Counties.

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

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage in Job Number 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job 1: Retrainee/HUA		
Administration		23
Customer Service & Sales		26
Managers & Supervisors		24
Production		64
Job 2: Retrainee		
Administration		7
Managers & Supervisors		14
Production		24

INTRODUCTION

Founded in 1971 and headquartered in Lodi, Pacific Coast Producers, (PCP) (<https://pacificcoastproducers.com/>) is a private label, cooperative owned, packer of high quality canned fruits and tomatoes. PCP processes apples, apricots, cherries, grapes, peaches, pears, plums and tomatoes. PCP's customer base include retailers, such as Albertson, Aldi, Kroger, Safeway, SUPERVALU, Whole Foods, and Wal-Mart, as well as the US Department of Agriculture. Training will take place at the Company's five California facilities in Lodi (3), Oroville and Woodland.

Veterans Program

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

Union Support

PCP Production staff are represented by Teamsters Local Union 856. The union has submitted a letter of support for this training project.

Need for Training

This is PCP's seventh ETP Project, the first in the last five years. In this project, the Company will focus training their incumbent workers on new equipment, as well as, new system upgrades with its HRIS System, IT systems, processing line expansion, and continual updates on regulatory processes within the industry.

To remain competitive and continue to grow in California's manufacturing industry, PCP plans to invest \$6.2M in capital expenses within the next 12 months to improve business operations in all of their California processing locations. Training is needed to improve staff skills and efficiency on the new state of the art equipment related to Racking Systems, DC Production Lines, Cooker Coolers, Palletizers, Evaporation Project and Water Quality Equipment. Training will be provided on the processes and maintenance of these machines, which will improve in the quality and availability of the product.

To standardize operating procedures, as well as stay current with changing industry regulations, PCP has created internal training programs for all occupations. Trainees will receive training in their area of expertise, such as Product Knowledge, Production Operations Workflow, Contract Management, and Process Improvement.

PROJECT DETAILS

Training Plan

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

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

Computer Skills: Training will be offered to all occupations to improve internal processes and increase employee's proficiency in the use of various business software solutions. Training topics

include Kronos HRIS, Intermediate/Advance Microsoft Office and Rockwell Instrument Controls Software.

Continuous Improvement: Training will be offered to all staff for continuous improvement. Staff will receive training to improve on continuous process changes within PCP, in order to, remain competitive within the industry. Training topics include Process Improvement, Production Quality and Standard Operating Procedures Audits.

Hazardous Materials: Training will be offered to Managers and Supervisors and Production occupations. Staff will receive the skills necessary to ensure a safe work environment while working with dangerous materials. Training topics include Chemical Storage, Ammonia Training and Hazardous Communication.

Management Skills: Training will be offered to Managers and Supervisors. Training will focus on leadership development aimed to create growth opportunities within the Company. Training topics include Leadership Development and Teamwork.

Manufacturing Skills: Training will be offered to Managers and Supervisors, and Production. Training will focus on new equipment processes aimed to produce higher yields of quality product. Training topics include Basic Food Facility Defense, Batching, Food Allergens, Foodborne Illness and Maintenance Procedures.

Literacy Skills: Training will be offered to Production staff. Staff will receive training on effective communication and product calculation output. Training topics include Vocational Math and Vocational English as a Second Language.

Productive Laboratory

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

PL is the most effective way for staff to fully comprehend the unique production process and complex manufacturing equipment. Production staff equipment operators must be instructed and coached to use equipment and machinery, such as, Equipment Operation, Maintenance, & Troubleshooting, Racking Systems, Barcoding and Labeling Systems and Welding/Cutting/Brazing. PL training will be provided to approximately 88 incumbent staff members. This training will help workers achieve the technical competencies needed to perform their jobs with the highest level of safety and efficiency.

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

Certified Safety Training

OSHA 10: This 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. This coursework is geared towards manufacturing work. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, the instructors must be certified by Cal-OSHA. This training will be offered to Production, Managers and Supervisors to ensure a safe work environment.

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

Computer Based Training (CBT)

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees in Job Numbers 1 and 2 will receive between 0-8 hours of CBT.

High Unemployment Area

137 trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in San Joaquin County are determined 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. PCP is requesting a wage modification from \$17.70 per hour to \$13.28 per hour for Job Number 1 in order to serve workers in lower-wage occupations.

Commitment to Training

PCP has an annual training budget of approximately \$99,000 for its five California locations. The Company utilizes subject matter experts to conduct training. Moving forward, PCP intends to significantly increase the number of subject matter experts specializing with equipment upgrades to deliver more training. The training budget includes state-mandated safety training, equipment maintenance and installation, food safety and security, and sales training.

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

Training Infrastructure

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

Additionally, the Director of HR will be working with the Operations Manager for tracking training reports and collecting rosters at each location. A team of Supervisors/Managers and Production leads will assist in the delivery of training.

Economic Incentives Advisory Group (EIAG) will assist with the implementation, compliance, reporting and reimbursements for the contract. Training will be provided by in-house experts and vendors as needed.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Economic Incentives Advisory Group of Phoenix, Arizona assisted with development for a flat fee of \$14,400.

ADMINISTRATIVE SERVICES

Economic Incentives Advisory Group will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

Neil Kennedy (Alchemy Systems) of Austin, Texas will provide Manufacturing Skills training for a fee of \$130,517.

Keith Bardney (KYB Consulting & Coaching) of Bolingbrook, Illinois will provide Business and Manufacturing Skills training for a fee of \$69,000.

TOMRA Sorting Solutions of Sacramento will provide Manufacturing Skills training for a fee of \$17,000.

Rockwell Training of Stockton will provide Computer Skills training for a fee of \$29,000.

Exhibit B: Menu Curriculum

Class/Lab Hours

8 - 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Communication
- Contract Management
- Contracts and Invoices
- Customer Relations
- Financial Analysis
- Supervisory Skills
- Marketing
- Product Knowledge
- Project Management

COMPUTER SKILLS

- Kronos HRIS
- Microsoft Office Intermediate and Advanced
- Rockwell Instrument Controls Software Training

CONTINUOUS IMPROVEMENT

- Documentation
- Inspections, Testing and Calibration
- Process Improvement
- Production Operations Workflow
- Production Quality
- Standard Operating Procedure Audits

HAZARDOUS MATERIALS

- Ammonia Training
- Chemical Storage
- Flammable and Combustible Materials
- Hazard Communication
- Hazardous Communication

MANAGEMENT SKILLS (Manager/Supervisor Only)

- Leadership Development
- Teamwork

MANUFACTURING SKILLS

- Aerial Lift / Boomlift / Scissor Lift
- Basic Food Facility Defense
- Batching
- Can Manufacturing
- Compressors and Compressed Air
- Current Good Manufacturing Practices
- Effective Record Keeping
- Environmental Controls and Monitoring
- Equipment Operation, Maintenance & Troubleshooting
- Food Allergens

- Food Safety Modernization Act
- Foodborne Illness
- Fork Lift and Industrial Trucks
- General Warehouse Procedures
- Good Laboratory Practices
- Hazard Analysis Critical Control Point (HACCP)
- Hoist and Auxiliary Equipment
- Identity Preserve- Organic, Kosher, Halal
- Ingredient Inventory Management
- Instrument Control Training
- Intro to Food Fraud
- Intro to Food Safety and Safe Quality Food
- Labeling Systems
- Loading Food Safety
- Maintenance Procedures
- Material Handling/Shipping/Receiving
- New Item Process and Procedure
- Operator Training
- Palletizing and Coding
- Pest Control
- Physical Inventory Process
- Preventing Food Contamination
- Product Packaging
- Product Recall
- Product Spills
- Proper Handling of Food Allergen
- Raw Ingredient Use Recording
- Recycling
- Rework
- Sanitation (Cleaning and Sanitizing)
- Stormwater Prevention
- TOMRA Machines
- Waste and Wastewater Management
- Welding/Cutting/Brazing

LITERACY SKILLS

- Vocational English as a Second Language
- Vocational Math

OSHA 10/30

- OSHA 10

HAZWOPER

- Hazardous Operations

Productive Lab (PL) Hours

0- 60

MANUFACTURING SKILLS

- Equipment Operation, Maintenance & Troubleshooting
 - Palletizers

- Cooker Coolers
 - DC Production Lines
 - Racking Systems
 - Barcoding and Labeling Systems
 - Forklift
- Labeling Systems
 - Barcoding and Labeling Systems
- Welding/Cutting/Brazing

Computer Based Training (CBT) Hours

0- 8

BUSINESS SKILLS

- Achieve Your Objectives Through Effective Delegation 1 hour
- Being an Effective Team Member 1 hour
- Customer Advocacy: Communicating to Build Trusting Customer Relationships 1 hour
- Customer-Driven Process Improvement: Identifying Customer Needs 1 hour
- Customer Service Confrontation and Conflict 1 hour
- Customer Service Fundamentals 1 hour
- Customer Service Over the Phone 1 hour
- Developing Your Customer Focus 1 hour
- Essential Skills for Professional Telephone Calls 1 hour
- The Angry Caller: What's Your Plan? 1 hour
- Business Writing: Editing and Proofreading 1 hour
- Business Writing: How to Write Clearly and Concisely 1 hour
- Business Writing: Know Your Readers and Your Purpose 1 hour
- Handling Difficult Conversations Effectively 1 hour
- Interpersonal Communication: Being Approachable 1 hour
- Interpersonal Communication: Listening Essentials 1 hour
- Interpersonal Communication: Targeting Your Message 1 hour
- Management Essentials: Confronting Difficult Employee Behavior 1 hour
- The Voice of Leadership: Effective Leadership 1 hour
- Time Management: Analyzing Your Use of Time 1 hour
- Time Management: Avoiding Time Stealers 1 hour
- Time Management: Planning and Prioritizing Your Time 1 hour
- Working with Difficult People: How to Work with Negative People 1 hour
- Working with Difficult People: How to Work with Procrastinators 1 hour
- Working with Difficult People: Identifying Difficult People 1 hour
- Workplace Conflict: Recognizing and Responding to Conflict 1 hour
- Workplace Conflict: Strategies for Resolving Conflicts 1 hour

MANAGEMENT SKILLS

- Being a Successful Supervisor 0.32/hr
- Building and Leading Teams 1 hour
- First Time Manager: Understanding a Manager's Role 1 hour

- Leadership Essentials: Motivating Employees 1 hour
- Leading Teams: Building Trust and Commitment 1 hour
- Leading Teams: Dealing with Conflict 1 hour
- Leading Teams: Developing the Team and its Culture 1 hour
- Leading Teams: Establishing Goals, Roles, and Guidelines 1 hour
- Leading Teams: Motivating and Optimizing Performance 1 hour
- Monitoring and Improving Performance 1 hour

MANUFACTURING SKILLS

- Ammonia Accident Prevention 0.25/hr
- Ammonia Awareness 0.22/hr
- Asbestos Awareness 0.27/hr
- Bacteria Basics 0.23/hr
- Basic Food Facility Defense 0.32/hr
- Basic Food Facility Defense – Distribution 0.25/hr
- Cleaning and Sanitizing Procedures for Food Manufacturers 0.37/hr
- Combustible Dust 0.28/hr
- Communicating Effectively in the Workplace 0.28/hr
- Communication and Trust 0.25/hr
- Confined Space for Affected Employees 0.22/hr
- Confined Space for Attendants 0.35/hr
- Controlling Salmonella in Food Manufacturing 0.32/hr
- Dangerous Microorganisms in Food Manufacturing 0.4/hr
- Driver Food Safety Standard Operating Procedures 0.17/hr
- Effective Pest Control Practices 0.32/hr
- Effective Record Keeping Practices 0.23/hr
- Electrical Safety 0.48/hr
- Environmental Monitoring Basics 0.37/hr
- Food Safety for Selectors – Overview 0.2/hr
- Foodborne Illness and Employee Reporting 0.37/hr
- Globally Harmonized System (GHS) - Hazard Communication: Pictograms and Hazards 0.43/hr
- GHS Hazard Communication: Pictograms and Hazards – Refresher 0.18/hr
- GHS Hazard Communication: Safety Data Sheets 0.42/hr
- GHS Hazard Communication: Safety Data Sheets – Refresher 0.18/hr
- GHS Hazard Communication: Standard Labels 0.35/hr
- GHS Hazard Communication: Standard Labels - Refresher 0.2/hr
- Good Laboratory Practices (GLP): Overview of Good Laboratory Practices 0.18/hr
- Good Manufacturing Practices (GMPs) for Maintenance Personnel 0.28/hr
- GMPs: Effective Hand Washing Techniques 0.28/hr
- GMPs: Personal Hygiene – Distribution 0.22/hr
- GMPs: Personal Hygiene - Fluid Products 0.2/hr
- GMPs: Promoting Personal Hygiene 0.27/hr
- Hand and Power Tools 0.33/hr
- Hazardous Communication (pre-GHS) 0.35/hr

- High Lift Truck Review 0.27/hr
- Introduction to Clean in Place 0.23/hr
- Introduction to Food Allergens 0.28/hr
- Introduction to Food Fraud 0.23/hr
- Introduction to Food Safety Standards 0.3/hr
- Introduction to FSMA (Food Safety Modernization Act) 0.22/hr
- Introduction to Hazard Communication 0.25/hr
- Introduction to Root Cause Analysis 0.28/hr
- Lean Manufacturing 0.27/hr
- Lift Truck Operator Overview 0.28/hr
- Lift Truck Safety Awareness 0.28/hr
- Loading Food Safety Standard Operating Procedures – Overview 0.23/hr
- Lock Out Tag Out Procedures 0.33/hr
- Machine Guarding 0.38/hr
- Material Handling – Distribution 0.28/hr
- Overview of Dangerous E.Coli 0.37/hr
- Overview of Hazard Analysis Critical Control Point (HACCP) 0.27/hr
- Overview of Hazard Analysis Critical Control Point (HACCP) for Supervisors 0.42/hr
- Overview of Preventive Controls 0.28/hr
- Pallet Truck Review 0.22/hr
- Preventing Food Contamination 0.37/hr
- Preventing Foodborne Illness 0.27/hr
- Proper Handling of Food Allergens 0.3/hr
- Receiving Food Safety Standard Operating Procedures – Overview 0.25/hr
- Solving Problems at Work 0.33/hr
- Transportation 0.28/hr
- Understanding Listeria and its Danger to Food 0.35/hr
- Waste Management Procedures and Proper Disposal 0.22/hr

Safety Training is capped at 10% of a trainee's total training hours per-trainee.
(This cap does not apply to HAZMAT, OSHA 10/30, or HAZWOPER)

Note: Reimbursement for Class/Lab retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. Literacy Training cannot exceed 45% of the total training hours per trainee.



TEAMSTERS LOCAL UNION No. 856

MAIN OFFICE
745 E. Miner Ave.
Stockton, CA 95202

Ph: 209.948.2800 - Fax: 209.948.2876

NORTH OFFICE
326 B St.
Yuba City, Ca 95991

Ph: 530.755.1054 - Fax: 530.755.2718

FAX COVER SHEET

Date: 10-18-2019

To: Adam Sroufe

At: PCP DC

Fax: 209-307-10282 / 209-305-2479

From: Ashley Alvarado

- ☐ URGENT
- ☐ AT YOUR REQUEST
- ☐ PLEASE REPLY

No. of pages: 2

Message: Hi Adam, Ashley wanted me to
fax this to you.

Thank you
Sonia

201 365-2476



TEAMSTERS LOCAL UNION No. 856

458 SAN MATEO AVENUE • SAN BRUNO • CALIFORNIA 94066

TELEPHONE: (650) 685-0111 • FAX NUMBER (650) 685-1682 • 1(800) 758-TEAM (8826)

August 13, 2019

California Employment Training Panel
1100 J Street
Suite 400
Sacramento, CA 95814

Dear Members of the Panel,

Teamsters Local Union No. 856 submits this letter in support of Pacific Coast Producers' Employment Training Panel (ETP) Single Employer Application Ref. 19-0352, to the State of California Economic Development Unit.

Local 856 is a growing union of 17,000 working people throughout Northern California standing together for economic progress and fairness on the job. We work to combine effective strategic planning with strong resources to position ourselves to fight smart at the bargaining table; provide aggressive representation in the workplace; and encourage member participation and involvement.

Local 856 has significant resources that can be deployed to support current Local 856 members at the bargaining table and to provide effective day-to-day representation. Teamsters contracts are the guarantors of decent wages, fair promotion, health coverage, job security, paid time-off and retirement income, for front line workers. Since 1949, Local 856 has been a public voice for the rights and aspirations of working men and women and a key player in securing them.

Our Local recognizes that our support of Pacific Coast Producers' ETP training plan and ETP contract will help further our joint mission to provide skill development, continued training, and opportunities for advancement, for employees/members.

On behalf of the Teamsters Local Union No. 856, I ask that Pacific Coast Producers' application be given earnest consideration. Should the ETP staff have any questions, they should not hesitate to contact me at (209) 948-2800.

Sincerely,

Maria Ashley Alvarado

Director of the Food Processing Division, Teamsters Union Local No. 856

Executive Officer, Teamsters California State Council of Cannery and Food Processing Unions

FREIGHT CHECKERS, CLERICAL EMPLOYEES AND HELPERS
AFFILIATED WITH THE INTERNATIONAL BROTHERHOOD OF TEAMSTERS
SAN FRANCISCO BAY AREA, CALIFORNIA



Training Proposal for:
Plumbing-Heating-Cooling Contractors of California

Contract Number: ET20-0944

Panel Meeting of: December 13, 2019

ETP Regional Office: Central Office-PPU

Analyst: A. Olazaba

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Apprenticeship Veterans	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Unilateral Apprenticeship Committee		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		N/A	

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$184,860		\$13,187 Job # 1: 8% Job # 2: 20%		\$198,047
In-Kind Contribution:	50% of Total ETP Funding Required			Inherent

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Apprentice	Business Skills; Commercial Skills; Computer Skills; Hazardous Materials	53	8-210	0	\$3,657	\$24.13
				Weighted Avg: 190			
2	Retrainee Apprentice Veteran	Business Skills; Commercial Skills; Computer Skills; Hazardous Materials	1	8-210	0	\$4,226	\$24.13
				Weighted Avg: 200			

Minimum Wage by County: \$24.13 per hour SET (Priority Industry)

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

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

Participating employers may use up to \$1.85 per hour in health benefits to meet the Post-Retention Wage

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Plumber Apprentice		54

INTRODUCTION

Founded in 1938 and headquartered in Sacramento, Plumbing-Heating-Cooling Contractors of California (PHCC) offers training to advance the education of workers in the plumbing and Heating Ventilation Air Conditioning and Refrigeration (HVACR) industry for the health, safety, and comfort of society and the protection of the environment. PHCC provides legislative advocacy, education and training to approximately 3,300 plumbing and HVACR open shop/union businesses and 65,000 technicians. PHCC's members work in the residential, commercial, new construction, industrial and service and repair segments of the construction industry. PHCC provides training for journeymen and Apprentices, but only Apprentices will participate in this project. This will be PHCC's first contract with ETP. All training will take place at the Sacramento headquarters location.

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing Apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding supplements cost of delivery for the Related and Supplemental

Instruction (RSI) portion of DAS-approved Apprenticeship training. Apprenticeship programs vary in length. In this project the program is four years.

For the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$23 to \$18 per class/lab hour. The ETP wage for Apprentices is no less than \$24.13 per hour. However, the actual wages paid are shown in the Training Plan Table for the Panel's information.

Veterans Program

PHCC is a Department of Veterans Affairs approved training provider and the staff performs outreach to Veteran Populations. PHCC will have a separate job number for Veterans to participate under this project (Job Number 2).

The veteran training curriculum is the same as the apprentice training curriculum. The veterans are in a separate job number to better track performance toward the goal of improved outreach for veterans.

PROJECT DETAILS

PHCC continues to experience an increase in construction projects, coupled with journeymen retiring, causing a gap of qualified tradespeople. In addition, due to recent disastrous wildfires and other natural calamity recovery projects, the infrastructure, water, sewage, and portable water systems contaminated and destroyed by the fires must be rebuilt. Due to the increase in construction projects and journeymen retiring, the demand for trained trade workers has increased in an already tight labor market. To address the increase in construction projects and many journeymen retiring, PHCC will train their members to reduce the gap between the apprentices.

Training Plan

Apprentices will be trained in Business Skills, Commercial Skills, Computer Skills, and Hazardous Materials. All Class/Lab training is center-based and will be delivered in the following:

Business Skills: Training will be offered to all Apprentices. Topics include Pre-Planning, Productivity, Profitability, Service Professionalism, Leaks, and Drainage Problems. Training will give workers the tools to plan, organize, and manage their projects.

Commercial Skills: Training will be offered to all Apprentices. Topics include Basic Electricity, Electrical Current, Electric Motors, Codes and Hot Water, Building Drains, Fixture Fittings and Trim, Fuel Gas Pipe Sizing, and Gas Combustion and Controls. This training will help Apprentices gain the skills needed to work safely and productively in the industry.

Computer Skills: Training will be offered to all Apprentices. Topics include Computer Basics: CAD Basics, CAD Training, and Introduction to Auto CAD.

Hazardous Materials: Training will be offered to all Apprentices. Topics include Sewage Disposal Methods.

Certified Safety Training

1. Hazardous Materials (HAZMAT). This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Apprentices 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.

Impact/Outcome

Certifications earned for all Apprentices to be funded by ETP under this project may include: State of California Division of Apprenticeship Standards Certification, US Departments of Labor Office of Apprenticeship Certification, PEX Pipe Certification, TracPipe Certification, and Rinnai Tankless Heater Certification.

Commitment to Training

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

➤ Training Infrastructure

The Director of Apprenticeship will oversee this project. The Office Administrator, administrative assistant, Chief Operating Officer, and Executive Vice President will assist with the administration, coordination of training, and review of attendance rosters for ETP compliance.

Trainer Qualifications

The instructors hold trade certificates as a Journey-level Certified Plumber, CADMasters AutoCAD, Pipeline Emergency Response/Damage Prevention, Rinnai Tankless Water Heater Installation/Repair, Brazing, Medical Gas, Wardflex, Liberty Pumps Installation/Repair, FlowGuard, BlazeMaster, Corzan, Temprite, Forklift and Scissor Lift. The instructors also have continuing education through Pacific Water Quality Association and instructor training through CareerTrack.

Marketing and Support Costs

The PHCC training Facility has opportunities to expand its existing outreach strategies for recruiting students and employers; while PHCC is seeing growth in membership numbers, there is a large as yet untapped market for additional contractors to train through the PHCC Training Facility. The training facility desires to expand its strategies such as Ride & Decide (a job shadowing program for high school students); pursuit of strategic alignment with nonprofit groups serving underrepresented populations (e.g., WEAVE, Veteran Affairs, and Work for Warriors) and online Apprenticeship opportunities. PHCC also engages in outreach and positive recruitment activities, especially those that increase minority and women’s participation into the program.

PHCC requests 8% support costs for Job Number 1 and 20% support costs for Job Number 2 (Veterans) to assist in apprentice recruitment, employer outreach, and assessment of employer-specific job requirements. Staff recommends support costs off 8% for Job Number 1 and 20% for Job Number 2 (Veterans).

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

N/A

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

(8-210) Trainees may receive any of the following:

Apprentice Training:

BUSINESS SKILLS

- ✚ Customer Service Training
- ✚ Pre-Planning, Productivity and Profitability
- ✚ Service Professionalism, Leaks, and Drainage Problems

COMMERCIAL SKILLS

- ✚ Air
- ✚ Basic Electricity, Electric Current and Electric Motors
- ✚ Blueprints and Specifications
- ✚ Blueprint Review and Shop Drawing
- ✚ Builders Level and Builders Transit
- ✚ Building Drains
- ✚ Codes and Hot Water
- ✚ Code Materials and Referenced Standards
- ✚ Controls Troubleshooting
- ✚ Control Wiring
- ✚ Cross-Connection Protection and Pipe Identification
- ✚ Details, Sections, and Exploded View Drawings
- ✚ Drainage Fixture Units
- ✚ Drain, Waste, and Vent Piping Service and Repair
- ✚ Drawing Types, Floor Plans, and Site Plans
- ✚ DWV Sizing Utilizing Blueprint Reading
- ✚ DWV and Storm Drain Systems
- ✚ Electric Circuits, Circuit Protection, Electrical Safety and Troubleshooting
- ✚ Energy & Temperature, Piping Expansion, Heat Transfer Insulation, Humidity, and Condensation
- ✚ Fixture Fittings and Trim
- ✚ Forced Air and Humidification
- ✚ Forced Hot Water Systems
- ✚ Fuel Gas Pipe Sizing
- ✚ Fuel Gas Piping and Lead Product Service and Repair
- ✚ Fuel Gas Piping, Corrosion and Corrosion Protection
- ✚ Fuel Gas Piping, Fittings, and Connections
- ✚ Fuel Gas Pipe Sizing Utilizing Blueprint Reading and Category I Vents
- ✚ Gas Appliances, Regulators, Meters and Appliance Controls
- ✚ Gas Combustion and Controls
- ✚ Gas Distribution Systems, Gas Appliance Venting, and Specialized Components
- ✚ Green Training
- ✚ Hangers and Supports, Indirect Waste Piping, and Special Waste
- ✚ Heat Transfer in Water Heaters, Solar, Stratification, Multiple heaters and Recirculation
- ✚ Hoisting and Rigging, including Safety

- ✚ Hot Water Systems and Hot Water Specialties
- ✚ Hydraulic and Pump Theory
- ✚ Hydronic Heating and Controls
- ✚ Installation Methods
- ✚ Instantaneous Water Heaters & Water Heating Sizing
- ✚ Interceptor and Backwater Valve Installation Practices
- ✚ Introduction to Welding, Gas Welding, and Safety
- ✚ Joints, Connections, Fittings and Appurtenances
- ✚ Ladders and Scaffolds
- ✚ Level, Transit, Elevations and Grade
- ✚ Mathematics Review and Linear Measure
- ✚ Material Take-Off
- ✚ Medical Care Facilities Plumbing Equipment
- ✚ Mobile Home and Travel Trailer Park Plumbing Standards
- ✚ National Fuel Gas Code, Materials and Types of Fuel Gases
- ✚ Offsets
- ✚ Piping Materials, Sources, and Distribution for Potable Water
- ✚ Plastic Pipe and Fittings
- ✚ Plumbing Fixtures and Minimum Fixture Requirements
- ✚ Plumbing System Tests and Individual Sewage Disposal Systems
- ✚ Plumbing Traps
- ✚ Potable Water Supply Systems
- ✚ Properties of Water
- ✚ Protection of the Water Supply
- ✚ Pump Performance Curves, Installation and Maintenance
- ✚ Pump Types, Pump Uses, and Piping Design
- ✚ Ratios and Proportions
- ✚ Residential, Commercial, Industrial, and Institutional Fixtures and Appliances
- ✚ Residential, Commercial, Industrial and Institutional Service and Repair
- ✚ Rough-In Sheets
- ✚ Sewers
- ✚ Shapes, Areas, Volumes, and Lead and Oakum Calculations
- ✚ Single Line Drawings: Residential, Commercial, Industrial and Institutional
- ✚ Solar Systems and Conservation Methods
- ✚ Soldering, Brazing, Cutting and Welding
- ✚ Squares, Cubes, Square Roots and Cube Roots
- ✚ Stacks
- ✚ Steam Equipment and Piping
- ✚ Steam Systems, One- and Two- Pipe
- ✚ Storm Drainage and Sizing Storm Drains
- ✚ Storm Drainage Utilizing Blueprint Reading
- ✚ Study of Local Fuel Gas Codes
- ✚ Structural, Plumbing, Electrical, HVAC, and Detail Plans
- ✚ Sump Pumps, Sewage Pumps, and Sewage Ejectors
- ✚ Tank Capacities Volume and Weight of Water
- ✚ Trim Installation
- ✚ Vents for Category 1 Appliances
- ✚ Vent Piping: Hangers and Vent Types.
- ✚ Water Heater Components, Replacement and Troubleshooting
- ✚ Water Hammer Service and Repair
- ✚ Water Heater Service and Repair
- ✚ Water Piping Service and Repair

- ✚ Water Piping Sizing: Main and Branch Systems and Individual Run Systems
- ✚ Waste Stoppage Service and Repair
- ✚ Water Supply and Distribution
- ✚ Water Supply, DWV Isometric, and Storm Drainage Systems
- ✚ Water Treatment

COMPUTER SKILLS

- ✚ Computer Basics: CAD Basics
- ✚ Computer Basics: CAD Training
- ✚ Computer Basics: Introduction to Auto CAD

HAZARDOUS MATERIALS

- ✚ Sewage Disposal Methods

Note: Reimbursement for retraining is capped at 210 total training hours per trainee, regardless of the method of delivery.



RETRAINEE - JOB CREATION

Training Proposal for:

Sky Rider Equipment Company, Inc.

Contract Number: ET20-0200

Panel Meeting of: December 13, 2019

ETP Regional Office: San Diego

Analyst: M. Mathis

PROJECT PROFILE

Contract Attributes:	SB <100 Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Manufacturing (E) Manufacturing (33) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Orange, Los Angeles, San Francisco	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 66	U.S.: 66	Worldwide: 66	
<u>Turnover Rate:</u>	2%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$189,543

Total ETP Funding
\$110,400

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100	Business Skills, Computer Skills, Continuous Improvement, Hazardous Materials, Manufacturing Skills, OSHA 10/30, PL – Manufacturing Skills	66	8-200	0	\$1,380	\$18.14
				Weighted Avg: 60			
2	Retrainee Job Creation Priority SB<100	Business Skills, Computer Skills, Continuous Improvement, Hazardous Materials, Manufacturing Skills, OSHA 10/30, PL – Manufacturing Skills	14	8-200	0	\$1,380	\$15.12
				Weighted Avg: 60			

Minimum Wage by County: Job Number 1: Orange County - \$18.14; Los Angeles County - \$18.56; San Francisco County - \$19.31. Job Number 2 (Job Creation): Orange County - \$15.12; Los Angeles County - \$15.47; San Francisco County - \$16.09.

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

\$2.50 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 1 (Retrainees)		
Manufacturing / Production Staff		38
Administrative Staff		18
Supervisor / Manager		8
Owner		2
Job 2 (Job Creation)		
Manufacturing / Production Staff		12
Administrative Staff		1
Supervisor / Manager		1

INTRODUCTION

Founded in 1984 and headquartered in Anaheim, Sky Rider Equipment Company, Inc. (Sky Rider) (www.Sky-Rider.com) is a designer, manufacturer and installer of façade access systems for new construction and existing buildings. Their products include davits (primarily used on high-rise buildings), interior and exterior monorail track systems and mobile roof carriage systems. Sky Rider also distributes and provides expert installation of Building Maintenance Units, Erect-a-Step Modular Platforms, Ground-based Access LEO Series hydraulic booms, and Tieback devices for both new and retrofit applications. The Company also services its own equipment, and equipment manufactured by others. Sky Rider services over 800 buildings in the Northern and Southern California areas as well as buildings in Nevada and Arizona.

This will be Sky Rider's second ETP Contract, the second in the last five years. Since the completion of the previous contract, Sky Rider increased its workforce by 10%, and has expanded into an additional location in Santa Fe Springs on December 2018. Training for this ETP project will take place at the Company's facilities in Orange, Los Angeles, and San Francisco Counties.

Veterans Program

Although there is no Veterans training component in this proposal, Sky Rider regularly employs Veterans through its standard hiring practices.

PROJECT DETAILS

Sky Rider's first ETP contract focused on establishing standard operating procedures companywide, a new ERP System, ACTSoft Encore and ACTSoft Encore Fleet, to streamline company procedures.

In the last year, the Company has seen a 60% increase in its customer base due to new marketing strategies as well as its main competitor going out of business. As a result, Sky Rider has implemented a new business model, completely revising its standard operating procedures. The Company needs to re-train its staff on all new procedures. Additionally, training will focus on new and updated software, technology, and equipment. No training will be duplicated for trainees who participated in prior ETP-funded training.

Sky Rider has invested approximately \$100,000 in new technology and \$150,000 in additional machines to further expand its business functions to accommodate its rapid growth. Sky Rider will also purchase and install three additional Computer Numerical Control (CNC) machines, of a different caliber, that will speed its manufacturing process, reduce cost, and increase quality and efficiency. Sky Rider recently converted its accounting platform to a cloud based system, Sage Cloud Services, and implemented Microsoft Office 365. Training on these software systems, among all others, are critical for the company in understanding and applying its workflow while ensuring that production, logistics and financials work together cohesively. The Company also plans to increase its workforce by 20% in the next two years. These initiatives and increased manpower will assist with the expansion of its service department and venture into additional industries thereby expanding its customer base further.

Retrainee - Job Creation

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

The Company will 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.

Sky Rider will recruit, hire, and train these 14 new employees within the next two years to fill newly created positions in the Company’s existing Manufacturing/Production and Administrative Departments, to learn the proper use of newly purchased equipment and assist with the 60% increase in customer demand. Training will help newly-hired personnel confidently transition into performing effectively and efficiently.

Training Plan

Training will be provided via Classroom/Laboratory and Productive Lab (PL) at 3 locations in California. Training will be provided by internal trainers and vendors. The following are some of the training topics included in the project Curriculum.

Business Skills: Coaching & Development, Communication, Leadership, Product Knowledge, Project/Program Management, Sales, Team Building, Time Management, and Work Processes and Procedures.

Computer Skills: Adobe, Autodesk Software (Inventor, Revit), AutoCad, Calibration Manager, Microsoft Office/Project, Visio, and Zendesk CRM.

Continuous Improvement: 5S, Process Improvement, Quality Improvement, Statistical Process Control, Six Sigma Process Controls, and Value Stream Mapping.

Hazardous Materials: Hazardous Communications and Hazardous Material Handling.

Manufacturing Skills: Blueprint Reading, Building Maintenance Units (BMU), Equipment Operation, Maintenance & Troubleshooting, Fabrication, MasterCam, and Scaffold Inspection and Testing (SIT).

Certified Safety Training

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

Productive Laboratory (PL – Manufacturing Skills)

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

Sky Rider will train 50 new and existing Manufacturing/Production Staff in PL Manufacturing Skills. Training will include equipment operation and procedures on the installation and repair of the equipment. PL training will be conducted on the production floor as manufacturing equipment cannot be reproduced in a classroom setting. PL training is necessary to ensure safety and production standards are being met.

Sky Rider will provide its trainees PL training over the course of three weeks, 8 hours per week, totaling up to 24 hours per trainee. A subject-matter expert will conduct training by first demonstrating how to use the equipment for the first two weeks, then supervising the trainee using the equipment during the last week. Training will be under constant supervision at a 1:1 trainer-to-trainee ratio.

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

This project will be overseen by the General Manager, located at Headquarters, with the assistance of two Human Resource Representatives, one at each branch location who will coordinate the training program with the Company's headquarters. The General Manager will be responsible for overseeing the overall administration of the project as well as coordinate training at all 3 locations. Training will be delivered by in-house trainers and vendors as needed. Sky Rider has also retained Training Funding Source to assist with project administration.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0294	Anaheim	11/10/2016 to 11/9/2018	\$98,124	\$98,124 (100%)

DEVELOPMENT SERVICES

Sky Rider retained Training Funding Source in Seal Beach to assist with development of this proposal for a flat fee of \$3,900.

ADMINISTRATIVE SERVICES

Sky Rider also retained Training Funding Source to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.















TRAINING VENDORS

To Be Determined

















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

8-200 Trainees may receive any of the following:










BUSINESS SKILLS

-  Coaching & Development
-  Communication Skills
-  Customer Service
-  Finance/Accounting procedures
-  Goal Setting & Prioritizing
-  Leadership
-  Managing Meetings
-  Project Planning and Delegating
-  Planning, Zoning, Permitting, Building Layout, Construction, Installation, Start-up
-  Product Knowledge
-  Project/Program Management
-  Sales
-  Team Building
-  Time Management

COMPUTER SKILLS

-  Adobe
-  Autodesk Software (Inventor, Revit)
-  AutoCad
-  Calibration Manager
-  Class Inventor 3-D modeling
-  Document Control
-  Engineering Design Software
-  Inventor
-  Microsoft Office/Project
-  Microsoft Teams
-  Paycom/ Payroll Processing
-  Sage 50/Financial/Accounting/HR/Payroll
-  Smart Sheets
-  Visio
-  Web applications
-  Zendesk CRM
























CONTINUOUS IMPROVEMENT

-  5S
-  Internal Audits
-  Process Improvement
-  Problem Solving – Root Cause Analysis /Decision Making
-  Productivity Improvement
-  Quality Improvement
-  Statistical Process Control
-  Six Sigma Process Controls
-  Value Stream Mapping



HAZARDOUS MATERIALS

-  Hazardous Communications
-  Hazardous Material handling

MANUFACTURING SKILLS

-  Blueprint Reading
-  Building Maintenance Units (BMU)
-  Design/Service/Repair of Hi-Rise Exterior Maintenance Systems
-  Diagnostics, Service and Repair
-  Distribution/Supply Chain/Logistics Procedures
-  Equipment Operation, Maintenance & Troubleshooting
-  Erect A Step
-  Fabrication
-  Facade Access Systems
-  Good Manufacturing Processes
-  Ground Based Access
-  Window Washing Systems
-  Lean Manufacturing
-  MasterCam
-  Material Requirements Planning
-  Rigging Winch
-  Scaffold Inspection and Testing (SIT)
-  Shop Equipment & Tools
-  Socket and Davit, Skylight Monorail Track System, Roof Car
-  Structural, Mechanical and Electrical Design/Engineering
-  Tiebacks & CDC Systems
-  Tirak Hoists Powered Platforms
-  Welding, Brazing Metal Inert Gas (MIG) & Tungsten Inert Gas (TIG)



OSHA 10/30 (Certified OSHA Instructor) (Ratio 1:40)

-  OSHA 10
-  OSHA 30

PL Hours

0 – 24

MANUFACTURING SKILLS (Ratio 1:1)

-  Equipment Operation
-  Installation/repair procedures

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



Training Proposal for:
The Cheesecake Factory Bakery, Incorporated
Contract Number: ET20-0230

Panel Meeting of: December 13, 2019

ETP Regional Office: North Hollywood

Analyst: M. Paccarelli

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 8,385	U.S.: 39,379	Worldwide: 39,713	
<u>Turnover Rate:</u>	7%			
<u>Managers/Supervisors:</u> (% of total trainees)	13%			

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$174,000

Total ETP Funding
\$165,600

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Continuous Imp., Computer Skills, Mfg. Skills, Literacy Skills, PL-Mfg. Skills	180	8 - 200	0	\$920	\$18.56
				Weighted Avg: 40			

Minimum Wage by County: \$18.56 per hour for Job Number 1 in Los Angeles County

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

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

Up to \$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
Bakery Operations Staff		111
Maintenance Staff		12
Administrative Staff		35
Manager/Supervisor		22

INTRODUCTION

The Cheesecake Factory Bakery Incorporated (CFB) (www.cheesecakefactory.com) started as a family bakery in Detroit in the 1940's, supplying cakes to local restaurants. In 1972, CFB moved to Los Angeles and expanded its distribution of cheesecakes and other dessert assortments to hundreds of wholesale accounts from Santa Barbara to San Diego. It opened its first restaurant in Beverly Hills in 1978, offering guests a high-scale dining experience. It was an immediate success and today there are over 200 restaurants around the world including the Middle East, China, Canada and Latin America.

CFB opened two baking facilities in Calabasas Hills in 1995 and North Carolina in 2004 to serve its restaurants as well as its national and international retail accounts including the military. In this proposal, training will only focus on the bakery facility in Calabasas Hills.

Veterans Program

Although there is no designated job number in this proposal, several employees are Veterans and have been with the Company between 3 to 25 years. CFB does not currently have a specific Veterans recruitment program in place.

PROJECT DETAILS

This will CFB's fourth ETP Agreement, the fourth within the last five years. The first two contracts focused on various manufacturing and continuous improvement training in the bakery facility as well as in the Corporate Headquarters and a newly-opened restaurant in Valencia.

Training in this proposal will focus on CFB's bakery facility upgrade in Calabasas Hills. CFB invested \$16M in this upgrade and new core technology such as tunnel ovens, conveyors, coolers, freezers, and tunnel washer. The new equipment changed the entire manufacturing process and requires workers to be trained in programming, maintenance, troubleshooting, and setup. This proposal will be a continuation of the training from its third ETP contract (18CS-0159) that ended in September 2019.

Since early 2018, CFB has been going through a major bakery facility upgrade which included green/clean technology as follows:

- Brand new refrigeration system based on Anhydrous Ammonia as an agent. The Company has eliminated an old & inefficient system using Freon R22, which is harmful to the environment.
- New baking technology installed: two tunnel ovens with below limits emission NOx replacing 24 rack ovens. The new oven system featured a continuous flow of production conveyor belts which replaced the previous system that relies on individual racks being moved from separate ovens.
- New air compressor installed with a powerful variable drive, cutting power consumption by approximately 20%.
- New tunnel washer installed in January 2019, which will have significant savings on power with zero natural gas or chemical solution consumption.

CFB's facility upgrade also included installation of new 'Green' HVAC units with power savings motors and brand new white roof with high sunlight reflection coefficient and newly-installed roof skylights bringing plenty of natural lighting. The Company has significantly reduced its electrical power consumption, receiving recognition from Southern California Edison.

Training Plan

Manufacturing Skills - This training will be offered to Bakery Operations Staff, Managers and Supervisors. Training will focus on the new equipment and technology required to operate the upgraded bakery facility. In addition, as more new cakes are introduced every year, prototypes will require testing, and employees will require skills training in every area from mixing, depositing, topping, setup, finishing, labeling, and packaging.

Continuous Improvement - This training will be offered to all occupations to improve bakery processes and help the Company remain competitive. Running the operation effectively and reducing waste are crucial parts of performance success.

Computer Skills - This training will be offered to all occupations in the Company's Enterprise Resource Planning system, Ross, used by all department involved in process flow. Trainees will learn to navigate and maximize the latest upgrade in the system. Administrative Staff, Managers, and Supervisors will also learn advanced and intermediate training in Microsoft Office.

Business Skills - This training will be offered to all occupations to improve communication, team building, time management, and leadership skills.

Literacy Skills - This training will be offered to all occupations who must overcome language barriers in the workforce to improve employee teamwork and productivity.

Productive Laboratory (PL)

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

PL training in Manufacturing Skills will focus on equipment operation and processes necessary to operate the upgraded facility. Trainees must learn to operate large machinery such as cake slicers, butter cutters, batter depositors connected to air pressure tanks, and commercial-sized steam kettles and mixers. Each trainee will learn to perform a variety of functions to keep the product moving to completion. Certain functions can only be performed in a live setting and are not available in a simulated lab environment. The various equipment will not fit in a classroom or will be too costly to provide training in a simulated lab setting.

PL of up to 40 hours will be provided at a 1:1 trainer-to-trainee ratio to all Bakery Operations and Maintenance Staff. PL training will be provided by skilled staff who are fully qualified in this specific area of training.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. In support of continuous employee development, the Company's current California training budget is approximately \$100,000 and covers new-hire orientation, OSHA-mandated training, sexual harassment prevention, and on-the-job training.

➤ **Training Infrastructure**

CFB's Training Manager will oversee the administration and implementation of the project. A Training Specialist will coordinate and manage training schedules, ensure proper documentation of ETP training, maintain completed attendance rosters, and upload data in ETP's Online Systems. Training will begin upon approval and will be delivered by in-house subject-matter experts.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
18CS-0159	Calabasas Hills	12/11/17 - 12/10/19	\$453,600	*\$453,600 (100%)
ET16-0277	Calabasas Hills	12/31/15 - 12/30/17	\$243,700	**\$114,513 (47%)
ET13-0347	Calabasas Hills	04/05/13 - 04/04/15	\$76,500	\$76,500 (100%)

*18CS-0159: Based on the ETP Cal-E-Force System, 25,378 reimbursable hours have been tracked for potential earnings of \$453,600 (100% of approved amount).

**ET16-0277: The low completion rate was due to delays in obtaining permits for the bakery facility upgrade which was the focus of the training. CFB received all permits and the facility upgrade started during the implementation of the second ETP contract (18CS-0159).

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

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

8-200

Trainees may receive any of the following:

MANUFACTURING SKILLS

- + Food Safety & Security
- + Good Manufacturing Practices
- + Equipment Operation
- + Maintenance Skills
- + Quality Assurance
- + Baker's Math

COMPUTER SKILLS

- + Enterprise Resource Planning
- + Cyber Security
- + Business Objects
- + Microsoft Office (Intermediate and Advanced)
- + Technical Services
- + Kronos
- + Taleo
- + Cognos

CONTINUOUS IMPROVEMENT

- + 5S (Sort, Set in Order, Shine, Standardize, and Sustain)
- + Fundamental 5
- + Process Improvement
- + Leadership
- + Auditor Training
- + Root Cause Analysis
- + Designated Trainer Certification

BUSINESS SKILLS

- + 7 Habits
- + Accounting
- + Coaching
- + Communication
- + Employee Engagement
- + Facilitation Skills
- + Leadership Skills
- + Motivation
- + Team Building
- + Time Management
- + Supervisory Skills

LITERACY SKILLS

























- + Vocational English as a Second Language (VESL)

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

Productive Lab

0-40

PL – MANUFACTURING SKILLS (1:1 RATIO)

-  Cake Decoration
-  Crumb Blending
-  Depositing
-  Equipment Operation
-  Finishing
-  Freezer Operation
-  Labeling
-  Maintenance
-  Mixing
-  Oven Operation
-  Packaging
-  Pre-Scaling
-  Programming
-  Quality Assurance
-  Ready to Eat Food (RTEF)
-  Receiving
-  Sanitation
-  Set-up
-  Shipping
-  Topping
-  Troubleshooting
-  Test Runs
-  Quality Reviews
-  Product Quality Guidelines (PQGs)

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:
UFP Thornton, LLC
Contract Number: ET20-0223**

Panel Meeting of: December 13, 2019

ETP Regional Office: Sacramento

Analyst: J. Fetsch

PROJECT PROFILE

Contract Attributes:	Priority Retrainee Job Creation HUA	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Joaquin	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 300	U.S.: 10,460	Worldwide: 12,000
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	15%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$165,000

Total ETP Funding
\$161,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Business Skills Continuous Imp, Manufacturing Skills, PL-Manufacturing	115	8-200	0-100	\$1,150	*\$13.28
				Weighted Avg: 50			
2	Retrainee Job Creation Priority Rate HUA	Business Skills Continuous Imp, Manufacturing Skills, PL-Manufacturing	25	8-200	0-100	\$1,150	*\$12.00
				Weighted Avg: 50			

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

Minimum Wage by County: Job Number 1: \$13.28 per hour for San Joaquin County. Job Number 2: \$12.00 per hour for San Joaquin County.

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

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

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		
Production Staff		46
Managers/Supervisors		20
Maintenance		8
Forklift Drivers		17
Administrative Staff		11
Sales		13
Job Number 2		
Production Staff		15
Managers/Supervisors		2
Maintenance		1

Forklift Drivers		4
Administrative Staff		1
Sales		2

INTRODUCTION

Founded in 1955 and located in Thornton, UFP Thornton, LLC (UFP) (<https://www.ufpi.com>) is one of two (in California) wholly owned subsidiaries of Universal Forest Products, Inc. UFP manufactures engineered lumber, wood alternate products and building materials. Their products include agricultural bins, concrete forms, and bedframes/furniture. Their clients include Lowes, Home Depot, residential builders and agricultural customers. This proposal will only include employees from the Thornton facility. This is UFP's fourth ETP Project and the third within the last five years.

Veterans Program

Although there is no Veterans Job Number, UFP actively recruits and values the Veteran workforce.

PROJECT DETAILS

Under the previous project, UFP focused training on new processes and procedures that were brought on by merging two plants into one (Thornton Facility). For this project, UFP is shifting their focus to provide additional products and services in three market segments, Construction, Retail, and Industrial, in order to meet growing demand. This company-wide plan will require extensive training on new product lines. Staff will be cross-trained on new and existing lines to build a multi-faceted workforce. Training under this proposal will allow UFP's trainees to build on previous training and continue to educate, train, and enhance skills to compete in the workforce.

UFP has also invested \$250,000 on new equipment including Ripsaw, Prime Line and Stake Line. In addition to the new equipment, UFP is installing fiber cement, coated products, and crates to the product line. The successful implementation of the new equipment and product lines will require training that will upgrade employees' skills and increase their opportunity for advancement.

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.

As a result of the new product lines and equipment, UFP will hire 25 new employees (Job Number 2) to meet business needs. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Training will be provided by in-house subject matter experts and potential training vendors acquired during the proposal agreement. Training will be delivered via Class/Lab, Productive Lab and Computer-Based Training (CBT) setting in the following:

Business Skills: Training will be offered to Administrative Staff, Managers/Supervisors and Sales. Training topics include Product Knowledge, Strategic Planning, Leadership Training, and Advanced Accounting Principles. This training will allow workers to better understand products and processes.

Continuous Improvement: Training will be offered to all occupations. Training topics will include Teambuilding for Success, Leading Teams, Lock Out/Tag Out, and 5S Lean Management. This training will allow workers to increase knowledge and efficiency in the workplace.

Manufacturing Skills: Training will be offered to Production Staff, Maintenance, Forklift Drivers and Managers/Supervisors. Training topics will include Equipment Operation Training, Product Identification, Saw Training, Waste Management, and Inventory Control. This training will allow workers to attain the expertise to fully operate and troubleshoot equipment.

Computer Based Training (CBT)

UFP staff will receive CBT training on topics that cover Forklift Driving, Electrical Safety Awareness, Engineered Wood Basics, EYE ON Defensive Driving, and Hazard Communications. These topics will allow trainees to train at their own pace to learn a variety of skills. Trainees will receive up to 100 hours of CBT training.

Productive Laboratory

The Panel has adopted regulations to authorize reimbursement for training delivered in a Productive Laboratory (PL) setting. PL trainees may produce goods for profit as part of the training in the courses identified under the Curriculum.

UFP will train approximately 100 Production Staff, Forklift Drivers and Maintenance in PL. Training topics include Drill Press, Saw Training, Equipment Operations, and Powered Industrial Lift. PL is necessary to ensure safety and production standards are being met. The subject matter expert will first demonstrate how to use the equipment, then supervise the trainee using the equipment. This is done at a much slower pace as a result of the training.

Training will be under constant supervision of a subject-matter expert, with a 1:1 trainer-to-trainee ratio. Trainees will receive up to 30 hours of PL training.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. UFP's annual training budget per facility is approximately \$100,000 for Safety, Operations, and Inventory. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Training will be provided by in-house subject matter experts, consisting of 22 managers and dedicated internal trainers. Training will be coordinated and tracked by the Human Resources Coordinator. Scheduling and training implementation will be provided by managers. These are the same individuals who oversaw the administration of the prior ETP Contract. UFP has processes in place to ensure all administrative duties are handled properly, with all managers and trainers aware of their responsibilities.

High Unemployment Area

The 140 trainees in Job Numbers 1 and 2 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's location in San Joaquin 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. UFP is requesting a wage modification from \$17.70 per hour to \$13.28 per hour for Job Number 1 and from \$14.48 per hour to \$12.00 per hour for Job Number 2 in order to serve workers in lower-wage occupations.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes Contractor's performances under ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0409	Thornton	6/24/2013-06/23/2015	\$38,640	\$38,640 (100%)
ET17-0483	Thornton	4/28/2017-4/27/2019	\$99,360	\$99,360 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Advanced Accounting Principles
- Cycle Counting
- Leadership Training
- Managing Change
- Product Knowledge
- Purchasing Training
- Strategic Planning

CONTINUOUS IMPROVEMENT

- 5S Lean Management
- Leading Teams
- Lock Out/Tag Out
- Plant Safety
- Teambuilding for Success

MANUFACTURING SKILLS

- Advanced Propane Training
- Assembly Procedures and Methods
- Black Box Tagging
- Chemical/Waste Cleaning
- Coating Products
- Cross Functional Production Training
- Equipment Operations Training
- Fiber Cement
- Forklift Training
- Inventory Control
- Machine Certification
- Plant Maintenance
- Materials/Chemical Handling
- Prime Line
- Product Identification/Wood
- Production Equipment
- Quality Management
- Rip Saw Program Training
- Saw Panel Program Training
- Stake Program Training
- Waste Management

Computer Based Training

0-100

BUSINESS SKILLS

- 1 to 1: Customer Service Success - 45 min
- Accounts Receivable Procedures and Policies - 35 min
- Building Leadership Capability - 30 min
- Customer Rebate Request Process - 25 min

- Effective and Appropriate E-mail Use - 45 min
- Email Etiquette - 30 min
- Empower Time - 30 min
- Inventory Control Overview - 30 min
- Lien Workshop 1: Liens and Collections - 15 min
- Lien Workshop 2: Understanding Lien Waivers - 10 min
- Lumber Math 101 - 3 hours

CONTINUOUS IMPROVEMENT

- 5s Awareness Training- 30 min
- Accident Procedures: Training at UFP - 20 min
- Accident Procedures: Driver Training - 20 min
- Adverse Weather Driving Challenges - 15 min
- An Effective Leader's Guide to Time Management - 30 min
- Are You Really Listening? - 45 min
- Asset Management - 2 hours
- Backing & Parking: Straight Truck Series - 15 min
- Backing: Tractor Trailers - 30 min
- Bad Weather Driving Basics - 11 min
- CDL: 05. Hazardous Driving Conditions - 10 min
- Continuous Improvement 101: Continuous Improvement Training - 30 min
- City Driving: Master Driver - 45 min
- Commercial Vehicle Safety Alliance - 30 min
- Conflict Resolution - 40 min
- Coupling & Uncoupling a Tractor Trailer - 45 min
- Critical Thinking and Problem Solving - 35 min
- Defensive Driving - 30 min
- Defensive Driving for Light & Medium Duty Vehicles - 20 min
- Defensive Driving: Road Rage - 21 min
- Developing Leadership Style - 1 hour
- Distracted Driving - 45 min
- Driver Qualification Training for Managers - 30 min
- Driving Techniques - 15 min
- Everyone is a Leader - 25 min
- Extreme Weather Driving - 15 min
- EYE ON Defensive Driving - 30 min
- EYE ON Speed & Space Management - 30 min
- Fixed Object Collisions - 20 min
- Goal Setting in the Workplace - 45 min
- Handling Conflict: An Employees' Guide - 45 min
- Hazard Communications - 30 min
- Hearing Conversation - 20 min
- Hours of Service for Commercial Motor Vehicle Drivers - 30 min
- Hours of Service Rules for Property-Carrying CMV Drivers - 45 min
- Hours of Service: How to Fill Out Paper Logs - 25 min
- Industry Terminology - 1 hour 30 minutes

- Interpersonal Communication - 45 min
- It's About Time - 45 min
- Leading With Your Strengths - 30 min
- Lose The Meeting Blues - 45 min
- Making a Safe Lane Change - 10 min
- Making Decisions - 30 min
- Managing Information Overload - 45 min
- Managing Up - 30 min
- Meeting the Delegation Challenge - 45 min
- Meetings That Get Results - 30 min
- Negotiation: Your Road to Success - 45 min
- Night Driving - 20 min
- Parking Lot Awareness - 15 min
- Participating in a High Performance Team - 45 min
- Pattern Driving - 45 min
- Powerful Presentations - 30 min
- Prohibiting the Coercion - 10 min
- Rear End Collisions - 45 min
- Report Warehouse Overview - 35 min
- Right Turns, Left Turns and Intersections - 45 min
- Rural Driving - 45 min
- Safe Backing Training Course - 15 min
- Safe Driving: Distracted Driving - 9 min
- Safety, Compliance, Accountability (SCA): Training for Managers - 12 min
- SCA: Know the BASICS - 1 hour 15 min
- Systematic Problem Solving at UFP - 45 min
- The Effective Business Writer - 45 min
- The Power of One - Taking Accountability to Get Results - 30 min
- Transition to Leadership - 40 min
- Vehicle Inspection, Repair and Maintenance Training - 30 min
- Vehicle Inspections: Tractor Trailers - 45 min
- Visual Management - 30 min

MANUFACTURING SKILLS

- Cargo Securement - 45 min
- Cargo Securement: Flatbeds - 40 min
- Combustible Dust Awareness - 10 min
- Compliance Safety Accountability - 30 min
- Electrical Flash Arc Safety - 30 min
- Electrical Safety Awareness - 45 min
- Elevated Platforms and Ladder - 30 min
- Emergency Maneuvers - 20 min
- Emergency Preparedness - 30 min
- Energy Management - 30 min
- Equipment Commissioning Checklist - 20 min
- Forklift Operator Safety Training - 1 hour

- Forklifts: Ultimate Hazard Perception Challenge (Advanced) - 30 min
- Forklifts: Ultimate Hazard Perception Challenge (Basic) - 30 min
- Forklifts: Ultimate Hazard Perception Challenge (Intermediate) - 30 min
- Giben Panel Saw Safety Features - 9 min
- Heat Stress - 20 min
- Injury Prevention Around Flatbeds - 10 min
- Injury Prevention for CMV Drivers - 20 min
- Lock Out Tag Out - 10 min
- Machine Guarding - 30 min
- NAFTA Certificate of Origin - 15 min
- Operator Training for the RMH-99 Dado Saw (RMH 99) - 20 min
- Production Management Overview (Black Box) - 20 min
- Slips, Trips and Falls - 30 min
- Spill Prevention, Control and Countermeasures - 25 min
- Total Productive Maintenance Training - 30 min
- Truss Print Reading Introduction - 1 hour
- UFP M700 Fence Assembler - 20 min
- UFP M800 Fence Stacker - 15 min
- UFP Treater Training - 1 hour 40 minutes
- Understanding and Applying the Terms Analyzer Tools - 20 min
- Understanding Hazardous Waste - 10 min
- Wet Observations Reporting (Storm Water Reporting) - 30 min

Productive Lab Hours

0-30

MANUFACTURING SKILLS (Trainer-to-Trainee Ratio 1:1)

- Assembly Production
- Distribution Control System (DCS) training
- Drill Press
- Equipment Operations
- Machine Operations
- Molder Training
- Notching Machines
- Saw Training
- Slotting Machines
- Prime Line Program Training
- Stake Line Program Training
- Rip Saw Program Training

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

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



Training Proposal for:
Valley Roofers Joint Apprenticeship Training Trust Fund

Contract Number: ET20-0942

Panel Meeting of: December 13, 2019

ETP Regional Office: PPU – Central Office

Analyst: C. Hoyt

PROJECT PROFILE

Contract Attributes:	Priority Rate Apprenticeship Retrainee	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Northern California	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Union of Roofers, Waterproofers and Allied Workers Local No. 81		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$76,128		\$5,275 8%		\$81,403
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 Journeyworker	Comm'l. Skills OSHA 10/30	21	8-200	0	\$393	\$24.13
				Weighted Avg: 16			
2	Retrainee Apprentice	Comm'l. Skills OSHA 10/30	38	8-210	0	\$1,925	\$24.13
				Weighted Avg: 100			

Minimum Wage by County: Job Numbers 1 & 2 (SET/Priority Industry): \$24.13 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 \$6.17 per hour may be used to meet the Post-Retention Wage in Job Number 2. This amount has been verified in the collective bargaining agreement wage tables.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Journeyworker Roofer		21
Apprentice Roofer		38

INTRODUCTION

Founded in 1972 and located in Stockton, Valley Roofers Joint Apprenticeship Training Trust Fund (Valley Roofers) trains Apprentices and Journeyworkers in the roofing industry working for small and large businesses in Northern California. This will be the Valley Roofers second ETP Contract, and the second in the past five years.

Valley Roofers is comprised of Local No. 81 of the United Union of Roofers, Waterproofers and Allied Workers, AFL-CIO and the Associated Roofing Contractors of the Bay Area Counties, Inc. Valley Roofers was created through collective bargaining, with an equal number of members appointed by union and management with employer contributions to a training trust fund. The employers are not “participants” but are signatories to the Collective Bargaining Agreement.

Training will be delivered at the Valley Roofers 5,000 square-foot, fully equipped Training Center in Stockton. The Training Center offers programs that focus on various phases of the roofing and waterproofing industry. The Apprenticeship program is a 3.5 year (42 month) program, which requires 4,200 hours of on-the-job training and 144 hours per year of Related and Supplemental Instruction (RSI).

Veterans Program

Valley Roofers have a hiring preference for Veterans, however, due to the low number of Veterans participating in this proposal, Valley Roofers requests to not track Veterans in a separate Job Number.

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding supplements cost of delivery for the RSI portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project the program is three and a half years.

For the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$23 to \$18 per class/lab hour. The ETP wage for Apprentices is no less than \$24.13 per hour. However, the actual wages paid are shown in the Training Plan Table for the Panel's information.

PROJECT DETAILS

The primary purpose of the program is to help Apprentices and Journeyworkers by providing training in the various phases of the roofing and waterproofing industry. The program is designed to assist the individual man or woman in becoming familiar with the different facets of the trade and to increase the number and variety of employment opportunities available. An important purpose of the program is also to improve the quality of craftsmanship in the industry and train the skilled workers employers need to successfully bid for more work.

Employer Demand for Training

Valley Roofing is changing its training program to meet changing demands in the industry. The industry continues to move toward new roofing systems and new materials and away from traditional hot tar systems. Today's roofing systems include a variety of single ply systems and a variety of modified roofing systems (mopping, torching, primed, adhesives, hot rubber, and peel-n-stick). There are new waterproofing systems, photovoltaic systems, vegetative roofs, and rainwater harvesting systems. These new systems require new skills for both (Apprentices and Journeyworkers.)

Today contractors must be more skilled and flexible to meet the demands of building owners and managers for a wide variety of roofing systems and materials. This is especially true as developers build larger and more complex structures. Employer needs, including changing needs for apprentice training, the need for workers trained in specialty areas, general shortages of workers and other needs also are reported through the union to the committee.

Training Plan

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

Journeyworker Training

Commercial Skills: Journeyworkers will receive training in roofing, waterproofing, rigging and scaffolding. These courses help with developing skills with products and materials that are new to the industry. As well as helps with products and skills that have been in use, but which were not taught during the Journeyworker's apprenticeship.

Apprenticeship Training

Commercial Skills: Apprentices training includes an introduction to the roofing and waterproofing industry, introduction to waterproofing and damp proofing, common materials, built-up roofing, cold applied and caulking, rigid roofing, asphalt and wood shingles, plans and specifications, single ply, maintenance and repairs, upgrades, metal roofing, kettle safety, advanced materials, specialty systems and conservation standard.

Certified Safety Training

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

Curriculum Development

Valley Roofers is a joint labor-management committee made up of representatives from the roofing industry. The committee continuously reviews and updates the curriculum, training materials, and training facilities based upon the industry expertise of the membership.

Curriculum is developed by the roofing industry with national and local input. Union and management are consulted through joint committees at all levels.

Marketing and Support Costs

Sacramento Valley Union Roofing/Waterproofing Contractors represents employers in this project. Employers are notified of training through the association. Employers participate as members of the joint committee that operates the program, and training is designed around their needs and the general needs of the industry.

Valley Roofers requests, and staff supports, 8% support costs to fund its staff in recruiting and qualifying additional participating employers for this program. Although many of the participating employers have already been recruited, additional recruitment will take place to complete the project and replace any employers whose training needs change since the project planning process began. Valley Roofers disseminates information about the program to One-Stop Centers throughout Northern California.

Commitment to Training

ETP funding will not displace the existing financial commitment to training. Employers will continue to make contributions to the training trust fund for every hour worked by Apprentices and Journeyworkers. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Contract Representative is the dedicated administrator for this proposal. Valley Roofers staff will provide all ETP training. Trainers are experienced Journeyworkers with formal instruction in training methods and subject matter. The training facility is located in Stockton. The apprenticeship program includes hands-on training in each of the specialty areas of our trade. Valley Roofers have also designed specialty training for Journeyworkers who may have completed their apprenticeship training before certain systems were included in Apprentice training or whose employers are seeking special training or certifications for their workers. Administration will be performed in a partnership with Steve Duscha. Class scheduling and completing training rosters will be the role of the applicant. Duscha will assist in uploading training and enrollment data to ETP and reporting ETP related activities.

Impact/Outcome

Certifications include OSHA 10 and OSHA 30. In addition, Apprentices who complete their apprenticeships become Journeyworkers.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes Valley Roofers' performance under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET18-0904	\$112,340	8/01/17-7/31/19	110	45	0

*Based on ETP Systems, 7,635 reimbursable hours have been tracked for potential earnings of \$101,107 (90% of approved amount).

DEVELOPMENT SERVICES

Steve Duscha Advisories in Sacramento assisted with development of this proposal for a flat fee of \$10,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

N/A

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

8-210

Trainees may receive any of the following:

Apprentice Training**COMMERCIAL SKILLS**

- Special Orientation and Safety
- Introduction to Waterproofing and Damp Proofing
- Common Materials
- Built-Up Roofing
- Waterproofing and Damp Proofing
- Cold Applied and Caulking
- Rigid Roofing
- Asphalt and Wood Shingles
- Plans and Specifications
- Single-Ply
- Maintenance and Repairs
- Upgrades
- Metal Roofing
- Kettle Safety
- Advanced Materials
- Specialty Systems
- Conversion Standards

OSHA 10/30(Certified OSHA Instructor)

- OSHA 10
- OSHA 30

Class/Lab Hours

8-200

Trainees may receive any of the following:

Journeyworker Training**COMMERCIAL SKILLS**

- Advanced Concepts in Waterproofing and Damp Proofing
- Advanced Single-Ply Roofing
- Advanced Systems of Built-Up Roofing
- Coordinating Plans and Schedules with Other Building Trades
- Creating Safe Working Conditions
- Creating Project Plans
- Designing Rigging and Hoisting Systems and Procedures
- Rigid Roofing
- Roofing Materials
- Title 24 Energy Standards for Roofing
- Torch-On Product
- Working Around Hazardous Materials
- Working on Scaffolding

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

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

Note: Reimbursement for retraining is capped at 200 total training hours per Journeyworker trainees in Job 1; and 210 total hours of training per Apprentice trainee in Job Number 2, regardless of the method of delivery.



RETRAINEE - JOB CREATION

Training Proposal for:

Califia Farms, LLC

Contract Number: ET20-0202

Panel Meeting of: December 13, 2019

ETP Regional Office: North Hollywood

Analyst: L. Vuong

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate HUA Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Kern	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 275	U.S.:275	Worldwide: 285
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	13%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$791,536

Total ETP Funding
\$365,056

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Impr., HazMat, Mfg. Skills	101	8-200	0	\$920	\$18.56
				Weighted Avg: 40			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills, Computer Skills, Continuous Impr., HazMat, Mfg. Skills	26	8-200	0	\$966	\$15.47
				Weighted Avg: 42			
3	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Continuous Impr., HazMat, Mfg. Skills	164	8-200	0	\$1,380	*\$13.28
				Weighted Avg: 60			
4	Retrainee Priority Rate HUA Job Creation Initiative	Business Skills, Computer Skills, Continuous Impr., HazMat, Mfg. Skills	15	8-200	0	\$1,380	*12.00
				Weighted Avg: 60			

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

Minimum Wage by County: Job Number 1: \$18.56 per hour for Los Angeles County;

Job Number 2 (Job Creation): \$15.47 per hour for Los Angeles County;

Job Number 3 (HUA): \$13.28 per hour for Kern County;

Job Number 4 (HUA/Job Creation): \$12.00 per hour for Kern County.

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

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

Up to \$0.56 per hour for Job Number 1 may be used to meet the Post-Retention Wage. No Health Benefits needed for Job Numbers 2, 3 and 4.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Staff		94
Manager/Supervisor		7
Job Number 2 (Job Creation)		
Administrative Staff		23
Manager/Supervisor		3

Job Number 3 (HUA)		
Production Staff		114
Administrative Staff		22
Manager/Supervisor		28
Job Number 4 (HUA-Job Creation)		
Production Staff		10
Administrative Staff		3
Manager/Supervisor		2

INTRODUCTION

Califia Farms, LLC (Califia) (www.califiafarms.com) manufactures, markets and distributes plant-based beverages across five different categories: Plant Milks (Alternative Dairy or Nut Milks), Enhanced Plant Milks (with botanicals), Almond and Coconut Milk Creamers, Cold Brew Coffees, and Juices. Califia's customers include retailers, distributors, foodservice accounts, supermarkets and grocery stores (Ralphs, Super King, Safeway, Stater Brothers, Albertsons, Pavilions, Vons, Kroger, Sprouts, Target and Walmart), wholesalers (Sam's Club and Costco), and hundreds of independent coffee shops and convenience stores across the United States.

Califia is headquartered in the City of Los Angeles, with a manufacturing facility located in Bakersfield. In this proposal, Califia requests ETP funding to train 265 full-time employees and 41 full-time newly-hired employees (Job Creation) at its Los Angeles and Bakersfield locations, where all training will take place.

Veterans Program

Califia works hard to find the best team members to join the Company – including Veterans. However, the Company is not requesting specific inclusion of Veterans in this program.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage. The Company will hire 41 new employees (Job Numbers 2 and 4). 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.

Califia experienced a 20% growth in business in the last year and anticipates additional growth of at least 20% in the coming year. Business expansion requires retraining existing employees and hiring and training of new employees to effectively address the increase in business and service level. Therefore, the Company will hire 41 net new employees at its Los Angeles and Bakersfield facilities over the next two years (Job Numbers 2 and 4) including Administrative Staff, Manager/Supervisor and Production Staff. These new employees will support business growth and the Company's investment in new products and technologies. Califia will train these employees to operate sophisticated technology systems/equipment, computer programs and business operations.

PROJECT DETAILS

Califia continuously strives to meet customer expectations and demands as customers seek healthier natural products and faster delivery time to remain competitive. In addition, to increase sales, promote growth and keep customers interested in new products, Califia has implemented several challenges driving the need for training:

- Adding new products such as nut milk and ready to drink coffee;
- Integrating new healthier products by reducing processed sugar;
- Designing new packaging;
- Expanding into international markets in the United Kingdom and Australia and online sales;
- Developing a new Research and Development lab in Los Angeles; and
- Expanding existing Bakersfield facility by adding additional 60,000 square feet.

The Company is also investing approximately \$8 million in new equipment and systems, including homogenize and pasteurize machines, case packer, scale and bottle filler machines and blending and Salesforce systems.

This will be Califia's second ETP Agreement, and the second in the past five years. Previous training focused on improving productivity, basic product knowledge/manufacturing practices and general operating systems. Califia had a tremendous success with the training provided in the first ETP Agreement; and therefore, they are expanding the training to a larger trainee population. More trainees will be included in this training proposal. Further, this proposal will focus on new technologies, more complex operation systems, new healthier products, upgrading job skills, improving efficiencies in production planning, increasing services, best practices to exceed customers' demands/expectations and complying with industry requirements to support the Company's growth. To keep up with this growth, Califia purchased a \$500,000 project and business management software and research system and development training program to manage and improve business operations.

None of the training from the prior ETP Agreement will be repeated except for trainees that did not participate in prior ETP training.

Training Plan

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

Business Skills: This training will be offered to all occupations focusing on business processes and operations, customer service and goals and objectives. Training will improve and increase employee skills so they can work more effectively.

Computer Skills: This training will be offered to all occupations to become more proficient in various software applications and systems and in the skills necessary to support business operations.

Continuous Improvement: This training will be offered to all occupations in process improvement efficiency. Trainees will have the skills to improve processes and maximize efficiency to better serve customers and increase profit margins.

Hazardous Materials: This training will be offered to Production Staff and Managers/Supervisors. Trainees will learn proper techniques, knowledge and communication on handling hazardous materials, and food handling safety.

Manufacturing Skills: This training will be offered to Production Staff and Managers/Supervisors. Training will help trainees maintain, operate and improve highly automated equipment and systems; follow best manufacturing practices; and control inventory. It will also upgrade worker's job skills and increase production to meet growing customer demands.

Commitment to Training

Califia has an annual training budget of approximately \$220,000 for Los Angeles and Bakersfield. Training consists of basic hazardous materials, sexual harassment prevention, new-hire orientation, first-aid, basic safety/OHSA, job skills training and on-the-job (OTJ). All training is mandatory and all workers receive training at the Company's expense.

ETP funds will not displace the existing financial commitment to training. After the completion of the ETP training, the Company will continue to provide its workforce the skillsets they need to develop and grow within the Company. Enhancing employee's skills will create additional sales, increase profits and business growth. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Training is scheduled to begin upon Panel approval and will be delivered on-site by in-house staff and vendors if needed. Califia has designated a Chief Human Resource Officer and a team of 10 staff from Los Angeles and Bakersfield locations that includes Head of Training, Director of Plan Human Resources, Senior Director Maintenance, Vice President of Business Development, Director of IT, Vice President of R&D, Senior VP of Los Angeles Lab and Head of Digital Marketing to oversee ETP training and all administrative responsibilities including scheduling, managing, and delivery and documentation of training. Califia will also utilize a third party administrator to assist with the administrative process.

High Unemployment Area

All trainees in Job Numbers 3 (Retrainee) and 4 (Job Creation) work in Bakersfield, a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Califia is requesting the 25% wage modification from \$17.70 per hour to \$13.28 per hour for trainees in Job Number 3 and from \$14.48 per hour to \$12.00 per hour for trainees in Job Number 4.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0450	Los Angeles, Bakersfield	03/27/17 – 03/26/19	\$230,220	\$230,220 (100%)

DEVELOPMENT SERVICES

Califia retained Training Funding Source (TFS) in Seal Beach to assist with development of this proposal for a flat fee of \$9,500.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Coaching and Counseling
- Communication
- Conflict Resolution
- Goals/Objectives
- Leadership
- Meeting Facilitation
- Negotiation
- Presentation
- Product and Service Knowledge
- Project Management
- Research & Development
- Sales
- Teamwork
- Time Management

COMPUTER SKILLS

- MS Office (Intermediate/Advanced only)
- Paycom/Payroll
- Planning
- Red Zone
- Ross ERP
- Sales Force

CONTINUOUS IMPROVEMENT

- HACCP (Hazard Analysis and Critical Control Points)
- Lean Manufacturing
- Process improvement
- Quality Improvement

HAZARDOUS MATERIALS

- Hazardous Material Handling (Pesticides and Other Hazardous Materials)
- Material Safety Data Sheets (MSDS)

MANUFACTURING SKILLS

- Confined Space (Procedures and Work Around Tanks and other Confined Spaces)
- Driving and Delivery techniques
- Equipment/Machine/Tank Operations
- Forklift
- Good Manufacturing Practices
- Growing Techniques
- Inspection
- Inventory Control

- Irrigation Systems
- Laboratory Procedures
- Merchandising
- Microbiology
- Order Fulfillment
- Planting
- Product Availability
- Sanitation
- Standard Operating Procedures
- Testing
- Water Recycling/Efficiency

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

Critical Proposal for:

EastWestProto, Inc. dba Lifeline Ambulance

Contract Number: ET20-0211

Panel Meeting of: December 13, 2019

ETP Regional Office: North Hollywood

Analyst: M. Reeves

PROJECT PROFILE

Contract Attributes:	Critical Proposal Job Creation Initiative SET HUA Retrainee Veterans Medical Skills Training	Industry Sector(s):	Services (G) Healthcare (62) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 240	U.S.: 240	Worldwide: 240
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$480,314

Total ETP Funding
\$397,578

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Critical Proposal SET Job Creation Initiative	Computer Skills, Continuous Imp., MS Didactic, MS Preceptor	248	8-200	0	\$1,541	*\$15.00
				Weighted Avg: 67			
2	Retrainee Critical Proposal SET Job Creation Initiative Veterans	Computer Skills, Continuous Imp., MS Didactic, MS Preceptor	10	8-200	0	\$1,541	*\$15.00
				Weighted Avg: 67			

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

Minimum Wage by County: Job Numbers 1 and 2 (Job Creation): \$15.00 per hour for Los Angeles and Orange counties.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Numbers 1 and 2		
Emergency Medical Technician		194
Paramedic		54
Dispatcher		5
Billing Staff		5

Critical Proposal

EastWestProto, Inc. dba Lifeline Ambulance (Lifeline) has been designated a Critical Proposal by the Governor's Office of Business and Economic Development (GO-Biz) based on the Company's expanding operations and commitment to add 258 new jobs in California.

INTRODUCTION

Founded in 2002 and headquartered in Montebello, EastWestProto, Inc. dba Lifeline Ambulance (Lifeline) (www.lifeline-ems.com) provides inter-facility ambulance services throughout Los

Angeles and Orange counties. The Company operates 24/7 transport services that include Basic and Advanced Life Support, Neonatal and Pediatric Intensive Care Unit, and Bariatric patient transportation. Lifeline is eligible for ETP funding under Special Employment Training (SET) for frontline workers, and qualifies for priority industry reimbursement as a healthcare employer.

Lifeline provides Interfacility Transfer Services for patients through various contracts with major healthcare provider networks, hospitals, and medical groups. Interfacility Transfer is defined as any transfer, following initial assessment and stabilization, to and from a healthcare facility. Examples include hospital to hospital; clinic to clinic; hospital to rehabilitation; and hospital to long-term care.

Prior Performance

This will be the Company's third ETP Contract, the third in the last five years (See Prior Projects Table). The previous two Contracts were not Critical proposals. Both prior projects focused on skills training and quality improvement measures to help sustain the Company's growth.

This proposal will include 100% Job Creation trainees. Therefore, none of these new employees participated in Lifeline's prior ETP Contracts, so there will be no duplication of training. This proposal represents a continuation of Lifeline's commitment to hiring and training new employees to support the Company's rapid growth through new contract acquisitions. In addition, this proposal includes a new training component to support Lifeline's Paramedic Program, which was not part of the two prior ETP Contracts.

Need for Training

Lifeline is positioned for dynamic growth primarily due to contractual relationships with major local healthcare providers including Hollywood Presbyterian Medical Center, Tenet Health, White Memorial Medical Center, Glendale Adventist Medical Center, PIH Health, and Keck Medicine of USC. Lifeline's new contract with L.A. Care Health Plan is a key item driving the need for the Company to execute the extensive hiring and training plan outlined in this proposal.

The need for patient transfers between facilities has increased due to regionalization, specialization, and facility designations influenced by payers. The emergence of specialty systems (designated cardiac centers, stroke centers, etc.) has begun to influence the eventual destination of patients rather than mere proximity to a healthcare facility.

Lifeline has experienced a steady increase in its annual patient transport numbers in recent years. The Company reported 48,500 transports in 2018. Lifeline's current patient transport numbers are expected to reach 60,000 for 2019 and are projected to climb to 68,000 in 2020. The proposed training will enhance the Company's ability to accommodate this upward trajectory in transports.

The Company also plans to invest approximately \$4 million in new equipment upgrades during the ETP Contract term. These upgrades will include several new ambulances, dispatch and patient care reporting software, Advanced Life Support equipment, IV pumps, Cardiac monitors, and ventilators. New equipment skills training is necessary to ensure that workers remain knowledgeable in the proper use of tools vital to safe patient care and transport.

Veterans Program

Lifeline actively recruits Veterans, who comprise approximately 5% of the Company's workforce. The Company plans to hire and train at least 10 Veterans under this training project (Job Number 2). The Panel has established a higher reimbursement rate and other incentives for training Veterans.

High Unemployment Area

The trainees in Job Numbers 1 and 2 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's location in Montebello (Los Angeles County) is in a HUA. These trainees qualify for a wage modification; however, Lifeline is not requesting a HUA wage modification.

PROJECT DETAILS

The combination of increasing call volume and the complexity of patient transports requires Lifeline to expand its workforce and bolster its training and development infrastructure to meet industry demand. Therefore, the Company is implementing a Paramedic Program to better serve new clients in the region who require Advanced Life Support services. Following an extensive training program, Paramedics are often tasked to supervise EMTs and other emergency responders who have less experience and training. The addition of a skilled Paramedic staff will complement Lifeline's existing team of EMTs, RNs, and Respiratory Therapists, thus enabling the Company to take on more assignments requiring Advanced Life Support and Critical Care skills.

The Company's new Paramedics are expected to receive up to 200 hours of training in this proposal; however, Lifeline estimates that these trainees will likely receive an additional 88 to 118 hours of training at the Company's expense during the training period.

The Company is also implementing several technology upgrades to improve patient care and service. For example, Dispatch Pro Artificial Intelligence equipment is designed to assist an on-duty dispatcher with providing the quickest response times possible. Atlas software with Mobile Data Display Units will allow dispatchers to communicate with field ambulances utilizing real-time computer technology instead of radio transmission. In addition, Operative IQ software is an inventory management system that will be used to ensure that all of the Company's ambulance vehicles are properly equipped and ready to respond to any emergency at all times. Each of these technology improvements require significant employee 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.

Lifeline is expanding its operations and existing business capacity to meet growing demand for Interfacility medical transport services. The Company will hire 258 new employees (Job Numbers 1 and 2). Many of these newly hired employees will be responsible for transporting patients associated with Lifeline's new service contract with L.A. Care Health Plan. 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. Lifeline reports that 35 net new hires were brought onboard between September and November 2019, and the Company anticipates its net new hire number will likely exceed 300 over the next two years.

Training Plan

Training will be delivered via Class/Lab at the Company's location in Montebello. In-house subject matter experts and external training vendors may be utilized to deliver training in the following:

Computer Skills: Training will be offered to all occupations. Training will cover various patient care and medical transport software solutions including electronic medical records, inventory management tools, dispatch equipment, diagnosis codes, and data analysis tools.

Continuous Improvement: Training will be offered to all occupations. Training will focus on industry-specific medical transport skills such as communication and dispatch protocols, emergency vehicle operation, customer service, documentation, leadership skills, and standard operating procedures.

Medical Skills Didactic: Training will be offered to Emergency Medical Technicians (EMTs) and Paramedics. Trainees will learn the latest techniques and methodologies to deliver high-quality patient care. General medical knowledge training will include equipment operation, standards of care, patient assessment and pre-hospital care, medication administration, airborne pathogens, and pain management.

Medical Skills Preceptor: Training will be offered EMTs and Paramedics. Training will cover ambulatory patient care, advanced life support, patient transport techniques, equipment operation, patient assessment, cardiac patient care, and pre-hospital trauma life support.

Commitment to Training

ETP funds will not displace Lifeline's existing financial commitment to training. The Company estimates that it spent approximately \$150,000 on training in 2018. Lifeline provides training to all occupations and departments in company policies and procedures, professionalism, situational awareness, and sexual harassment prevention. Safety training is provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Lifeline's Co-Founder will oversee administration of this project. The Human Resources department will track trainee enrollment and retention information. The Company's Training Manager and Education staff be responsible for scheduling, delivering, and documenting training. Training will primarily be provided by internal trainers. Vendors may be used if necessary. Lifeline has also retained an outside administrative consultant to assist with ETP program administration requirements.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes Lifeline's performance under ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
18CS-0112	Montebello	11/06/17 – 11/05/19	\$316,000	*\$316,000 (100%)
ET15-0376	Montebello	02/02/15 – 02/01/17	\$314,548	\$250,292 (80%)

*Based on ETP Systems, 16,470 reimbursable hours have been tracked for potential earnings of \$358,769 (113% of approved amount). The Contractor projects final earnings of 100% pending approval of the closeout invoice. The final closeout invoice has been submitted and is currently in process.

DEVELOPMENT SERVICES

National Training Systems, Inc. in Ladera Ranch assisted with development for a flat fee of \$20,138.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

COMPUTER SKILLS

- Microsoft Office/Excel (Intermediate and Advanced)
- Dispatch Pro
- Electronic Medical Records Application
- Patient Care Record
- LifeLine App
- ICD-10
- Atlas Software
- Operative IQ Software

CONTINUOUS IMPROVEMENT

- Ambulance Operation
- Billing
- Call Center & Dispatch Protocols
- Communication Skills
- Conflict Resolution
- Crisis Prevention & Intervention (CPI)
- Critical Thinking
- Customer Service
- Documentation
- EMS Communication & Protocols
- Emergency Vehicle Operations
- FEMA
- HazMat for Patient Care Providers
- HIPPA/Patient Privacy
- Leadership Skills
- Performance & Quality Improvement
- Preceptor Skills (Train-the-Trainer)
- Standard Operating Procedures

MEDICAL SKILLS TRAINING - DIDACTIC

- Basic Life Support (BLS)
- Advanced Life Support
- Airborne Pathogens
- Bloodborne Pathogens
- Body Mechanics
- Cardiac Assessment
- Care of Cardiac Patients
- Care of Bariatric Patients
- Care of Geriatric Patients
- Care of the Renal Patient
- Care of and Treatment of Shock Patients

- Care of the Stroke Patient
- Chronic Obstructive Pulmonary Disease (COPD)
- Code Blue Response and Procedures
- Critical Care
- Decontamination Procedures
- Dysrhythmia Recognition & Interpretation
- EKG & Cardiac Monitors
- Emergency Medical Technician (EMT) Training (including EMT-1)
- Equipment Operation
- Hazardous Materials/Protection
- Medical Transport of High-Risk Patients
- Medication Administration & Reconciliation
- Neonatal Intensive Care Unit (NICU) Transport
- Neurological Assessment & Pre-Hospital Care
- Orthopedic Assessment & Pre-Hospital Care
- Orthopedic Stabilization & Traction
- Oxygen Administration
- Pain Management
- Patient Assessment & Pre-Hospital Care
- Paramedic Skills
- Pediatric Patient Care
- Pharmacology & Pharmacokinetics
- Pre-Hospital Trauma Life Support
- Psychiatric Patient Care
- Respiratory Arrest
- Respiratory Assessment & Pre-Hospital Care
- Restraints
- Standards of Care
- Ventilator Operations

MEDICAL SKILLS TRAINING – CLINICAL WITH PRECEPTOR

- Ambulatory Patient Care
- Advanced Cardiac Life Support
- Code Blue Response and Procedures
- Cardiac Patient Care
- Equipment Operation
- Trauma Patient Care
- Geriatric Patient Care
- Pediatric Patient Care
- Pre-Hospital Trauma Life Support
- Respiratory Arrest
- Patient Assessment & Pre-Hospital Care
- Paramedic Skills
- Patient Transport Techniques

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:

Northrop Grumman Systems Corporation

Contract Number: ET20-0201

Panel Meeting of: December 13, 2019

ETP Regional Office: North Hollywood

Analyst: L. Vuong

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative Veterans	Industry Sector(s):	Manufacturing (E) Aerospace Related Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Los Angeles, Kern, Santa Barbara, San Diego	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 35,100	U.S.: 85,000	Worldwide: 85,000	
<u>Turnover Rate:</u>	7%			
<u>Managers/Supervisors:</u> (% of total trainees)	10%			

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$1,065,180

Total ETP Funding
\$642,620

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Advanced Tech., Business Skills, Computer Skills, Continuous Impr, HazMat., Mfg. Skills, PL-Mfg. Skills	350	8-200	0	\$552	\$17.70
				Weighted Avg.: 24			
2	Retrainee Priority Rate Veterans	Advanced Tech., Business Skills, Computer Skills, Continuous Impr. HazMat., Mfg. Skills, PL-Mfg. Skills	60	8-200	0	\$782	\$17.70
				Weighted Avg.: 34			
3	Retrainee Priority Rate Job Creation Initiative	Advanced Tech., Business Skills, Computer Skills, Continuous Impr. HazMat., Mfg. Skills, PL-Mfg. Skills	350	8-200	0	\$1,150	\$15.00
				Weighted Avg.: 50			

Minimum Wage by County: Job Numbers 1 & 2 (Veterans): \$18.56 per hour for Los Angeles County; \$17.70 per hour for Kern, Santa Barbara and San Diego Counties.
 Job Number 3 (Job Creation): \$15.00 per hour for Los Angeles, Kern, Santa Barbara and San Diego Counties.

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

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

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		
Operations Staff		60
Information Technology/Engineering Staff		80
Manufacturing/Production/Mechanics Staff		110
Quality Staff		60
Manager/Supervisor		40

Job Number 2 (Veterans)		
Operations Staff		10
Information Technology/Engineering Staff		10
Manufacturing/Production/Mechanics Staff		15
Quality Staff		15
Manager/Supervisor		10
Job Number 3 (Job Creation)		
Operations Staff		75
Information Technology/Engineering Staff		100
Manufacturing/Production/Mechanics Staff		100
Quality Staff		50
Manager/Supervisor		25

INTRODUCTION

Founded in 1939, Northrop Grumman Systems Corporation (NGSC) (www.northropgrumman.com) is a global security company that develops innovative products and solutions in unmanned systems, cyber, C4ISR (Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance), and logistics for government and commercial customers worldwide. NGSC operates in four different business sectors: Aerospace Systems, Information Systems, Technical Services, and Electronic Systems. This proposal represents NGSC's Aerospace Systems Sector only, which focuses will target on developing; integrating, producing, and supporting manned and unmanned aircraft; spacecraft; high-energy laser systems; microelectronics and other systems/subsystems critical to maintaining the nation's security. These systems and technologies are used in a variety of mission areas including intelligence, protected communications, surveillance, battle management, strike operations, electronic warfare, missile defense, and space science and exploration.

The Company conducts most of its business with the U.S. Government, principally the Department of Defense, as well as other domestic and foreign governments, principally, in different mission areas including intelligence, surveillance, reconnaissance, communications, battle management, strike operations, electronic warfare, missile defense, earth observation, space science, and space exploration.

NGSC Aerospace Systems headquartered in Redondo Beach and has 38 locations in California. In this proposal, NGSC Aerospace Systems requests ETP funding to train 410 full-time employees and 350 full-time newly-hired employees (Job Creation) at Edwards AFB, Mojave, Azusa, Carson, El Segundo, Manhattan Beach, Palmdale, Redondo Beach, San Diego and Carpinteria locations, where all training will take place.

Veterans Program

NGSC is proud to employ more than 18,000 military service employees worldwide. NGSC demonstrates its commitment to veterans by supporting a variety of personal and professional programs for both transitioning military and current employees as well as their families. NGSC plans to train 60 Veterans (Job Number 2) who have served on active full-time duty in the Armed Forces.

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. However, NGSC is not asking for a reduced wage, as all trainees in this proposal will meet the standard ETP Minimum Wage.

NGSC has experienced a 20% growth in workforce in the past year and anticipates growth of 20% in the coming year. In this proposal, NGSC has committed to hiring at least 350 new employees (Job Number 3) 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.

PROJECT DETAILS

The need for training is driven by new business, customer demands, industry regulatory requirements, complex aerospace technologies and continued training and development. As the Company grows and technology advances, employees will need new and upgraded skills training. Maintaining the technical expertise of its workforce provides competitive advantages in contract bidding and acquiring new business. The Company has recently been awarded four new projects: production of the AGM-88E Advanced Anti-Radiation Guided Missile for the United States Navy; autonomous robotic manufacturing and assembly platform to support NASA’s Space Technology Mission Directorate; facilitating the United States Air Force military satellite communications in the earth’s north polar region through its Enhanced Polar System Recapitalization Control and Planning Segment; and several classified and unclassified development and high-rated production programs for Space Systems Division and Military Aircraft Systems. In addition, the Company plans to modernize and upgrade its Redondo Beach and Palmdale facilities in 2020 with new production and manufacturing machines, flexible and efficient production space capable to support design, build, integration and test, and maintain the sites’ infrastructure.

To support its current business needs, the Company will implement ETP training to support and adapt to new technologies and systems, customer specifications, and process improvements related to productivity and quality control. ETP training will support NGSC in successfully upgrading worker skills, increase production efficiencies and effectively manage its overall business growth.

This will be NGSC’s third ETP Agreement, and the third in the past five years. The previous project focused on training related to the manufacturing of the new E-2D Hawkeye aircraft, the MQ-4C Triton Drone, and the Long Range Strike bomber (among other projects), all of which were contracts awarded to NGC during that time. This new project is related to several new contracts awarded to NGSC including projects in Space Systems and Military Aircraft Systems. Training from the prior ETP project will not be duplicated.

Training Plan

Training will be provided via Classroom/Laboratory, Videoconference and Productive Laboratory in the following:

Advanced Technology: This training will be offered to Information Technology/Engineering Staff. This training is designed exclusively for highly technical professionals in the engineering/aviation manufacturing industry. Technical courses include Architectural Modeling, Computer Aided Design, Computer Language, Programming/Software Development, and Software Configuration Management. This training is intended to foster a high level of innovation

and product development expertise for the next generation of aerospace manufacturing specialists and engineers.

Advanced Technology (AT) training is costlier to deliver than more generalized computer-related subjects. The Company estimates that costs associated with this specialized training will likely range from \$72 to \$200 per hour, per trainee, depending on the subject matter. Delivery of AT requires expensive system/design equipment and complex software. The 1:10 trainer-to-trainee ratio will be maintained for AT training, providing in-depth coverage of complex course material and personal attention from the instructor.

Business Skills: This training will be offered to all occupations. This training will focus on communication, negotiation, customer service and documentation skills. Trainees will learn how to provide improved and consistent customer service throughout all business activities.

Computer Skills: This training will be offered to all occupations. NGSC uses a variety of complex systems to run its operations and to build and/or test its products. Employees will receive training on systems and computer applications applicable. Automation and manufacturing software are vital tools for NGSC's operations, and employees must be proficient in these systems.

Continuous Improvement: This training will be offered to all occupations, with emphasis on Business Development, Change Management, Leadership/Coaching, Process Improvement and Six Sigma skills. A critical component of all products delivered by NGSC Aerospace Systems is "Zero Defect". Training is designed to help the Company establish and maintain flawless production processes and quality assurance measures.

Hazardous Materials: This training will be offered to Manufacturing/Production/Mechanics, Engineering and Quality Staff and Managers and Supervisors. This training will provide supplemental hazardous materials skills to frontline workers and lead personnel. Trainees will learn proper handling of hazardous materials and gases commonly associated with the Company's manufacturing processes.

Manufacturing Skills: This training will be offered to Manufacturing/Production/Mechanics, Quality and Information Technology/Engineering Staff. This training will ensure that workers have the requisite skills to manufacture products using engineering and design directives to produce aircraft that meet strict quality, safety, and zero defect standards.

Productive Laboratory (PL) – Manufacturing Skills: This training will be offered to Manufacturing/Production/Mechanics and Quality Staff.

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

Certain production skills are best learned through direct observation and hands-on experience. PL training will allow for practical, hands-on instruction that cannot be adequately duplicated in a classroom setting. PL training will be provided to approximately 300 Manufacturing/Production/Mechanics and Quality Staff. PL training will take place at various NGSC Aerospace Systems facilities in California.

Equipment to be used during the proposed PL training includes cranes, forklift, tow tractor, robotic control arm, Moen heater, light cart, air compressor, liquid coolant, hydraulic test stands, aircraft jack, cabin leakage tester, cooling air unit, and paint mixer. Training will be taught by subject matter experts with demonstrated knowledge and expertise in the aerospace manufacturing industry.

NGSC's training consists of highly technical subject matter that is generally delivered in small group settings to ensure consistency and optimal skills transfer. This small group setting (typically 1:3) allows the trainer to address critical questions while also achieving valuable knowledge sharing among trainees. Therefore, NGSC is requesting a PL trainer-to-trainee ratio of 1:3 and training will be capped at 60 hours per trainee.

Commitment to Training

NGSC has a current annual training budget of approximately \$7.1 million for all California facilities. The Company's training consists of basic job skills training, new employee orientation, interviewing skills, diversity, performance management, anti-harassment, extensive on-the-job training, and introductory computer skills. The Company also provides a library of self-paced computer-based 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. After the completion of ETP-funded training, the Company will continue to deliver training to keep pace with business climate and goals, technology upgrades, new contracts and continuous improvement efforts.

➤ Training Infrastructure

Training is scheduled to begin upon Panel approval and will be delivered on-site by in-house staff and vendors if needed. NGSC has designated a Director, Business Management Staff and a Project Manager to oversee ETP training and all administrative responsibilities. In addition, the Company has several trainers responsible for managing the scheduling, delivery and documentation of training at all California facilities. The Company has also retained a third party, Training Funding Partners to assist with administrative duties including enrollment, data tracking, invoicing, participate in ETP monitoring activities, and ensure compliance with ETP requirements.

Electronic Recordkeeping/LMS

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

Green/Clean Operations

The Company continues to integrate environmental sustainability into its organizational culture by using less gas in manufacturing practices and operations. Its Greenhouse Gas Emission has continuously been on the decline, and NGSC anticipates a reduction by 33% in the new year.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0400	Azusa, Camarillo, Carpinteria, Edwards AFB, El Segundo Mojave, Oxnard, Palmdale, Manhattan Beach, Redondo Beach, San Diego, Santa Rosa Woodland Hills	06/30/17 – 06/29/19	\$862,728	\$862,728 (100%)
ET16-0228	Azusa, Camarillo, Carpinteria, Edwards AFB, El Segundo Goleta Mojave, Oxnard, Palmdale, Manhattan Beach, Redondo Beach, San Diego, Santa Monica Santa Rosa Woodland Hills	11/16/15 – 11/15/17	\$899,684	\$899,684 (100%)

DEVELOPMENT SERVICES

Training Funding Partners (TFP) in Fountain Valley assisted with development for a flat fee of \$28,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Communication Skills
- Contract/Negotiation Skills
- Documentation Skills
- Finance/Accounting Skills
- Metrics/Measurement
- Presentation Skills
- Supply Chain Management
- Train the Trainer Skills

COMPUTER SKILLS

- Adobe System Skills
- Business Intelligence/Data Management Skills/Digital Data Overview
- Computer Software/Hardware Skills
- Earned Value Management System
- Enterprise Export Management System Skills
- Enterprise Resource Planning System
- Information Handling System
- Information Systems Security
- Intermediate/Advanced MS Office Skills (Word/Excel/PowerPoint)
- Learning Exchange System Skills
- Parts System Skills
- PeopleSoft System Skills
- Product Data Management
- SAP Skills
- System Architecture/Design Skills

HAZARDOUS MATERIALS

- Hazwaste Generator
- Hazardous Materials/Hazard Communication Skills/Gases

CONTINUOUS IMPROVEMENT

- Change Management Skills
- Design Tools and Practices
- Design for Excellence
- Conflict Management Skills
- Global Perspectives
- ISO Standards
- Leadership/Coaching Skills
- Process Reengineering Skills
- Problem Solving Tools and Techniques
- Project/Program Management Skills
- Product Quality and Reliability
- Risk Management Skills
- Strategic Thinking Skills

- Team Building Skills
- Troubleshooting Skills

MANUFACTURING SKILLS

- Advanced Safety Skills
 - Asbestos Awareness
 - Certified Oxygen Cleanliness Instructor
 - Laser Safety and Hazard Awareness
 - Nuclear Safety Training
 - Weapon System Safety Training
 - IAL (Integrated Assembly Line Safety)
- Aerospace Manufacturing Equipment Training
- Aerospace Manufacturing Operations Skills
- Aircraft Maintenance, Modification and Testing
- Aircraft Structural Design/Development
- Assembly/Subassembly/Fabrication Skills
- Engineering Design/Engineering Skills
- Flight Operations
- Manufacturing Automation Systems
- Manufacturing Resource Planning
- Measurement Device Skills
- Metrology
- Missile Defense Agency/Missile Systems
- Paperless Manufacturing Systems
- Process Control Lab Skills
- Production Control
- Robotic Technology
- System Test/Checkout

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

ADVANCED TECHNOLOGY (1:10)

- Architectural Modeling Skills
- Computer Aided Design Skills
- Computer Aided Production Environment
- Computer Assisted Three-Dimensional Interactive Application
- Computer Language Skills
- Computer Programming/Software Development Skills
- Dynamic Object Oriented Requirements System
- Electronic Data Technology
- Engineering Software Skills
- Enterprise Architecture Software/Systems
- Fibre Channel Storage Networking
- Red Hat Enterprise Linux (RHEL)
- Service Oriented Architecture
- Software Configuration Management
- Software/Hardware Skills
- System Architecture/Design Skills
- Web Design/Content Management

Productive Lab Hours

0-60

MANUFACTURING SKILLS (1:3)

- Aerospace Manufacturing Equipment Training
- Aerospace Manufacturing Operations Skills
- Aircraft Maintenance, Modification and Testing
- Aircraft Structural Design/Development
- Assembly/Subassembly/Fabrication Skills
- Robotic Technology

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

Training Proposal for:

Taylor-Listug, Inc. dba Taylor Guitars

Contract Number: ET20-0205

Panel Meeting of: December 13, 2019

ETP Regional Office: San Diego

Analyst: S. Bailey

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego County	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 486	U.S.: 489	Worldwide: 1,113
<u>Turnover Rate:</u>	19%		
<u>Managers/Supervisors:</u> (% of total trainees)	9%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$809,979

Total ETP Funding
\$605,360

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee	Business Skills Computer Skills Continuous Improvement Manufacturing Skills Literacy Skills PL-Manufacturing	458	8-200	0	\$920	\$17.70
				Weighted Avg: 40			
2	Retrainee Job Creation	Business Skills Computer Skills Continuous Improvement Manufacturing Skills Literacy Skills PL - Manufacturing	80	8-200	0	\$2,300	*\$15.00
				Weighted Avg: 100			

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

Minimum Wage by County: Job Number 1: (Retrainee) - \$17.70/ hr.; Job Number 2: (Job Creation) - \$15.00/ hr. for San Diego County.

Health Benefits: ☒ Yes ☐ No This is employer share of the 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 & 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Production Staff 1		136
Production Staff 2		129
Sales/ Marketing		44
Maintenance/ Tooling/ Repair Staff		18
IT/ Purchasing/ Logistics Staff		27
Administrative Staff		21
Lead/ Supervisor/ Managers		83
Job Number 2		
Production Staff II		60
Sales/ Marketing II		10

Administrative Staff II		10
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INTRODUCTION

Founded in 1974 and headquartered in El Cajon, Taylor-Listug, Inc. dba Taylor Guitars (Taylor Guitars) specializes in the manufacture of high-quality acoustic and electric guitars. Customers include retail customers worldwide and major recording and performing stars such as Jewel, Jason Mraz, Taylor Swift, and Zac Brown. In addition to the Company's headquarters and manufacturing facilities in El Cajon, the Company also operates a manufacturing facility in Mexico, a distribution warehouse in the Netherlands, and an ebony mill in Cameroon.

Veterans Program

Taylor Guitars is committed to hiring and retaining Veterans and is proud to be a part of the San Diego Military Community that supports servicemen and their families. Although the Company does not currently have a formal recruiting program for Veterans, Taylor Guitars has partnered with Workshops for Warriors, a San Diego based non-profit that assists Veterans and transitioning service members in finding advanced manufacturing jobs in the county.

PROJECT DETAILS

This is Taylor Guitars' fourth ETP project, the third in the last five years. Taylor Guitar's most recent contract focused on implementing mandatory training for all occupations company wide. This training focused mainly on manufacturing skills. With the assistance of ETP funding, the Company has been able to design targeted training modules for each occupation, further develop its internal training program for all staff, and implement annual mandatory training companywide to stay current with the latest technologies. As a result of the training delivered in the most recent project, Taylor Guitars was able to implement a brand new comprehensive compensation structure that indicates a minimum and maximum range of compensation for each occupation in recognition of skills acquired as a direct result of the training delivered under the ETP Program. The new compensation structure is competitive, based on current market data and includes opportunities for upward mobility within the company. Taylor Guitars is also currently partnering with a local community college to establish a woodworking apprenticeship, the first of its kind in the county, further establishing its footprint in the community and ensuring continued company growth. This was all made possible through the creation of a tailored training plan that focused on mandatory training that provided all trainees with skills necessary to advance within the Company. Taylor Guitars is now looking to further its company growth. Therefore, this project will focus on more advanced customized training for each department. This will include not only manufacturing skills, but also commercial skills, computer skills and vocational skills.

Taylor Guitars remains the #1 US acoustic guitar manufacturer in the industry. To maintain the growth experienced over the last two years, the Company will continue to innovate. In the last year, Taylor introduced a new brace (from X bracing to V bracing), introduced a new guitar shape (The Grand Pacific), and introduced a new woodware kitchen line (Stella Falone). As a direct result of the introduction of new products, Taylor must continue to expand the size and capability of its staff, specifically production, to meet production demands and continue to foster the innovative environment that led to the creation of the latest new products. Taylor Guitars is also committed to hiring 80 new staff over the next two years (Job Number 2).

To that end, the Company will continue with the training necessary to maintain current certifications as well as provide staff the opportunity for cross-training to further skills necessary for professional development and innovation. These certifications include: annual Trainer certification updates, quarterly CNC Operator certification updates, quarterly Final Inspector

certification updates, and annual machine operator certification updates. While some of the topics in this proposal are similar to those in the previous project, trainees will receive more advanced, cross-functional skills in manufacturing to achieve higher skill levels to foster the continued growth already established within the Company.

Trainees will also receive training on new equipment and technologies that include: a new CNC Machine, new Robotics Technology, and New Smart Radio Frequency Identification Scanners. Training on new equipment ties directly to the new products recently introduced at the Company as this new equipment will aid in the production of these new products.

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.

As Company growth continues and new product lines are introduced, Taylor Guitars must increase staff to keep up with production demands. Over the last 12 months, Taylor Guitars hired 143 new staff. To that end, the Company has committed to hiring 80 new employees (Job Number 2) over a 2 year period to ensure production and customer demands are met. The date-of-hire for trainees will be within the three months before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of the contract.

Training Plan

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

Business Skills: Sales/Marketing, Administrative Staff, IT Staff, and Management Staff will receive training in Business Skills. The purpose is to provide workers with the skills required to manage client communications and relationships, ensure better internal interdepartmental communication, and management skills necessary to maintain complex projects.

Computer Skills: All Staff will receive Computer Skills Training. Training will focus on ERP, RFID, and CAD/CAM to ensure the effective use of systems and equipment to maintain current production goals and demands. Administrative and IT Staff will receive training in Microsoft Office, Database training, and HRIS training to maximize efficiency and improve productivity overall.

Continuous Improvement: Training will focus on enhancing current skills to foster the innovative culture of the Company. Teambuilding, problem-solving, supply chain optimization, quality systems, and performance management will enhance current skills as well as foster innovation essential to maintaining the company’s current growth.

Literacy Skills: For some staff, English is a second language. Vocational English as a second language training will enhance workplace literacy, enabling all staff to participate in and benefit from the collaborative environment at Taylor Guitars. This will also provide all staff the opportunity to participate in cross-training across all departments, thereby increasing companywide flexibility.

Manufacturing Skills: Production Staff, Maintenance & Repair Staff, and Management Staff will participate in a 90 Day training in Manufacturing Skills to better manage increased production demands, avoid technical errors that slows production, improve the ability to problem solve when errors do occur and increase skills necessary to create new products. The 90 days is broken up into 3 sections (30-60-90 Day Sections) to ensure competency and success for all trainees participating in the training program.

Productive Laboratory – Manufacturing Skills

Trainees may produce goods for profit as part of the PL training. The instructor will be dedicated to training delivery during all hours of training.

PL training enables newly hired production staff to work 1:1 with a certified craftsman to gain skills necessary to properly assemble a guitar, including materials, tools & equipment. This training will be important to Taylor Guitar's continued growth, innovation, and success. This training correlates with the addition of both a new guitar brace and a new guitar shape, the first in 8 years, which is a direct result of the training staff received during Taylor Guitar's last ETP Contract. Further expansion of skill sets acquired through productive lab training will lead to increased flexibility and continued professional development of all staff at the Company.

Because The 90 day manufacturing training is broken up into 3 sections (30-60-90 Day Sections) to ensure competency and success for all trainees participating in the training program, Taylor Guitars is requesting 60 productive lab hours for all production, maintenance/tooling/and repair staff participating in the program.

Commitment to Training

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

➤ Training Infrastructure

The project will be overseen by the Director of Training and Development, assisted by a Program Administrator. As most of the training will be conducted by Taylor Guitar's in-house training team, there is also a seven-person team that will manage the project post-panel approval. The team assists in project administration and the training program implementation. California Manufacturing and Training Consulting (CMTCC) will also assist with project administration for the duration of the Contract.

Impact/Outcome

ETP-funded training has enabled Taylor Guitars to introduce a new guitar shape for the first time in 8 years. Further, a new guitar brace and a new woodware kitchen line was also introduced in the last year. As such, training is necessary to ensure these innovations continue in the future.

ETP-funded training has also allowed for upward mobility for all staff, as shown through the introduction of a new compensation scheme to reflect the increased skill of all staff members at Taylor Guitars.

RECOMMENDATION

Staff recommends the approval of this proposal.

PRIOR PROJECTS

The following table summarizes the Contractor's performance under ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
18CS-0053	El Cajon	8/28/17- 8/27/19	\$408,044	\$408,044 (100%)
ET16-0143	El Cajon	9/01/15 - 8/31/17	\$428,440	\$330,745 (77%)

DEVELOPMENT SERVICES

N/A.

ADMINISTRATIVE SERVICES

To Be Determined

TRAINING VENDORS

Training vendors will be identified as they are retained.

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

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Sales Skills
- Business Writing
- Business Acumen
- Resolving Conflict
- Effective Meeting Skills
- Accounting
- Financial Analysis Skills
- Goal Setting
- Negotiation Skills
- Presentation Skills
- Providing Quality Customer Service
- Time Management
- Global Business and Exporting
- New Product Development
- Customs & Shipping Compliance

COMPUTER SKILLS

- MS Office Suite Intermediate/ Advance
- ERP
- RFID
- CAD/ CAM Systems
- HRIS

CONTINUOUS IMPROVEMENT

- Teams & Team Building
- Leadership skills
- Problem Solving
- Communication Skills
- Lean Manufacturing
- Environmental Management System (EMS) Implementation
- Quality Management Systems
- Supply Chain Optimization
- Strategic Planning and Policy Deployment
- Leading Change
- Time Management
- Performance Management

MANUFACTURING SKILLS

- Bind & Sand
- Body Bracing
- Body Assembly
- Side Bending
- Body Finishing
- Neck Finishing

- Sanding
- Fitting
- Gluing
- Proper Tool Usage
- Proper Equipment Usage
- Bind & Sand 2
- Body Bracing 2
- Body Assembly 2
- Side Bending 2
- Body Finishing 2
- Neck Finishing 2
- RFID Scanners
- Miters
- Round Over on Binding
- Haloing
- Using Jigs – Inspect Correct Alignment
- Wire & Assembly Testers
- Identifying Glue Excess
- Identifying Gaps/ Scratches/ Malformations
- Identifying Misshapen Soundhole
- Corrective Action
- Wood Types
- Repair
- Spec Sheet
- Model Identification
- Laser Machine
- Side Bending
- Access Panel Assembly
- Battery Cable Test
- RFID Scanners
- Miters
- Round over on Binding
- Haloing
- Using Jigs to Inspect Correct Alignment
- Fadal Operator Certification
- Production Skills
- Manufacturing Safety

LITERACY SKILLS

- Vocational English as a Second Language (VESL)

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

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

Productive Lab Hours

0-60 Trainees may receive any of the following: (Ratio 1:1)

MANUFACTURING SKILLS

- Bind & Sand
- Body Bracing
- Body Assembly
- Side Bending
- Body Finishing
- Neck Finishing
- Sanding
- Fitting
- Gluing
- Proper Tool Usage
- Proper Equipment Usage
- Bind & Sand 2
- Body Bracing 2
- Body Assembly 2
- Side Bending 2
- Body Finishing 2
- Neck Finishing 2
- Miters
- Haloing
- Using Jigs – Inspect Correct Alignment
- Wire & Assembly Testers
- Identifying Glue Excess
- Identifying Gaps/ Scratches/ Malformations
- Identifying Misshapen Soundhole
- Corrective Action
- Wood Types
- Repair
- Spec Sheet
- Model Identification
- Laser Machine
- Side Bending
- Access Panel Assembly
- Battery Cable Test
- RFID Scanners
- Miters
- Round over on Binding
- Haloing
- Using Jigs to Inspect Correct Alignment
- Fadal Operator Certification
- Production Skills
- Manufacturing Safety
- Production Skills

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:

Cepheid

Contract Number: ET20-0208

Panel Meeting of: December 13, 2019

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative HUA	Industry Sector(s):	Manufacturing (E) Biotechnology and Life Sciences (54+) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	San Joaquin, Santa Clara	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 19,500	U.S.: 39,500	Worldwide: 59,000	
<u>Turnover Rate:</u>	6%			
<u>Managers/Supervisors:</u> (% of total trainees)	5%			

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$983,250

Total ETP Funding
\$506,000

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	Computer Skills, Cont. Improv., HazMat, Mfg. Skills, PL- Mfg. Skills	500	8-200	0-34	\$920	\$17.70
				Weighted Avg: 40			
2	Priority Rate Job Creation	Computer Skills, Cont. Improv., HazMat, Mfg. Skills, PL- Mfg. Skills	50	8-200	0-34	\$920	*\$15.00
				Weighted Avg: 40			

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

Minimum Wage by County: Job Number 1: San Joaquin County - \$17.70 per hr. and Santa Clara County - \$19.31 per hr.

Job Number 2 (Job Creation): San Joaquin County - \$15.00 per hr. and Santa Clara County - \$16.09 per hr.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Administrator		20
Production Staff		400
Engineers		50
Managers/Supervisors		30
Job Number 2: Job Creation		
Production Staff		50

INTRODUCTION

Founded in 1996 and headquartered in Sunnyvale, Cepheid (www.cepheid.com) is a subsidiary of Danaher Corporation (Danaher). Cepheid develops, manufactures, and markets molecular testing systems for the detection of organisms and genetic-based diseases. By automating highly complex and time-consuming (manual) procedures, the Company's solutions deliver an improved way for institutions of any size to perform sophisticated genetic testing. This allows institutions to achieve fast and actionable test results for treatment of infectious diseases and cancer. Cepheid's

products are sold to clinical and non-clinical markets such as hospitals, health clinics research labs, and other healthcare institutions. ETP-funded training will be delivered to trainees at its Sunnyvale and Lodi facilities.

In 2016, Cepheid was purchased by Danaher. Danaher subsidiaries are united by a common process improvement and operating system, Danaher Business System (DBS). As a part of Danaher, Cepheid will invest significant financial resources towards research and development while improving manufacturing technologies, enhancing its product portfolio and delivering critical skills' training via DBS.

This will be Cepheid's third ETP Contract, and its third in the last five years. Previous training helped to maintain a well-trained and highly-skilled (manufacturing) workforce to meet customer demands. This proposal will focus on new product manufacturing technologies, advanced software, and continuous improvement using DBS principles and techniques. While curriculum topics are similar to the prior project, no training will be duplicated for any trainee.

Veterans Program

Cepheid works with a third-party vendor, Orion Talent, to recruit and hire Veterans. While Cepheid will continue its commitment to hire Veterans, it is not requesting a Veteran Job Number.

Retrainee - Job Creation

Cepheid will hire 50 net-new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net-new jobs" as a condition of contract. The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

The Company reports that it will spend over \$20 million in capital investments at its California locations within the next three years. This includes manufacturing equipment, facilities expansion and upgrades, materials and related costs. Cepheid has expanded its Lodi manufacturing operation and workforce, while growing from 230 to 360 employees. It also purchased a 40,000 square-foot building for manufacturing and a 32,000 square-foot building for administrative offices. Both locations have moved from two to three shifts per day to meet increased demand and are now 24/7 manufacturing operations.

These investments and expanding markets for Cepheid's products (domestically and globally) have resulted in Cepheid's need to hire more workers in California due to its business-capacity growth. Since Lodi is in a High Unemployment Area (HUA), Cepheid's expansion there has a significant, positive impact on the local economy by providing high-wage, long-term manufacturing jobs with good benefits.

PROJECT DETAILS

As Cepheid begins to operate under the DBS, front-line employees must improve their skills to meet strict-regulatory requirements. Additionally, the Company has implemented a Manufacturing Execution System (MES) which manages and monitors work-in-process on the factory floor. All of the proposed training is designed to improve efficiency companywide, resulting in less scrap and rework, fewer accidents and increased job satisfaction.

Training Plan

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

Computer Skills: Training will be offered to all occupations in Advanced Manufacturing Control Systems, Business System Processing, Materials and Logistics Software Development, Computer-Aided Design (CAD) and Project Management Software Tools. Trainees will learn ways to keep track of all manufacturing information in real-time, while receiving up-to-the-minute data from robots, machines and monitors.

Continuous Improvement: Training will be offered to all occupations in DBS, Kaizen, Six Sigma, Quality Fundamental/Core Skills, and Leadership/Coaching Skills to ensure process ownership carries through to the end users.

Manufacturing Skills: Training will be offered to Production Staff in Beadulator Operating Procedures, Cartidge Automated Assembly Procedure, and Dimensional Method of Inspection for Plastics, and MES to ensure full knowledge of the manufacturing-equipment operation and assembly techniques.

Productive Laboratory (PL – Manufacturing Skills)

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

Approximately 450 front-line Production Staff will receive PL-Manufacturing training. Cepheid is requesting up to 60 hours of PL training per trainee. PL training will ensure that trainees acquire the critical skills needed to perform their jobs at a quality standard acceptable by the FDA and other regulatory bodies. Rather than create classroom training sessions for each new production standard and/or piece of equipment, Cepheid will use PL training in conjunction with DBS to deliver the high volume of the critical-manufacturing skills required for its production employees.

PL training at Cepheid is an interactive training directly supervised by qualified trainers. The trainer's time is dedicated to the delivery of PL and the trainer-to-trainee ratio is 1:1 for all sessions. Workers are certified as competent only after completing all PL assignments and passing a skills-competency test. Upon certification of competency, the trainee can independently produce goods that are for sale. PL-training plan is stored in an LMS and is available for ETP review upon request.

Certified Safety Training

1. Hazardous Materials (HAZMAT): This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from "first responder" to "incident commander." Generally, it is a minimum of 24 hours, with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Production Staff and Engineers will receive up to 16 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 other regulatory agencies. There are various certification entities for the coursework and instructors. In this proposal, the certification entity ISO 9001; 12485; 14001; and ISO27001.

Impact/Outcome

Trainees will receive certification of competency for each significant manufacturing tool and/or procedure. Certifications will be on various biotech machines including plastic drying technology, injection molding machines, ROBAL operating systems, plastic-mold-setting equipment, numeric-controlled machining, and/or various manufacturing-control systems. Certifications in Lean Six Sigma will also be earned upon completion of this ETP-funded training. The skills certifications attained by trainees are transferable to other advanced manufacturers.

Commitment to Training

Cepheid's annual statewide training budget is approximately \$1,250,000. The proposed ETP-funded training is different in content and format than the Company's ongoing training which builds on, but not overlaps, basic instruction already being provided in OSHA and FDA-mandated safety regulations, rudimentary job skills, new hire orientation, basic desktop training, ethics, compliance, and management and executive development. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ **Training Infrastructure**

Cepheid's Business System Leader (dedicated administrator) will oversee all ETP-funded training via its Training and HR departments, which oversees the workforce training across the organization. ETP training will be delivered by approximately 23 in-house experts. There will be several full-time administration staff and one management employee assigned to this project to work with its third-party administrator (Herrera & Company) and with ETP.

Electronic Recordkeeping/LMS

Staff has reviewed and approved the Company's Learning Management System.

High Unemployment Area

Some 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 facility in San Joaquin County is in a HUA location. However, it is not requesting a wage modification.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes Contractor's performance under ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
18CS-0039	Lodi and Sunnyvale	9/5/17 – 9/4/19	\$749,580	\$539,589 (72%)
ET16-0148	Lodi and Sunnyvale	9/8/15- 9/7/17	\$569,640	\$548,384 (96%)

18CS-0039: The 72% earning rate was attributed to high-production demands at Cepheid's Lodi location. Lodi manufacturing employees were not able to complete training assignments due to extreme production needs. To ensure 100% earnings for this new proposal, the Company's funding request has been right-sized. Based on a recent training-needs analysis, Cepheid should outperform the requested amount in advance of the term date. The new parent company's senior management team is highly supportive of the ETP and regardless of high production, the proposed training (especially the DBS-related courses) will be delivered. Cepheid will also use a sophisticated training administration/scheduling program available through its LMS to reduce the impact on departments and workers during high-production times.

DEVELOPMENT SERVICES

Herrera & Company, in Stockton, assisted with the development for a flat fee of \$8,750.

ADMINISTRATIVE SERVICES

Herrera & Company 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 Hours**

8-200

Trainees may receive any of the following:

COMPUTER SKILLS

- Advanced Desktop Productivity Applications
- Advanced eBusiness Applications
- Advanced Manufacturing Control Systems
- Advanced Manufacturing Lab Applications
- Business System Processing
- Management and Manufacturing Control Systems
- Materials and Logistics Software Development
- Project Management Software Tools

CONTINUOUS IMPROVEMENT

- 5S (Simplify, Straighten, Scrub, Stabilize, Sustain)
- Advanced Product Quality and Reliability
- Advanced Project Management
- Corrective and Preventive Action Policy
- Clean Room Operations
- Danaher Business Systems
- Design for Excellence
- Design Tools and Practices
- Kaizen
- Lab Automation and Robotics
- Leadership/Coaching Skills
- Problem Solving Tools and Techniques
- Product Transfer/Workflow
- Six Sigma/Green Belt
- Technical Qualifications and Certifications
- Testing and Troubleshooting Skills
- Quality Fundamentals/Core Skills
- Quality Management Systems

HAZARDOUS MATERIALS (HAZMAT)

- Chemical Hazards Communication Standards
- Restricting of Hazardous Substances
- Risk Management and Waste Management

MANUFACTURING SKILLS

- Beadulator Operating Procedures
- Biotech Machine Operations, Calibration and Maintenance
- Buffer Preparation
- Cartridge Automated Assembly Procedure
- Cartridge Vacuum Test
- Chemical-Mechanical Linearization Technologies and Applications
- Component Part Processing
- Control Charts Entry and Interpretation
- Dimensional Method of Inspection for Plastics

- Drill Press, Lathes, Milling and Grinders
- Environment Material Pass Through
- Frame and Tube Defects Visual Testing
- GeneXpert Cartridge Inspection Procedures
- GeneXpert Valve Automation Table Assembly
- Glass Fill Automation Line
- Glass Filter Cut Procedure
- Herman Welder Trigger and Scan Procedures
- Hydraulic Pneumatic Operations
- In Process Cartridge Integrity Test Procedure
- Injection Molding Machine Maintenance
- Manufacturing Execution Systems
- Manufacturing Line Clearance
- Measurement Practice and Theory
- Melt Temperature for Remote Control
- MiniCal Operation Procedure and Work Orders
- Mold Installation, Set Up and Removal
- Most Press and Auxiliary Equipment Set Up
- Multipart Machine Automation Development
- Multi-Scale Modeling for Nonmaterial Design
- Numerical Controlled Machines
- Open Cartridge Automated Assembly Procedures
- Overmold Part Processing
- Pre-Filter Assembly
- Production Label Control Procedures
- Reaction Tube Pressure Operations
- Reagents on Board Assembly Line
- UV Light Screening for Tubes
- Valve Body Assembly Annealing Procedures
- Valve Body Automation
- Valve Body Operating Procedures
- Yushin Take-Out Robot Maintenance Program

Productive Lab Hours

0-60

MANUFACTURING SKILLS (Ratio 1:1)

- Beadulator Operating Procedures
- Biotech Machine Operations, Calibration and Maintenance
- Buffer Preparation
- Cartridge Automated Assembly Procedure
- Cartridge Vacuum Test
- Chemical-Mechanical Linearization Technologies and Applications
- Component Part Processing
- Control Charts Entry and Interpretation
- Dimensional Method of Inspection for Plastics
- Drill Press, Lathes, Milling and Grinders
- Environment Material Pass Through
- Frame and Tube Defects Visual Testing
- GeneXpert Cartridge Inspection Procedures
- GeneXpert Valve Automation Table Assembly

- Glass Fill Automation Line
- Glass Filter Cut Procedure
- Herman Welder Trigger and Scan Procedures
- Hydraulic Pneumatic Operations
- In Process Cartridge Integrity Test Procedure
- Injection Molding Machine Maintenance
- Manufacturing Execution Systems
- Manufacturing Line Clearance
- Measurement Practice and Theory
- Melt Temperature for Remote Control
- MiniCal Operation Procedure and Work Orders
- Mold Installation, Set Up and Removal
- Most Press and Auxiliary Equipment Set Up
- Multipart Machine Automation Development
- Multi-Scale Modeling for Nonmaterial Design
- Numerical Controlled Machines
- Open Cartridge Automated Assembly Procedures
- Overmold Part Processing
- Pre-Filter Assembly
- Production Label Control Procedures
- Reaction Tube Pressure Operations
- Reagents on Board Assembly Line
- UV Light Screening for Tubes
- Valve Body Assembly Annealing Procedures
- Valve Body Automation
- Valve Body Operating Procedures
- Yushin Take-Out Robot Maintenance Program

CBT Hours

0-34

COMPUTER SKILLS

- Advanced CAD/CAM Applications (5 hrs.)
- Advanced Project Management Software (6 hrs.)
- Database Design (2 hrs.)
- Electronic Record Management (0.5 hr.)
- Manufacturing Resources Planning (1 hr.)
- SAP Management and Manufacturing Control Systems (3 hrs.)

CONTINUOUS IMPROVEMENT

- Advanced Customer Communications and Awareness (2 hrs.)
- Effective Teams (1 hr.)
- Leadership/Coaching Skills (4 hrs.)
- Marketing Promotion and Strategy (1.5 hrs.)
- Multi-Cultural Customer Service Relationships (1 hr.)
- Problem Solving Tools and Techniques (4 hrs.)
- Process Improvement Training (1 hr.)
- Product Marketing for Engineers (1 hr.)
- Technical Presentation Skills (1 hr.)

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



Training Proposal for:

FM Industries, Inc.

Contract Number: ET20-0224

Panel Meeting of: December 13, 2019

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Alameda	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 700	U.S.: 900	Worldwide: 20,115	
<u>Turnover Rate:</u>	6%			
<u>Managers/Supervisors:</u> (% of total trainees)	11%			

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$477,912

Total ETP Funding
\$362,250

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class/Lab	CBT		
1	Retrainee Priority Rate	Computer Skills, Cont. Imp., HazMat, Mfg. Skills, PL- Mfg. Skills	450	8-200	0	\$805	\$19.31
				Weighted Avg: 35			

Minimum Wage by County: Alameda County - \$19.31 per hour.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Engineers		25
Inspectors		75
Machinists		300
Managers/Supervisors		50

INTRODUCTION

Founded in 1989 and headquartered in Fremont, FM Industries, Inc. (FMI) (www.fmindustries.com) is a subsidiary of NGK Group. FMI is a contract manufacturer and supplier of precision-machine parts and components made for the semiconductor equipment industry. The Company specializes in engineered-thermal coating, anodization (a process that strengthens and protects aluminum alloys), and cellular manufacturing. Its services range from horizontal and vertical milling, turning, 5-axis machining, and heat treating. ETP-funded training will occur at its Livermore and Fremont facilities.

FMI's customer base includes businesses such as Applied Materials, Lam Research, and Teradyne. This proposal will be FMI's first ETP Contract.

Veterans Program

FMI works with a third-party, Orion Talent, to recruit and hire Veterans; however, it is not requesting a Veteran Job Number at this time. The Company has successfully recruited military personnel leaving the service (as well as veterans who have already transitioned and who are seeking a career change) to fill machinist and inspector positions.

PROJECT DETAILS

As the semiconductor industry shifts to focusing more on artificial intelligence, The Internet of Things, electric/autonomous vehicles, and big data, FMI must upgrade its machining tools and procedures to meet its customer demands. To do so, FMI will spend an estimated ten million dollars on advanced manufacturing tools, equipment, software, and supplies at its facilities. Additionally, for 2020 and beyond, FMI is implementing a strategic business initiative that focuses on maintaining a well-trained and highly skilled manufacturing workforce.

Training Plan

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

Computer Skills: This training will be offered to all occupations on Geometric Dimension and Tolerance Fundamental, Business System Processing, and Manufacturing Control Systems. Training will assist staff when performing complex-machining operations for customers.

Continuous Improvement: This training will be offered to all occupations on Lean Manufacturing, Six Sigma/Green Belt, and Leadership/Coaching Skills. Training will enable employees to better identify and eliminate wasteful processes.

Hazardous Materials: This training will be offered to all occupations on Chemical Hazards Communication Standards and Restricting of Hazardous Substances. Training will focus on skills and knowledge required to identify, safely handle, and transport (uncontrolled or spilled) hazardous materials within the manufacturing environment.

Manufacturing Skills: This training will be offered to Engineers, Inspectors, and Machinists. Course topics include Beamer Laser Marking Machine Factory Training, Instrument Modeling/Integration Software, and Metal Cutting Fundamentals to improve accuracy, flexibility, and overall performance when using FMI's upgraded equipment.

Productive Laboratory

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

FMI has determined that PL training in Manufacturing Skills is the most effective means for its Machinists to operate highly detailed and precise machining tools and complex CNC equipment. PL training will build upon classroom instruction with hands-on experience of FMI's production processes and the proper use of the machining equipment. PL Training will only be delivered to the 300 Machinist. FMI will deliver 90 hours of PL for 75 Level One Machinists (basic-tool setup), 60 hours for 125 Level Two Machinists (complete-tool setup), and 30 hours for 100 Level Three Machinists (tool programming using CNC). Any additional hours above the 90-hour cap will be funded by FMI.

Trainees will work with a dedicated trainer who will demonstrate step-by-step task instructions and then observe, while the trainee performs under these same directives. Training will be taught by qualified instructors with at least two years of equipment operation and manufacturing experience. While most of the PL training will be delivered at a 1:1 trainer-to-trainee ratio, FMI is requesting a trainer-to-trainee ratio of up to 1:3 due to equipment availability limitations in some sessions.

Certified Safety Training

1. Hazardous Materials (HAZMAT). This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length

depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” Generally, it is a minimum of 24 hours, with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Production Workers will receive up to 16 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. There are various certification entities for the coursework and instructors. In this proposal, the certification entity ISO 9001; 12485; 14001; and ISO27001.

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.

FMI’s annual statewide training expenditure in California is estimated to be \$500,000. The proposed ETP-funded training is different in content and format than the Company’s ongoing training. The proposed ETP curriculum will build on, but not overlap, basic instruction already provided by the Company. FMI funds all training in OSHA and government-mandated safety regulations, rudimentary job skills, new hire orientation, ergonomics, forklift operator safety, problem solving, and basic machine shop operations.

➤ Training Infrastructure

The Manager of Corporate Training and Development (dedicated administrator) will oversee the Contract, and ETP training will be administered by FMI’s training department. There will be approximately 60 internal trainers ranging from Managers/Supervisors, Inspectors, Engineers, and Vice Presidents that will be delivering the ETP-funded training. One part-time administrative staff and a manager at each facility will be assigned to this project to work with the third-party administrator, Herrera & Company, and to meet with ETP staff.

Electronic Recordkeeping/LMS

Staff has reviewed and approved the Company’s Learning Management System.

Impact/Outcome

Trainees who successfully complete advanced training courses are awarded Certifications for the following skill sets: CAD/CAM systems, CNC Programming, Geometric Tolerancing, Lean Manufacturing, Six Sigma/Green Belt, Hand Tools and Mechanics, Milling Procedures Cutting Tools, Flexible Machine Systems, Horizontal Machining Centers, Screw Machines, Turning Centers, Industrial Rigging, Lathe Turing Centers, Rigging and Equipment Installation, and Vertical Machining Centers. The skills certifications attained by trainees are transferable to other advanced manufacturers and machine shops.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

The Company retained Herrera & Company, in Stockton to assist with the development of this proposal for a flat fee of \$8,750.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

COMPUTER SKILLS

- Business System Processing
- Desktop Productivity Applications
- eBusiness Applications
- Geometric Dimension and Tolerance Fundamental
- Management Control Systems
- Manufacturing Control Systems
- Manufacturing Lab Applications
- Materials and Logistics Software Development
- Mechanical Drawing Applications
- Programming Languages
- Project Management Software Tools
- Software and Informatics

CONTINUOUS IMPROVEMENT

- 5S
- Design for Excellence
- Design Tools and Practices
- Energy Conservation
- Leadership/Quality Coaching Skills
- Lean Manufacturing
- Problem Solving Tools and Techniques
- Product Quality and Reliability
- Product Transfer/Workflow
- Project Management
- Quality Improvement Fundamentals
- Six Sigma/Green Belt

HAZARDOUS MATERIALS (HAZMAT)

- Chemical Hazards Communication Standards
- Restricting of Hazardous Substances
- Risk Management and Waste Management

MANUFACTURING SKILLS

- Application Engineering Services
- Beamer Laser Marking Machine Factory Training
- Instrument Modeling/Integration Software
- Making Measurements
- Mathematics of Machining
- Measurement Sciences Practice and Theory
- Metal Cutting Fundamentals
- Multipart Machine Automation Development
- Multiple Machine Procedures
- Multi-Scale Modeling for Nonmaterial Design
- Portable Power Tools

- Reading Blueprints, Schematics, and Symbols
- Rigging and Equipment Installation
- System Data Modeling and Architecture
- Technical Qualifications and Certification
- Test and Troubleshooting

Productive Lab Hours

0-90

MANUFACTURING SKILLS (limited ratio 1:3)

- Cutting Tools
- Flexible Machine Systems
- Hand Tools and Mechanics
- Horizontal Machining Center
- Industrial Rigging
- Lathe Turning Work Between Centers
- Lubricants and Lubrication
- Metal Cutting
- Milling Procedures
- Multiple Machine Procedures
- Power Transmission Equipment
- Rigging and Equipment Installation
- Screw Machines
- Turning Centers
- Vertical Machining Center
- Work Planning and Setup

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:

KLA Corporation

Contract Number: ET20-0240

Panel Meeting of: December 13, 2019

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Clara	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 3,175	U.S.: 4,250	Worldwide: 10,000
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	5%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$1,036,950

Total ETP Funding
\$546,250

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Advanced Technology, Computer Skills, Cont. Improv.	350	8-200	0-50	\$1,150	\$19.31
				Weighted Avg: 50			
2	Job Creation Priority Rate	Advanced Technology, Computer Skills, Cont. Improv.	125	8-200	0-50	\$1,150	\$16.09
				Weighted Avg: 50			

Minimum Wage by County: Job Number 1 - \$19.31 per hour and Job Number 2 - \$16.09 per hour for Santa Clara County.

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

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

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: Retrainees		
Engineers		275
Technicians		50
Managers / Supervisors		25
Job Number 2: Job Creation		
Engineers		100
Technicians		25

INTRODUCTION

Founded in 1997 and headquartered in Milpitas, KLA Corporation (KLA) (www.kla.com) designs, manufactures, and markets process control and yield-management solutions for the semiconductor and related nanoelectronics industries. The Company's focus is on the manufacturing of inspection and metrology products that help integrated circuit (IC or chip) manufacturers yield a quality product throughout the IC-fabrication process. IC's are essential components of smartphones, tablets, personal computers, and electric vehicles (EVs). ETP-funded training will be delivered at KLA's Milpitas location.

KLA's customer base includes leading semiconductor manufacturers such as Intel, Taiwan Semiconductor, Samsung, and Micron Technologies. Its equipment is used in other high technology industries, including advanced packaging, light emitting diode (LED) power devices, data storage industries, flat panel displays, general materials research, and EVs.

This will be KLA's eighth ETP proposal, its third in the last five years. Previous Contracts were designed to address the gap in available skilled workers and performance requirements for making advanced nano-level manufacturing equipment. This Contract will focus on the Company's need to meet zero-defect manufacturing expectations for its EV products.

Veterans Program

KLA enlists recruitment firms that specialize in hiring veterans, but they are not including a separate Veterans' Job Number in this proposal. KLA also provides a web portal for veterans to share how experiences in the military may translate into careers within the Company.

Retrainee - Job Creation

In this proposal, KLA has committed to hiring at least 125 net-new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract. The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees may be subject to a lower post-retention wage.

In 2018, the Company spent more than \$600 million in R&D (including compensation for engineers), capital investments, equipment, materials and related costs. These investments are due to the increasing demand for semiconductor-manufacturing tools and equipment which are used to make computer chip sets for EVs. Due to the Company's business-capacity growth, KLA's needs to hire more workers for its Milpitas campus.

PROJECT DETAILS

As consumers and regulators demand more EV capability, semiconductors have become the most critical part of that future. Reliability expectations for EVs are higher for consumer-grade devices such as mobile devices and personal computing. EV quality requirements demand parts per billion failure rates, giving rise to the "Zero-Defect" concept of manufacturing. To meet the zero-defect manufacturing expectations, KLA must deliver advanced-technology training to its front-line (technical and engineering) workforce.

Additionally, many of the semiconductors are now part of Advanced Driver Assistance Systems (ADAS), which are critical to the function and safety of the vehicle. Future EVs must have ADAS for electronic stability control, anti-lock brakes, lane departure warning, adaptive cruise control and traction control. ADAS relies on input from multiple data sources, including automotive imaging, LiDAR, radar, image processing, computer vision, and in-car networking. The goal is to produce EV chip sets that work in precise unison (without incident) to protect the safety of the car's occupants and anyone in the surrounding environment.

Training Plan

The following training will be delivered via Class/Lab, E-Learning, Advanced Technology (AT), and Computer-Based Training (CBT) to all occupations:

Advanced Technology (AT): The curriculum covers all aspects of the design, development, production, maintenance, and calibration of highly sophisticated semiconductor manufacturing

tools and machinery. Courses include ADAS, Lab Automation and Robotics, and Nano-Scale Device Physics and Technology. Based on internal corporate budgets, the costs for delivering AT training is approximately \$3,000 per day. Training will be delivered by in-house trainers (senior engineers) with advanced-technical knowledge and experience.

Computer Skills: Topics include Advanced Desktop Productivity Applications, Project Management Software Tools, Productivity Software and Informatics, and Advanced Manufacturing Lab Applications. Computer skills training will assist trainees to better understand, measure, and reduce process variation using advanced software and statistics.

Continuous Improvement: Topics include courses in Problem Solving Tools, Design Tools and Practices, Zero-Defect Manufacturing, and Vehicle Safety Systems (ISO 26262). This training will provide trainees skills to handle different approaches when working with domestic and international business regulations relating to EVs.

Nanotechnology

KLA produces a complete portfolio of high throughput, nanomechanical testers, inspection systems, and metrology tools for material characterization and process-control needs. The Company's commitment to key research and development activities helps create a virtual universe powered by semiconductors that are scaled to only three nanometers in size.

Commitment to Training

KLA's annual statewide training expenditure in California is more than \$2,000,000. The proposed ETP-funded training is different in content and format than the Company's ongoing training. The proposed ETP curriculum will build on (not overlap) basic instruction and orientation training already being provided. KLA currently funds all training in OSHA and FDA-mandated safety regulations, rudimentary job skills, new-hire orientation, ergonomics, legal issues, harassment prevention, confidentiality, internal accounting systems, basic desktop training in Microsoft Word, Excel, and PowerPoint, and management and executive development.

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

Training Infrastructure

The Operations Manager (dedicated administrator) will oversee ETP training. Training will be administered by KLA's training department, which oversees workforce training across the organization. Two full-time administration-training staff and one management employee will work with its third-party administrator, Herrera & Company, and ETP staff.

Electronic Recordkeeping/LMS

Staff has reviewed and approved the Company's Learning Management System (LMS).

Impact/Outcome

ETP training will focus on leading-edge technology trends in electric vehicles, semiconductor manufacturing development, and innovation. Field-service engineers will earn advanced accreditations in the calibration, maintenance, and installation of KLA's metrology and inspection product line. All training will provide transferable-employment skills to other semiconductor (equipment-manufacturing) employers. Completion certificates will be issued to trainees who successfully complete the following courses:

- Computer-Aided Design / Computer-Aided Manufacturing
- Lab Automation and Robotics
- Six Sigma / Lean Manufacturing

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes Contractor's performance under ETP Contracts completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
18AS-0102	Santa Clara	11/6/17 – 11/5/19	\$432,000	\$432,000 (100%)
ET14-0192	Santa Clara	10/28/13 – 10/27/15	\$577,879	\$555,856 (96%)

DEVELOPMENT SERVICES

KLA retained Herrera & Company in Stockton to assist with development of this proposal for a flat fee of \$8,750.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

ADVANCED TECHNOLOGY (AT) (1:10 RATIO)

- ✚ Advanced Component Inspection and Imaging Systems
- ✚ Advanced Driver Assistance Systems (ADAS)
- ✚ Application Engineering Services
- ✚ Assembly, Installation, Maintenance and Calibration for:
 - Unpattern Wafer Defect Inspection Systems
 - E-Beam Wafer Defect Review and Classification Systems
 - Super Resolution Broadband Plasma Patterned Systems
 - Laser Scanning Wafer Defect Inspection Systems
 - High Productivity Patterned Wafer Inspection Systems
 - All-Surface Inspection, Metrology and Review Cluster Systems
- ✚ Automated Electrophoresis
- ✚ Field Service Engineering, Maintenance and Calibration
- ✚ Font-End Defect Inspection Systems
- ✚ Fourier Transform InfraRed Equipment
- ✚ Instrument Modeling / Integration Software Development
- ✚ Lab Automation and Robotics
- ✚ Laboratory Incubators, Pumps, Dryers
- ✚ Measurement Sciences Practice and Theory
- ✚ Microarray Imaging Microscopes
- ✚ Microplate Instrumentation
- ✚ Nano-Scale Device Physics and Technology
- ✚ Particle Analysis and Characterization Systems
- ✚ Technical Qualifications and Certifications
- ✚ Testing and Troubleshooting Skills
- ✚ System Data Modeling and Architecture
- ✚ Substrate Manufacturing Process Tool Performance

COMPUTER SKILLS

- ✚ Advanced Desktop Productivity Applications
- ✚ Advanced eBusiness Applications
- ✚ Advanced Manufacturing Lab Applications
- ✚ Allotrope Data Format Programming
- ✚ Blockchain Programming
- ✚ Business System Processing
- ✚ Instrument Modeling Software
- ✚ Integration Software Development
- ✚ LabView Software
- ✚ Microsoft FLOW Application Development
- ✚ Project Management Software Tools
- ✚ Proprietary Software and Informatics
- ✚ SharePoint On-line Programming
- ✚ Vehicle Information API Development

CONTINUOUS IMPROVEMENT

- + Advanced Product Quality and Reliability Techniques
- + Continuous Improvement Program (CIP)
- + Design Tools and Practices
- + Design for Excellence
- + Image Sensor Quality and Communication Protocols
- + In-Situ Process Monitoring
- + Leadership and Coaching Skills
- + Quality Fundamentals / Core Skills
- + Problem Solving Tools
- + Product Transfer / Workflow
- + Project Management
- + Six Sigma / Green Belt
- + Team Dynamics
- + Vehicular Safety Systems (ISO 26262)
- + Zero-Defect Manufacturing

CBT Hours

0-50

COMPUTER SKILLS

- + Advanced Project Management Software (4 hrs.)
- + Computer Assisted Design (6 hr.)
- + Database Design (2 hrs.)
- + Electronic Record Management (4.5 hrs.)
- + Filed Service Engineering Techniques (3.5 hrs.)
- + Manufacturing Resources Planning (1 hr.)
- + SAP Management and Manufacturing Control Systems (4 hrs.)
- + Three D Printing Software and Applications (4.5 hrs.)

CONTINUOUS IMPROVEMENT

- + Advanced Customer Communications and Awareness (2 hrs.)
- + Application Engineering Services (3 hrs.)
- + Leadership / Coaching Skills (3 hrs.)
- + Marketing Promotion and Strategy (2.5 hrs.)
- + Multi-Cultural Customer Service Relationships (1 hr.)
- + Problem Solving Tools and Techniques (3 hrs.)
- + Process Improvement Training (2 hrs.)
- + Product Marketing for Engineers (2 hrs.)
- + Technical Presentation Skills (2 hrs.)

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



**Training Proposal for:
Mass Precision, Inc.**

Contract Number: ET20-0217

Panel Meeting of: December 13, 2019

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

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Veterans	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, Santa Clara	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 386	U.S.: 386	Worldwide: 444
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	6%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$389,092

Total ETP Funding
\$263,856

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., Comm'l. Skills, Mfg. Skills, PL- Mfg. Skills	238	8-200	0	\$1,104	\$19.31
				Weighted Avg: 48			
2	Retrainee Priority Rate Veteran	Business Skills, Computer Skills, Cont. Imp., Comm'l. Skills, Mfg. Skills, PL- Mfg. Skills	1	8-200	0	\$1,104	\$19.31
				Weighted Avg: 48			

Minimum Wage by County: Job Numbers 1 & 2: \$19.31 per hour for Santa Clara and Alameda counties.

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

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

Up to \$1.99 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:		
Office Staff		35
Production Staff		138
Supervisor		13
Quality Assurance Staff		16
Engineering Staff		25
Estimating Staff		8
Information Technology Staff		3
Job Number 2 (Veteran):		
Supervisor		1

INTRODUCTION

Founded in 1984, Mass Precision, Inc. (Mass Precision) (www.massprecision.com) provides custom manufacturing of enclosures, racks, shelves, hardware components, electronic chassis, frames, fabrications, and electro-mechanical assemblies. The Company also provides a full range of services including design and engineering, precision machining, painting and metal finishing,

and a system of logistics to control complex-component procurement. ETP-funded training will be delivered at its three facilities in Santa Clara and Alameda counties.

Customers include electronics, computing, telecommunications and medical-device companies. Additionally, the Company serves a broad range of multinational original equipment manufacturers in the Silicon Valley including Hewlett Packard, Cisco, Alcatel, 3PAR Data, CTS and Jabil/Mentor.

This will be Mass Precision's fifth ETP Contract, and it's second in the last five years. Prior training focused new equipment and upgrading the worker skills. Since its last Contract, Mass Precision has invested approximately \$651,234 for new equipment. In this proposal, training will increase speed to delivery, reduce accidents and minimize product re-work to remain highly competitive. Training will be provided to support the efficient and safe operation this equipment (Laser and Welding) and software.

Veterans Program

Mass Precision will include one Veteran (Job Number 2) to participate in training. Even though the Company does not partner with any Veterans' recruitment agencies or have special Veteran outreach in place, its job announcements reach this community at large when publically announced on the Company's website.

PROJECT DETAILS

Mass Precision has assessed training needs using audits, customer feedback, and using input from industry (subject-matter) experts to develop its training plans. The training plan development included individual assessments of the workforce and will include post reviews following the delivery of training as part of the evaluation of achieved competency levels.

Training Plan

ETP training will be delivered using Class/Lab, E-Learning and Productive Lab (PL) delivery methods on the following:

Business Skills: Training will be offered to Administrative Staff and include Estimating Overview, New Product Introduction, and Strategic Sales and Negotiating Techniques courses. These skills will ensure employees efficiently implement procedures and effectively employ changes in business strategies.

Commercial Skills: Training will be offered to Production Staff who have forklift driving duties. Certified-forklift training is needed to increase efficiency, ensure safety and improve inventory controls.

Computer Skills: Training will be delivered to all occupations in computer-aided design, PageMaker software, updated ERP system, engineering-document control and manufacturing-computer systems. Training will help the Company remain competitive by utilizing the most recent technology available in the manufacturing environment. ERP updates and applications related to the operation of manufacturing equipment will be offered to accomplish greater efficiency in product tracking and performance monitoring. Training will enable employees to fully utilize computer applications to collect and analyze data, to develop performance metrics and manage processes efficiently.

Continuous Improvement: Training will be offered to all occupations and include Lean manufacturing, advanced principles and problem-solving techniques. Topics such as Team Building and Performance Management will streamline processes and reduce waste.

Manufacturing Skills: Training will be offered to Production Staff and Supervisors to upgrade skills in Manufacturing Practices and Cosmetic Defect Awareness. Training on operating procedures, production-problem resolution, product knowledge, assembly procedures, and best-manufacturing practices will standardized processes and procedures to improve productivity, decrease waste, and improve production-turnaround times.

Productive Lab

PL-Manufacturing training will be provided to 100 Production Staff to support new equipment and manufacturing processes. While the initial Manufacturing Skills training will be provided through classroom and simulated lab methods, Mass Precision will also provide PL for its workers on machinery and equipment only available on the manufacturing floor. This training will provide hands-on training for employees using a trainer-to-trainee ratio of 1:1 to learn skills necessary to operate, troubleshoot, and maintain new equipment. The requested training was not included in equipment-purchase packages. Mass Precision requests 60 PL hours per trainee to be delivered.

Commitment to Training

The Company spends an estimated \$247,682 on annual training for its California sites and includes on-the-job training, basic safety training, new-hire orientation, management training and job-specific entry-level training. ETP funds will not displace Mass Precision'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 H.R. Coordinator will oversee all project administration and all training administration and coordination at the Fremont location. The Training Coordinator will be responsible for training administration and coordination at the San Jose facilities. ETP-funded training will be delivered by in-house experts and vendors as needed.

Impact/Outcome

As a result of the proposed training, Mass Precision aims to:

- Increase time to delivery by 1%
- Cut workplace injuries in half
- Reduce the product-defect rate by as much as 50%

The Company anticipates greater efficiency, cost savings, and greater customer satisfaction overall. Improving these targeted performance indicators as planned is expected to further improve Mass Precisions' competitive position.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0258	San Jose	12/26/16 – 12/25/18	\$345,170	\$335,953 (97%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Amada America in Buena Park will provide Computer Skills training for a fee of \$4,000. Other trainers will be identified as they are retained.

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- + Estimating Overview
- + New Product Introduction
- + Project Management
- + Design of Experiment
- + Inventory Control
- + Customer Service and Communications
- + Strategic Sales and Negotiation Techniques
- + Effective Communication

COMPUTER SKILLS

- + System Applications for Manufacturing Equipment
 - Solid Works
 - WolfArc (programming robotic welder)
 - Fronius CMT (portable welding)
- + Enterprise Resource Planning
 - Epicor 10.2.4
- + Computer-Aided Design
- + Advanced PageMaker (software)
- + Amada Brakes

CONTINUOUS IMPROVEMENT

- + Customer Requirements
- + Material's Review Board
- + Quality Management System Awareness
- + Quality Team Meeting-Strategic Quality Planning
- + Correct Action Reporting
- + Strategic Planning & Problem Solving
- + Process Improvement
- + Lean Manufacturing
- + Team Building
- + Decision Making
- + Leadership Skills
 - Coaching
 - Mentoring
- + Performance Management

COMMERCIAL SKILLS

- + Fork Lift Certification

MANUFACTURING SKILLS

- + Safety
 - Safety Data Sheets SDS
- + Personal Protective Equipment

- ✚ Certification Training
 - Work Center Certification
 - Process Certification
 - Project Certification
- ✚ Cross-Training
- ✚ Manufacturing Practices
- ✚ Production Operations
- ✚ Process and Method Review
- ✚ Packaging and General Handling
- ✚ Cosmetic Defect Awareness
- ✚ Inspection

Safety Training will be limited to 10% of total-training hours per trainee.

PL Hours

0-60

MANUFACTURING SKILLS (1:1 Ratio)

- ✚ Critical Parts Training
- ✚ Department Procedures – Quality Management System
- ✚ Computer Numerical Control/Numerically Controlled Equipment Operation
- ✚ Equipment Training

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:

Penumbra, Inc.

Contract Number: ET20-0231

Panel Meeting of: December 13, 2019

ETP Regional Office: San Francisco Bay Area

Analyst: B. China

PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Priority Rate Retrainee	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, Placer	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 1,778	U.S.: 2,278	Worldwide: 2,469
<u>Turnover Rate:</u>	11%		
<u>Managers/Supervisors:</u> (% of total trainees)	10%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$1,093,006

Total ETP Funding
\$473,340

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., Literacy Skills, PL- Mfg. Skills	327	8-200	0	\$920	\$17.70
				Weighted Avg: 40			
2	Job Creation Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., Literacy Skills, PL- Mfg. Skills	150	8-200	0	\$1,150	\$15.00
				Weighted Avg: 50			

Minimum Wage by County:

Job Number 1: \$19.31 per hour for Alameda County and \$17.70 per hour for Placer County.

Job Number 2: \$16.09 per hour for Alameda County and \$15.00 per hour for Placer 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 \$2.31 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Assemblers		95
Technicians		12
Administrative Staff		100
Inspectors		45
Coordinators		8
Specialists		27
Supervisors		20
Managers		20
Job Number 2: Job Creation		
Assemblers		105
Technicians		5
Administrative Staff		16
Inspectors		10
Coordinators		1

Specialists		3
Supervisors		5
Managers		5

INTRODUCTION

Founded in 2004 and headquartered in Alameda, Penumbra, Inc. (Penumbra) (www.penumbrainc.com) is a global healthcare company serving the neuro and vascular markets by designing, developing, manufacturing, and marketing medical devices including: embolization coils, neurovascular-access devices, and aspiration catheters. It has two additional offices in California and international offices in Berlin, Germany, New South Wales, Australia, and Brazil. ETP funded training will be delivered at Penumbra's facilities in Alameda and Placer counties.

Penumbra's products are sold directly to hospitals and are used by specialist physicians such as interventional neuroradiologists, neurosurgeons, interventional neurologists, interventional radiologists, and vascular surgeons.

Veterans Program

Even though veterans are not categorized under a separate Veterans' Job Number in this proposal, Penumbra is committed to increasing the number of veterans in its workforce and works with Orion Talent (a veterans-recruiting company) and attends Travis Airforce Base's job fairs as part of its outreach initiatives.

PROJECT DETAILS

This is Penumbra's second ETP project, and it's second in the last five years. In its previous Contract, ETP funds were used to deliver Computer Skills and Vocational English to front-line workers (non-native English speakers with minimal-technical skills) which helped trainees understand work instructions critical to the manufacturing of high-quality medical devices and increased opportunities for career advancement. In this proposal, employees will receive training on use of new equipment, manufacturing processes, continuous improvement and business skills. No training will be duplicated for trainees who participated in its prior ETP-funded training.

Penumbra will use EPT funds to deliver a training plan that will enable the Company to retrain workers into high-skilled positions, upscale its manufacturing processing, and increase its overall production.

Retrainee - Job Creation

In this proposal, Penumbra will hire 150 new employees (Job Number 2). The date-of-hire timeframe for trainees will be within the three-month period before the Contract's approval or within the term of Contract. Trainees will be hired into "net-new jobs" as a condition of Contract. The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

Due to investments in new equipment (laser welders and automated assembly equipment) and implementation of an Enterprise Resource Planning (ERP) software and a Manufacturing Execution System, business growth has driven the need for net-new jobs.

Penumbra has experienced a 24.8 increase in revenue (\$139.5 million) in the third quarter of 2019 and projects continued growth over the next two years. To meet market demand, Penumbra will open a new facility in Placer County in the first quarter of 2020. The facility will house the 150 (net-new) employees.

Training Plan

ETP-funded training will be delivered via Class/Lab, E-Learning, and Productive Lab (PL) and in the following:

Business Skills: This training will be offered to Assemblers, Technicians, Administrative Staff, Coordinators, Specialists, Supervisors, and Managers on Project Management, Systems Application and Products Enterprise Resource Planning (SAP ERP) and Production Lead/Supervisor training courses.

Computer Skills: This training will be offered to all occupations on intermediate or advanced level Excel, Skype/Teams, Project, Power BI, and SharePoint (MS Office) courses.

Literacy Skills: This training will be offered to Assemblers, Technicians, and Inspectors on Vocational English as a Second Language (VESL) courses.

Continuous Improvement: This training will be offered to Specialists, Supervisors, and Managers on courses like Root Cause Analysis (RCA) and Human Factoring Records.

Productive Laboratory (PL) – Manufacturing Skills:

Assemblers who directly interface with new and/or improved processes and new equipment will receive PL- Manufacturing Skills training. Examples of PL courses that will be delivered include: Coil Winders, Horizontal Laminators, Vertical Laminators, Solder Irons, Salt Baths, Compressed Air Machines Hotboxes, Hydrophilic Coating Machines, Laser Welders, Compression Machines, Instron Tensile Tester, Calibration Devices, and Volt Meters.

PL training will be delivered to approximately 150 trainees on Penumbra's production floors. Each trainee is estimated to require approximately 100 hours of PL training, but the Company is only requesting up to 60 hours of PL. PL training will be delivered using a 1:1 trainer-to-trainee ratio.

Impact/Outcome

ETP-funded training will result in Microsoft Office Specialist (MOS) and American Production and Inventory Control Society (APICS) certifications including: Certified in Production and Inventory Management (CPIM), Certified Supply Chain Professional (CSCP), Certified in Logistics, Transportation and Distribution (CLTD) that are transferrable within the industry.

Trainees will also receive specialized-manufacturing skills training that will be beneficial in career advancement. The company will benefit overall by having a higher skilled workforce and improved efficiency.

Commitment to Training

Penumbra has an annual training budget of \$750,000 allocated to its California-based facilities for employee training. Non-ETP training programs include: first aid/CPR, VESL, harassment prevention, (online) professional-development courses, ISO / ASQ trainings, train-the-trainer courses and presentation skills. Penumbra is committed to continue providing company-sponsored training, and ETP funds will not displace 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

Penumbra's Training Coordinator will be a dedicated administrator and oversee the project with support from the Director of Production, HR Director, HR Application Program Manager, HR Coordinator, Training Supervisors, Training Specialists, Training Coordinators, and Training Administrative Assistants for ETP administration and coordination with ETP staff. The Company has approximately nine internal trainers who will deliver ETP training. Additionally, outside-training vendors will be used to deliver ETP training and have been identified.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0275	Alameda	11/01/16 – 10/31/18	\$99,792	\$99,792 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATORS SERVICES

N/A

TRAINING VENDORS

AcademyX, Inc. of San Francisco has been retained to provide Computer Skills for a fee of \$20,000.

Pryor Learning Solutions, Inc. of Mission, KS has been retained to provide Business Skills for a fee of \$26,000.

Community English Center of Walnut Creek has been retained to provide Literacy Skills for a fee of \$33,000.

Other vendors will be identified for ETP record-keeping purposes as they are retained.

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Effective Communication
- Business Writing
- Systems Application and Products Enterprise Resource Planning (SAP ERP) Program Manager
- Systems Application and Products Enterprise Resource Planning (SAP ERP) User
- Policy Making
- Project Management
- Production Supervisor Training
- Production Lead Training

COMPUTER SKILLS

- Microsoft (MS) Office / MS Office Specialist (Intermediate / Advanced)
 - Outlook
 - PowerPoint
 - Word
 - Excel Core
 - Excel Advanced
 - Skype / Teams
 - Project
 - Power BI
 - SharePoint

CONTINUOUS IMPROVEMENT

- Corrective Action Preventive Action (CAPA)
- Root Cause Analysis (RCA)
- Human Factoring Records

LITERACY SKILLS

- Vocational English as a Second Language (VESL)

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

Productive Lab (PL) Hours

0-60

MANUFACTURING SKILLS (limited ratio 1:1)

- Manufacturing Process (Manufacturing Quality Instruction - MQI)
 - Production and Inspection of Reperfusion Catheters, Delivery Catheters, and Embolization Coils
 - Production and Inspection of Medical Devices
 - Coil Winders
 - Horizontal Laminators
 - Vertical Laminators
 - Solder Irons
 - Salt Baths

- Compressed Air Machines Hotboxes
- Hydrophilic Coating Machines
- Laser Welders
- Compression Machines
- Instron Tensile Tester
- Laser Mic
- Calibration devices
- Volt meters
- Safety Data Sheets and Personnel Protective Equipment

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:

Ardagh Glass Inc.

Contract Number: ET20-0213

Panel Meeting of: December 13, 2019

ETP Regional Office: Sacramento

Analyst: A. Townsend

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Madera	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No United Steelworkers Glass, Molders, Pottery, Plastics & Allied Workers Council Local 254		
Number of Employees in:	CA: 390	U.S.: 3,600	Worldwide: 23,000
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	3%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$277,830

Total ETP Funding
\$243,156

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, Mgmt. Skills, Mfg. Skills, OSHA 10/30, PL-Mfg. Skills	287	8-200	0-12	\$828	\$17.70
				Weighted Avg: 36			
2	Retrainee Job Creation Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, Mfg. Skills, OSHA 10/30, PL-Mfg. Skills	4	8-200	0-12	\$1,380	\$15.00*
				Weighted Avg: 60			

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

Minimum Wage by County: Job Number 1: \$17.70 per hour for Madera County
Job Number 2 (Job Creation): \$15.00 per hour for Madera County

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

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

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		5
Engineering Staff		5
Line Monitor		31
Logistics Staff		21
Maintenance Staff		66
Operator		142
Quality Control Staff		7
Supervisors		10

Job Number 2		
Line Monitor		1
Maintenance Staff		1
Operator		2

INTRODUCTION

Founded in 1986 and headquartered in Madera, Ardagh Glass Inc. (Ardagh Glass) (www.ardaghgroup.com) is a wholly owned subsidiary of Ardagh Group. The Company produces and manufactures glass bottles including wine, champagne, sake, and water bottles. Additionally, Ardagh Glass has over 1,000 different glass bottle molds customized for its clients. The Company's customer base include wineries, sake manufacturers, champagne processors and beverage companies. Ardagh Glass has three facilities in California: Fairfield, Los Angeles and Madera. Training under this proposal will be at its Madera facility only. This is Ardagh Glass' first ETP project.

Veterans Program

Ardagh Glass currently has Veteran employees that will be included in Job Number 1. The Company actively works with organizations and job placement firms that seek to match Veterans with its employment opportunities, though no Veteran job component is included in this project.

Union Support

Operators are represented by United SteelWorkers Glass, Molders, Pottery, Plastics & Allied Workers Local 254. The union has submitted a letter of support regarding this training project.

PROJECT DETAILS

Ardagh Glass competes with international manufacturers that offer quality bottles with cheaper price points. To fight pressures from international competitors, the Company recently invested \$4.5 Million in new equipment including Robotic Bottle Inspection, Garvey Accumulation Tables, New Reselect Line, Vacuum Process in Hot End, Volcanoes and Robotic Palletizers. The Company has invested in new Enterprise Resource Lanning (ERP) Software to streamline and track production processes. New equipment will introduce better quality bottles that accurately measure critical dimensions, eliminate misshapen bottles, and provide dust contaminants that automatically neutralizes voltage in bottles, eradicate bottle rejects for quality and faster product delivery. Ardagh Glass also recently introduced a new redesigned bottle that includes taller, thinner and longer neck bottles. With the implementation of new equipment and software, the Company is expects a higher production rate and better quality products. The Company must train staff on proper use and procedures of new equipment and software for safety and efficiency.

Ardagh Glass is working on getting re-certified for ISO 14001 Environmental Management Systems and is in the process of getting its ISO 22000 certification. Acquiring these certifications will give Ardagh Glass a competitive edge by showing customers it has a food safety management system in place. With these certifications, Ardagh Glass will establish food safety performance requirements and environmental performance requirements, as well as become experts in safety management systems and environmental management systems.

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.

Ardagh Glass is expanding business capacity by purchasing new equipment and anticipates an additional 15-20% growth over the next two years. The Company will hire four new employees (Job number 2) in the production line to support growth. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract.

Training Plan

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

Business Skills: Training will be offered to all occupations and include Business Communication, Business Fundamentals and Customer Service. Trainees will learn all aspects of business and managing expectations.

Computer Skills: Training will be offered to all occupations and include ERP, Intermediate and Advanced Microsoft Office. Trainees will learn proper use of computer automated machines.

Continuous Improvement: Training will be offered to all occupations in Creating Quality Organization, Change Management and Cross-Training to increase trainees’ professionalism and production methods.

Management Skills: Training will be offered to Supervisors and include Coaching Procedures, Decision Making and Leadership for Supervisors to become effective leaders.

Manufacturing Skills: Training will be offered to Line Monitors, Operators, Supervisors, Engineering, Quality Control, Logistics and Maintenance Staff. Topics include Blue Print Reading and Schematics, Changeover Procedures and Equipment Operation to increase production efficiencies and process improvement.

Hazardous Materials: Training will be offered to Line Monitors, Operators, Supervisors, Engineering, Quality Control, Logistics and Maintenance Staff. Training will allow staff to operate in an appropriate manner when handling hazardous materials and conditions. Topics include Hazardous Materials Handling, Chemical and Waste Handling.

Certified Safety Training

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

Productive Laboratory

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

PL-Manufacturing Skills training will be provided to Line Monitors, Operators, Quality Control Staff, Logistics and Maintenance Staff to supplement Class/Lab training. Trainees will work with a trainer who will explain and demonstrate step-by-step instructions and then observe while

trainees perform these same tasks. PL is necessary to strengthen skills and understanding the complexity of building parts, equipment and machinery operation requiring hands-on training. Production will be affected and more materials will be wasted due to the trial and error process. Ardagh Glass will provide approximately 60 hours of PL training at a 1:3 trainer-to-trainee ratio as materials and complexity of equipment requires up to three people to operate. All PL training will take place onsite.

Computer Based Training

All occupations will receive approximately 12 hours of CBT to support Class/Lab and include Hearing Conservation, Fall Protection and Office 365.

Commitment to Training

The Company's annual training budget is approximately \$175,000 and includes orientation, compliance and basic computer skills. 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 Cold & Reliability Engineer will oversee the ETP Contract with assistance from the HR Manager and Assistant HR Manager. The Plant Manager and Operations Manager will schedule and administer training. The Company also retained a third-party administrator to assist and perform administrative services. Training will be provided by in-house experts and vendors.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Sierra Consulting Services in El Dorado Hills assisted with development for a flat fee of \$19,000.

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 Hours**

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Communication
- Business Fundamentals
- Business Writing
- Conflict Resolution
- Customer Service
- Communications Styles
- Cost Control
- Dealing with Difficult People
- Develop Employee Accountability
- Coaching
- Engagement
- Financial Analysis
- Leadership
- International Logistics
- Interpersonal Communications
- Marketing/Sales Techniques & Strategy
- Operational skills
- Organizational Structure Development
- Planning and Organization
- Product Knowledge
- Project Management and Methodology
- Project Requirements Analysis and Specifications
- Strategic Planning
- Time Management

COMPUTER SKILLS

- Jump
- ERP
- Intermediate/Advanced Microsoft Office

CONTINUOUS IMPROVEMENT

- 5S
- Cross-Training
- Communication Skills
- Creating a Quality Organization
- Change Management
- Decision Making
- Kaizen
- Lean Manufacturing
- Meeting Management
- Process Improvement
- Production Scheduling
- Production Operations/Workflow
- Project Management

- Problem Solving and Decision Making
- Process Capability
- Quality Measurement Systems
- Root Cause Analysis
- Statistical Process Control
- Systems Failure Analysis
- Teambuilding
- Visual Controls

HAZARDOUS MATERIALS

- Hazardous Materials Handling
- Hazardous Chemical Cleaning/Handling
- Hazardous Waste Cleaning

OSHA10/30 (OSHA Certified Instructor)

- OSHA 10
- OSHA 30

MANAGEMENT SKILLS (Managers/Supervisors Only)

- Administration
- Coaching Procedures
- Decision Making
- Essential Skills for New Supervisor
- Effective Meetings for Leaders
- Leadership for Supervisors
- Supervisor Skills
- Teambuilding for Supervisors

MANUFACTURING

- Blue Print Reading and Schematics
- Cross-Training in Production Equipment/Skills
- Changeover Procedures
- Cold End Production
- Environment Impact Planning
- Engineering Theory/Planning/Design
- Electrical and Electronics
- Equipment Operation
- Forklift
- Furnaces
- Grinders
- Hot End Production
- Hydraulics
- Inventory Control
- ISO 14001
- ISO 22000
- Machine Operation
- Machine Maintenance
- Manufacturing Practices
- Milling Machines
- Packaging

- Pneumatics
- Production Operations
- Parts and Products Manufacture
- Troubleshooting
- Volcanoes
- Warehousing
- Welding

CBT Hours

0– 12

CONTINUOUS IMPROVEMENT

- Ardagh Glass
 - Hearing Conservation (1 hour)
- Ardagh Glass
 - Fall Protection (1 hour)

COMPUTER SKILLS

- Office 365 (2 Hours)

Productive Lab Hours

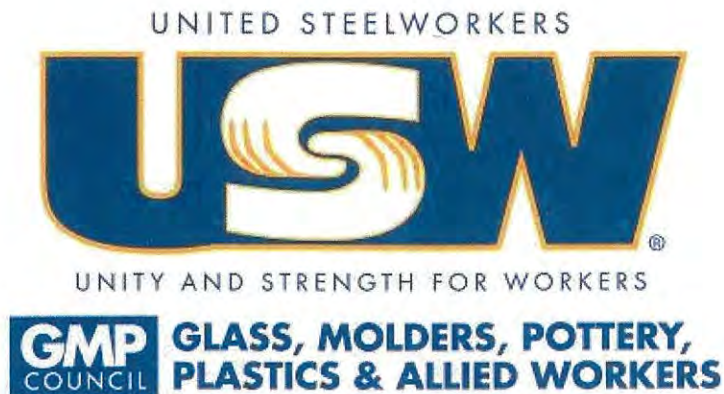
0-60

MANUFACTURING SKILLS (Ratio 1:3)

- Cold End Production
- Electrical and Electronics
- Equipment Operation
- Forklift
- Furnaces
- Grinders
- Hot End Production
- Hydraulics
- Machine Operation
- Machine Maintenance
- Milling Machines
- Packaging Equipment Operation
- Pneumatics
- Production Operations
- Parts and Products Manufacture
- Robotic Inspection Equipment Operation
- Robotic Palletizer
- Volcanoes
- Welding

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

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



11/22/2019

To whom it may concern,

GMP/USW Local 254 is pleased to partner with Ardagh Group Madera to support this ETP training and through a structured training program we hope to receive many benefits for our members which will include: process improvement skills, quality control practices, communication skills and new equipment training throughout the plant for Line Monitors, Logistics Staff, Maintenance Staff, Operators, Quality Control Staff, improving their skills.

Thank you for making a program like this available to California Employers and Employees

Sincerely,

Mike Gilleland (559) 394-8962

11/22/2019

Mikegilleland62@gmail.com

Local President

A handwritten signature in blue ink that reads "Mike Gilleland". The signature is written in a cursive, flowing style.



RETRAINEE – JOB CREATION

Training Proposal for:

E. & J. Gallo Winery

Contract Number: ET20-0226

Panel Meeting of: December 13, 2019

ETP Regional Office: Sacramento

Analyst: K. Mam

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative HUA Veterans	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Napa, Sonoma, San Luis Obispo, Stanislaus, Merced, Fresno, Monterey	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No United Food and Commercial Workers International Union, Wine, Distillery & Allied Workers, Local 186D; United Food and Commercial Workers International Union 8-Golden State; United Steel Workers, Local 17M, AFL-CIO, CLC		
Number of Employees in:	CA: 5,122	U.S.: 5,534	Worldwide: 6,500
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	2%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$696,000

Total ETP Funding
\$649,980

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Improv., HazMat, Mfg. Skills, PL-Mfg. Skills	365	8-200	100	\$1,380	\$17.70
				Weighted Avg: 60			
2	Job Creation Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Improv., HazMat, Mfg. Skills, PL-Mfg. Skills	47	8-200	100	\$2,760	*\$15.00
				Weighted Avg: 120			
3	Veterans Job Creation Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Improv., HazMat, Mfg. Skills, PL-Mfg. Skills	6	8-200	100	\$2,760	*\$15.00
				Weighted Avg: 120			

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

Minimum Wage by County: Job Number 1: \$17.70 per hour for Napa, Sonoma, San Luis Obispo, Stanislaus, Merced, Fresno and Monterey counties

Job Numbers 2 & 3 (Job Creation): \$15.00 per hour for Fresno, Napa, Sonoma, San Luis Obispo, Stanislaus, Merced, Monterey counties.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1 (Retrainees)		
Level 2-3 Racker and Blender		15
Level 2-3 Operator		20
Level 3-4 Driver		20
Level 4 Advanced Operator		55
Level 5 Tech. Operator		15
Level 5-9 Mechanic		25

Team Lead		25
Manager		5
Furnace Tech		18
Hot End Operator		18
Glass Maintenance		15
Maintenance Technician		35
Machine Repair Technician		15
Glass Equipment Operator		32
Warepuller		15
Packaging Staff		20
Mold Coordinator		17
Job Number 2 (Job Creation)		
Level 2-3 Racker and Blender		15
Level 2-3 Operator		5
Level 3-4 Driver		10
Level 5-9 Mechanic		10
Glass Equipment Operator		2
Packaging Staff		5
Job Number 3 (Job Creation/Veterans)		
Team Lead		5
Manager		1

INTRODUCTION

Founded in 1933 and headquartered in Modesto, E. & J. Gallo Winery (Gallo) (www.gallo.com) produces and distributes wine, distilled spirits, juice concentrates and malt products. The Company is the largest exporter of California wine with a portfolio of over 100 unique brands including Barefoot Cellars, Apothic and MacMurray Estate Vineyards. Gallo also produces glass bottles for its own winery and other wine and spirits companies. Training under this proposal will be for its 14 locations in Napa, Sonoma, San Luis Obispo, Stanislaus, Merced, Fresno and Monterey counties. This is Gallo's seventh ETP-funded project, and the third in the last five years.

Veterans Program

Gallo regularly recruits Veterans using outreach programs, Veteran offices and job fairs. The Company plans on hiring six Veterans under this proposal (Job Number 3).

Union Support

All occupations, with the exception of Team Leads and Managers, are represented by United Food and Commercial Workers International Union, Wine, Distillery & Allied Workers, Local 186D; UFCW 8-Golden State; and United Steel Workers, Local 17M, AFL-CIO, CLC in Stanislaus and Fresno counties. All union letters of support for this training project have been received.

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.

Gallo has recently expanded its facilities with the purchase of Seneca Foods. To support the increase in warehousing and production the Company will hire approximately 53 new employees (Job Number 2 & 3) including six Veterans. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract.

PROJECT DETAILS

Gallo continuously strives to remain best in its class in its industry. The Company's training objective is to remain competitive as the consumer market shifts towards alternative recyclable packaging. The Company has invested in new canning and Tetra Pack lines. Staff must be trained on new labeling, filling and palletizing equipment operation. The Company has also implemented a new Enterprise Resource Planning software to streamline business processes. Training under this proposal will ensure successful implementation of all new equipment and software.

As a commitment to training and development for its incumbent workforce, the Company has invested over \$2M on a dedicated learning and education center. The center is equipped with real life equipment including tanks, bottling room equipment, and a lab for staff to utilize. This will allow the Company to train and develop skills to allow opportunities for progression to higher skill level roles.

Training Plan

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

Business Skills: Training will be offered to all occupations and focus on enhancing communication and project management. Training topics include Team Development, Management Fundamentals and High Performance Work Teams.

Computer Skills: Training will be offered to all occupations and focus on building competency on the Company's systems. Training topics include Tableau, Warehouse Management Systems and Wine Manager (in-house system)

Continuous Improvement: Training will be offered to all occupations and focus on how to reduce waste. Training topics include Problem Solving, Lead Practitioner and Green Belt.

Hazardous Materials: Training will be offered only to staff members that are exposed to hazardous materials, specifically Maintenance, Mechanics and Operators. Training will focus on the safe handling of hazardous materials and will include course topics Ammonia Training – RETA Book 1 and Certified Industrial Refrigerator Operator.

Manufacturing Skills: Training will be offered to all occupation and focus on operating and maintaining technical manufacturing equipment. Training topics include Packer Training, Wine Treatments and Power Logics.

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.

Gallo will provide approximately 60 hours of PL-Manufacturing Skills training to all occupations on specific operation skills on new machine and tools. They will also receive vital cross-training on multiple production lines and procedures. Gallo anticipates that approximately 200 employees from the Modesto, Livingston and Fresno facilities will participate in PL training.

Instructors will be subject matter experts and will demonstrate the process prior to observing the trainees performing the task. The instructor will provide coaching, quizzing and mentoring until the trainee has been determined competent in the process.

During PL training, production is expected to be slower given that the trainee will be working with new equipment and will be required to meet established quality standards. The Company is requesting a trainer-to-trainee ratio of 1:3 as some training requires working in teams of three.

Computer-Based Training

CBT will be provided to supplement class/lab training. Trainees may receive up to 100 hours of CBT.

Commitment to Training

Gallo currently invests over \$8M annually for training at all California facilities and includes new hire orientation, OSHA-mandated safety regulation training, and harassment and discrimination prevention. 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 Corporate Training Division's Senior Manager will be responsible for overseeing all training coordination. Each facility has an assigned contact person to handle collection of rosters and communication between facilities. Additionally, the Company has hired a third-party administrator with extensive ETP administration experience to work closely with staff to complete the project successfully. Training will be delivered by in-house experts and vendors as needed.

Electronic Recordkeeping/LMS

Staff has reviewed and approved Gallo's use of a Learning Management System for recordkeeping.

High Unemployment Area

Some trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in Fresno, Modesto, and Livingston are in an HUA. However, the Company is not requesting a wage modification.

Impact/Outcome

After training, staff should be able to meet specific objectives, including:

- Perform all related ISO mandated procedures for each qualified position such as changeover, clean up, operation procedures, troubleshooting, line flow controls, and safe work practices.

- Complete and document all product quality checks.
- Actively participate in preventing and correcting potential quality related issues.
- Initiate, manage, and/or participate in root cause analysis and problem solving.
- Work in a team environment or lead the work of the team depending on occupation.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0348	Modesto, Livingston, Fresno	03/06/16 – 03/05/18	\$740,000	\$740,000 (100%)
ET13-0364	Modesto, Livingston, Fresno	06/03/13 – 06/02/15	\$601,600	\$601,600 (100%)

DEVELOPMENT SERVICES

California Manufacturers & Technology Association (CMTA), in Sacramento, assisted with development for a flat fee of \$12,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

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

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- ✦ Building Trust Under Pressure
- ✦ Conflict Resolution
- ✦ Developing Others
- ✦ High Performance Work Teams
- ✦ Leadership Fundamentals
- ✦ Leading Change
- ✦ Management Fundamentals
- ✦ Planning and Prioritizing
- ✦ Presentation Skills
- ✦ Running Effective Meetings
- ✦ Team Development
- ✦ Team Performance
- ✦ Thriving During Change
- ✦ Train the Trainer

COMPUTER SKILLS

- ✦ Enterprise Resources Planning Systems
- ✦ Manufacturing Execution System
- ✦ Microsoft Office (Intermediate)
- ✦ Tableau
- ✦ Warehouse Management Systems
- ✦ Wine Manager (In-House System)

CONTINUOUS IMPROVEMENT

- ✦ Green Belt
- ✦ Kaizen
- ✦ Lead Fundamentals
- ✦ Lean Practitioner
- ✦ Problem Solving
- ✦ Understanding Waste (Tim Wood)

HAZARDOUS MATERIALS

- ✦ Ammonia Training – RETA Book 1
- ✦ Certified Ammonia Refrigeration Operator
- ✦ Certified Industrial Refrigerator Operator

MANUFACTURING SKILLS

- ✦ Arc Flash
- ✦ Basic Electricity and Electronics
- ✦ Behavior Based Safety
- ✦ Boilers Basics
- ✦ Canning Line Processes
- ✦ Capper Training
- ✦ Cellar Sanitation
- ✦ Centrifuge Training
- ✦ Certified Logistics Technician

- ✦ Champagne
- ✦ Crane Certification
- ✦ Defect Causes and Remedies
- ✦ Depalletizer Training
- ✦ Distillery Basics
- ✦ Electrical Skills
- ✦ Evaporator Basics
- ✦ Filler Training
- ✦ Finished Wine Processes
- ✦ Float Operator Training
- ✦ Foiler Training
- ✦ Forklift
- ✦ Forming
- ✦ Industrial Filter Training
- ✦ Instrumentation
- ✦ Labeler Training
- ✦ Master Quality Plans
- ✦ Mechatronics
- ✦ Motor Controls
- ✦ Manufacturing Skill Standards Council (MSSC) Green Technology
- ✦ MSSC Maintenance Awareness
- ✦ MSSC Manufacturing and Production
- ✦ MSSC Quality Practices and Measurements
- ✦ MSSC Safety
- ✦ MSSC Troubleshooting
- ✦ Packer Training
- ✦ Power Logics
- ✦ Power Pallet Jack
- ✦ Press Deck Operator Training
- ✦ Quality Fundamentals
- ✦ Racker and Blender Upgrade Training
- ✦ Refrigeration Operator Training
- ✦ Rotovac Training
- ✦ Sanitation of Bottling Lines
- ✦ Shipping and Receiving
- ✦ Single Phase Motors
- ✦ Tetra Pak
- ✦ Troubleshooting Cappers
- ✦ Troubleshooting Depalletizers
- ✦ Troubleshooting Fillers
- ✦ Troubleshooting Foilers
- ✦ Troubleshooting Labelers
- ✦ Troubleshooting Packers
- ✦ Valve Rebuilding
- ✦ Welding
- ✦ Wine Filtration
- ✦ Wine Starters
- ✦ Wine Treatments

Productive Lab Hours

0-60

MANUFACTURING SKILLS (1:3)

- ✦ Basic Mechanics Skills (tools, knowledge etc.)

- ✦ Blueprint Reading
- ✦ Bottling Process
- ✦ Case Packer Training
- ✦ Champagne Tanks
- ✦ De-Palletizer Operator Training
- ✦ Driver Training
- ✦ Electronics Training
- ✦ Filler Operator Training
- ✦ Finished Wine
- ✦ Fundamentals of Measurement and Measuring Devices
- ✦ Glass Furnaces
- ✦ Glass Molding
- ✦ Hydraulics
- ✦ Label Operator Training
- ✦ Lubrication of Machinery
- ✦ Mechanical Principles
- ✦ Mechanical Print Reading
- ✦ Motor Controls
- ✦ MSC Operator Training
- ✦ Put Away Driver Training
- ✦ Storage of Wine (cellar)
- ✦ Storage of Wine (warehouse)
- ✦ Welding

CBT Hours

0-100

MANUFACTURING SKILLS

- ✦ MSSC Certified Logistics Technician (40 hours)
 - Product Receiving
 - Product Storage
 - Order Processing
 - Packaging and Shipment
 - Inventory Control
 - Safe Handling of HazMat Materials
 - Evaluation of Transportation Modes
 - Dispatch and Tracking
 - Measurement and Metric Conversions
- ✦ MSSC Green Technology (40 hours)
 - Workers in Environmental Issues
 - Environmental Programs, Projects, Policies or Procedures
 - Environmental Incident and Hazard Investigations
 - Preventive Environmental Inspections
 - Environmental Aspects at Each Stage of Production
 - Continuous Improvement in Environmental Assurance
 - Advanced Materials in Production to Reduce Waste and Increase Life
 - Reprocess Materials by Recycling and Reuse
- ✦ MSSC Maintenance Awareness (40 hours)
 - Welding
 - Basic Electrical Circuits
 - Electrical Measurement
 - Electrical Power

- Pneumatic Power Systems
- Hydraulic Power Systems
- Lubrication Concepts
- Bearings and Couplings
- Belt Drives
- Chain Drives
- Machine Control Concepts
- Machine Automation

 **MSSC Manufacturing and Production (40 hours)**

- Customer Contact
- Creating Products
- Types of Production
- Mechanical Principles
- Mechanical Linkages
- Production Processes
- Machining Processes
- Machine Tooling
- Machine Operations
- Tools and Equipment Use
- Equipment Procedures
- Production Planning and Workflow
- Production Components
- Production Control
- Documenting the Process
- Product Packaging
- Product Distribution

 **MSSC Quality Practices and Measurements (40 hours)**

- Blueprint Reading 1 (Multi-View Drawings)
- Blueprint Reading 2 (Assembly Drawings and Fasteners)
- Blueprint Reading 3 (Geometric Dimensioning and Tolerancing)
- Basic Measurement
- Precision Measurement Tools
- Dimensional Gauging
- Quality Systems
- Quality Improvement
- Introduction to Statistical Process Control
- Control Charts
- Continuous Improvement I
- Continuous Improvement II
- Quality Inspections
- Quality Audits
- Preventive and Corrective Actions
- Verification and Documentation

 **MSSC Safety (40 hours)**

- Working in Manufacturing
- The Impact of Manufacturing
- Responding to Customer Expectations
- Best Practice Companies
- Communication Skills
- Production Group Communication

- Communication Strategies
- Production Teams
- Training & Leadership
- Meeting Customer Needs
- Safety Organization
- Personal Protective Equipment
- Fire and Electrical Safety
- Work Area Safety
- Hazardous Material Safety
- Tool and Machine Safety
- Material Handling Safety

Per certification guidelines for MSSC, each MSSC modular course takes approximately 40 hours. Hours will only be counted only if a trainee completes an entire module.

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.



UFCW-WINE, DISTILLERY & ALLIED WORKERS, LOCAL 186D

329 Downey Ave.
Modesto, CA 95354-1297

Phone (209) 524-4245
Fax (209) 524-7066

November 6, 2019

Stewart Knox
Executive Director
Employment Training Panel
1100 J Street – 4th Floor
Sacramento, CA 95814

Dear Mr. Knox:

I am writing on behalf of the United Food and Commercial Workers, Local Union 186D. We support the proposed training funded in part by the Employment Training Panel. We support the proposal being submitted to the Employment Training Panel from E & J Gallo Winery.

This training will assist the company in meeting their goals. The proposed training will assist our union members in developing new skills that enable them to reach greater levels of success for them personally and that of the company.

Sincerely,

Luis Martell

Luis Martell
President, UFCW Local 186D

*The Union has the right to follow the grievance procedure per the CBA.



United Food & Commercial Workers International Union, ALF-CIO, CLC

Jacques Loveall
President

International Vice President

Roseville
(Headquarters)
2200 Professional Dr.
Roseville, CA 95661
(916) 786-0588
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Suite 101
Fresno, CA 93711
(559) 271-1288

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Modesto, CA 95354
(209) 529-0596

Redding
3400 Bechelli Ln.
Suite C
Redding, CA 96002
(530) 222-3905

Sacramento
1930 9th St.
Suite 208
Sacramento, CA 95811
(916) 503-8828

Santa Rosa
940 Hopper Ave.
Santa Rosa, CA 95403
(707) 546-1384

August 26, 2019

Mr. Stewart Knox
Executive Director
Employment Training Panel
1100 J Street, 4th Floor
Sacramento, CA 95814

RE: ETP Training Program – E & J Gallo Winery

Dear Mr. Knox:

The United Food and Commercial Workers Union 8-Golden State represents over 32,000 members in the Western United States, including members employed at E & J Gallo Winery in Fresno, California.

UFCW 8-Golden State is an ardent proponent of the ETP Training Program and strongly recommends and supports E & J Gallo Winery in their efforts to secure funding for employee training. The training program will provide our members with knowledge and skills needed to meet operational demands which in turn will enhance their advancement opportunities and provide a more secure work environment for the future.

If you have any questions, please do not hesitate to contact me at (916) 786-0588.

Sincerely,

A handwritten signature in black ink, appearing to read "Joe Ciotti".

JOE CIOTTI

Wholesale Industry Director

JC:dr



08/26/2019

Stewart Knox
Executive Director
Employment Training Panel
1100 J Street, 4th Floor
Sacramento, CA 95814

Dear Mr. Knox,

I am writing on behalf of the **USW LOCAL 17M**. We support the proposed training funded in part by the Employment Training Panel. We fully support the proposal being submitted to the Employment Training Panel from E. & J. Gallo Winery.

This training will assist the company in meeting their goals. The proposed training will assist our members in developing new skills that enable them to reach greater levels of success for them personally and that of the company. The Union feels strongly about the career advancement of our members and the importance of keeping good jobs local to our area, this training will accomplish both of those goals.

Sincerely,

Anthony Arceneaux
President
USW Local Union # 17M AFL-CIO, CLC



RETRAINEE – JOB CREATION

Critical Proposal for:

Foster Poultry Farms

Contract Number: ET20-0222

Panel Meeting of: December 13, 2019

ETP Regional Office: Sacramento

Analyst: J. Dongallo

PROJECT PROFILE

Contract Attributes:	Critical Proposal Retrainee Job Creation Initiative Priority Rate HUA	Industry Sector(s):	Manufacturing Agriculture Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Merced	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No United Farm Workers of America		
Number of Employees in:	CA: 9,520	U.S.:13,000	Worldwide: 13,000
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	1%		

FUNDING DETAIL

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

Total ETP Funding
\$553,150

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 Critical Proposal HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, HazMat, Mfg Skills, PL-Mfg Skills	430	8-200	0	\$805	*\$13.28
				Weighted Avg: 35			
2	Job Creation Priority Rate Critical Proposal HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, HazMat, Mfg Skills, PL-Mfg Skills	200	8-200	0	\$1035	*\$12.00
				Weighted Avg: 45			

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

Minimum Wage by County: Job Number 1: \$13.28 per hour in Merced County. Job Number 2: \$12.00 per hour in Merced County.

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

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

Up to \$0.28 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Production		335
Machine Operators		35
Maintenance Mechanics		12
Quality Control		8
Sanitation		20
Supervisor		8
Leads		12
Job Number 2: Job Creation		
Production		196
Machine Operators		4

Critical Proposal

Foster Poultry Farms (Foster Farms) is designated as a “Critical Proposal” recommended by GoBiz, as defined in Title 22, California Code of Regulations (CCR) 4402.2. The Company is expanding its operations facility in Livingston. Training under this proposal will provide new and existing staff with extensive training on manufacturing.

INTRODUCTION

Founded in 1939 and headquartered in Livingston, Foster Poultry Farms (Foster Farms) (www.fosterfarms.com) is the largest poultry producer in the Western United States. The Company's farms grow, process, package, and ship their products to grocery stores and restaurants throughout the United States. Products include fresh chicken, chicken and turkey deli products, frozen appetizers, franks, and corn dogs. Foster Farms has 12 processing locations and multiple growth farms throughout California. Only employees at the Company's Livingston Headquarters location will participate in this proposal.

Veterans Program

Although they do not have a Veterans' component in this project, Foster Farms periodically recruits and hires Veterans.

Union Support

Production staff are represented by United Farm Workers of America. A union letter of support for this training project has been received.

PROJECT DETAILS

This will be Foster Farms' fourth ETP Project; the third in the last five years. In the previous proposal, the Company focused on implementing British Retail Consortium (BRC) safety and quality standards. In this proposal, Foster Farms will focus training on new equipment being installed in December of 2019.

To remain competitive, Foster Farms has invested \$75M to upgrade existing equipment and will incorporate \$38M of new equipment into its processing facilities. Upgrades include poultry self-inspection stations, deboning equipment, and equipment re-tooling and new equipment include top of the line water jet cutters, vacuum tumblers and brine margination machines. Training will be in production processes: computer assisted controls, maintenance and repair, and inspection protocols.

With the integration of new and upgraded equipment, the Company will also implement a self-inspection initiative. This will require extensive training for in-house inspectors that oversee the production process to ensure quality control and food safety requirements are met. Training will give Foster Farms an extra layer of protection to ensure all phases of inspection protocols are performed during the production process.

Foster Farms will also continue training on high quality manufacturing standards including LEAN, Just in Time, 5S, BRC standards and Food Safety Precautions. Although some training topics are similar to those provided in the prior Contract, trainees will not repeat the same training courses previously received.

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.

Foster Farms is expanding its Livingston facility with a brand new manufacturing plant set to be operational in December 2019. The Company is also expanding business capacity with the integration of new water jet cutting equipment, wet tumbler, and brine marinade stations. The Company will hire 200 net new Production and Machine Operators (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

Foster Farms will utilize a combination of classroom/laboratory and Productive Lab delivery methods. The vast majority of the training will be delivered by in-house subject-matter experts; however, vendors may be used for some Manufacturing Skills training.

Business Skills: Training will be provided to Quality Control, Supervisors and Lead staff. Training will focus on fostering skills that build client relationships with excellent customer service. Training topics include Customer/Vendor Relations, Production Scheduling and Purchasing Best Practices (APICS).

Commercial Skills: Training will be offered to Production, Machine Operators, and Quality Control. Training will focus on programming, repair and equipment diagnostic. Training topics include Industrial Lubrication/Hydraulics, Programmable Logic Controller/ Variable Frequency Drive (PLC/VFD), and Refrigeration System Repair and Maintenance.

Computer Skills: Job specific training will be delivered to all occupations. Training will focus on improving knowledge of software programs to increase efficiency and quality and upgrades to the Company's SAP/MRP/ERP systems and computer-assisted controls for new equipment being installed. Training topics include Advanced SAP/MRP/ERP Training and Computer-Assisted Machinery Controllers.

Continuous Improvement: Training will be offered to all occupations. Training will focus on LEAN Manufacturing and ensuring the highest level of quality, food safety, and customer satisfaction. Training topics include LEAN Manufacturing, Poultry Inspection Best Practices, and British Retail Consortium.

Hazardous Materials: Training will be delivered to all Production, Maintenance Mechanics, Machine Operators, and Sanitation. Training will allow the workers to operate in an appropriate manner when handling hazardous materials and conditions. Training topics include Hazardous Materials (Identification, Handling, Storage, Containment, Clean-Up).

Manufacturing Skills: Training will be offered to all occupations. Training will focus on proficient set up, operation, and cleaning of all new production equipment. Training topics include Production Equipment Operation and Preventative Maintenance, Food Grade Sanitation Practices, and Materials Handling Equipment Training.

Productive Laboratory

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

Foster Farms is requesting approximately 10 PL training hours per trainee at a 1:2 trainer-to-trainee ratio, as machines require groups of two trainees to operate. PL training will supplement

Class/Lab training. PL is the most effective way for Production Staff to fully comprehend the new production process and complex new manufacturing equipment. After a specified number of successful completions of tasks, the trainee will be deemed competent. Trainees will also receive cross-training to strengthen the Company workforce. Production is expected to decrease by approximately 25% during training and waste will be significantly higher.

High Unemployment Area

The 630 trainees in Job Number 1 and 2 work in a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. The Company's location in Merced County qualify for HUA status under these standards.

➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages.

Foster Farms is requesting a wage modification from \$17.70 per hour to \$13.28 per hour for trainees in Job Number 1. The Company is also requesting a wage modification for Job Number 2 (Job Creation) from \$14.56 per hour to \$12.00 per hour.

Commitment to Training

Foster Farms commits approximately \$200,000 annually for training at its Livingston location. The Company utilizes subject-matter experts to conduct training. Moving forward, Foster Farms intends to significantly increase the number of subject-matter experts specializing with equipment upgrades to deliver more training. The training budget includes state-mandated safety training, equipment maintenance and installation, and sales training.

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

➤ Training Infrastructure

Foster Farms was successful on the prior Contract and will utilize the same administrative strategy in this agreement. The Plant Manager will be responsible for program oversight and communication with ETP. The Vice President (VP) of Human Resources will oversee all administrative responsibilities, including enrollment, recording, tracking, scheduling training, securing ETP rosters, verifying training and retention completion and ensure compliance with all ETP requirements.

In addition, the VP of Human Resources will be working with the Operations Managers for tracking training reports and internal data collection. A team of Supervisors and Production Leads will assist in the delivery of training within the Company.

Strategic Business Solutions, LLC will assist with the implementation, compliance, reporting and reimbursements for the contract. Training will be provided by in-house experts and vendors as needed.

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
ET18-0170	\$683,550	2/24/2018– 2/23/2020	1,450	318	176

Based on ETP Systems, 25,056 reimbursable hours have been tracked for potential earnings of \$527,626 (77% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through November 2019.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0284	Livingston, Fresno, Turlock, Compton	2/1/2016 - 1/31/2018	\$249,840	\$201,850 (81%)

DEVELOPMENT SERVICES

Foster Farms retained Strategic Business Solutions, LLC in Visalia to assist with development for a flat fee of \$12,500.

ADMINISTRATIVE SERVICES

Foster Farms also retained Strategic Business Solutions, LLC to perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Customer/Vendor Relations
- Production Scheduling
- Purchasing Best Practices (APICS)

COMMERCIAL SKILLS

- Industrial Lubrication/Hydraulics
- Production Equipment Maintenance and Repair
- Programmable Logic Controller/Variable Frequency Drive (PLC/VFD)
- Pump Repair and Maintenance
- Refrigeration System Repair and Maintenance

COMPUTER SKILLS

- Advanced Systems Applications Product (SAP)
- Advanced Enterprise Resource Planning (ERP)
- Advanced Material Required Planning (MRP)
- Computer Assisted Machinery Control Software

CONTINUOUS IMPROVEMENT

- 5S
- British Retail Consortium
- Food Product Safety
- Just in Time
- LEAN Manufacturing
- Poultry Inspection Best Practices

HAZARDOUS MATERIALS

- Hazardous Materials

MANUFACTURING SKILLS

- Food Grade Sanitation Practices
- Materials Handling Equipment Training
- Production Equipment Safe Operation and Preventative Maintenance

Productive Lab Hours

0-10

MANUFACTURING SKILLS (1:2 Trainer-to-Trainee Ratio)

- Production Equipment Safe Operation

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

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



UNITED FARM WORKERS

1472 B St., Suite D • Livingston, CA. 95334
Telephone: (559) 674-4525 • Fax: (559) 354-0165 • www.ufw.org

December 28, 2017

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

RE: ETP Training Program

United Farm Workers of America and our workers committee, represents the bargaining unit comprised of over 2,500 employees at the Foster Farms plant in Livingston, CA.

The UFW is an ardent supporter of employee training and recognizes the importance and crucial role the ETP Training Program plays in the development of our members.

We strongly recommend and support Foster Farms in their Efforts to secure funding for training. The training will be provide our members with knowledge and skills to meet operational demanding which in turn will increase promotional opportunities and provide more secure work environment for the future.

Should you have any questions, please don't hesitate to contact me at enavarrete@ufw.org

Sincerely,

UFW Workers Committee

Rosa M Lopez
Jose Gonzalez
Mana Renteria
Magdalena Ayala
Julia Ayala
Benito Garcia
Erika Navarrete

Erika Navarrete, National Vice President
United Farm Workers of America

Marla M Alvarez de Ochoa
Miguel Melgosa
Jose S. Jimenez
Yvonne Alvarado
Dolores Leica

Cc: John Dias HR Foster Farm



RETRAINEE - JOB CREATION

Training Proposal for:

La Tortilla Factory, Inc.

Contract Number: ET20-0225

Panel Meeting of: December 13, 2019

ETP Regional Office: Sacramento

Analyst: D. Jordan

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative HUA	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Stanislaus, Los Angeles, Sonoma, Alameda, Yolo	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 277	U.S.: 277	Worldwide: 277	
<u>Turnover Rate:</u>	7%			
<u>Managers/Supervisors:</u> (% of total trainees)	5%			

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$498, 255

Total ETP Funding
\$393,760

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Cont. Improv., HazMat., Mgmt. Skills, Mfg. Skills, PL- Mfg. Skills	204	8-200	0-8	\$1,840	\$17.70
				Weighted Avg: 80			
2	Retrainee Job Creation Priority Rate	Business Skills, Commercial Skills, Computer Skills, Cont. Improv.	10	8-200	0-8	\$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 Number 1 (Retrainee): Sonoma, Yolo and Stanislaus County: \$17.70 per hour, Alameda County: \$19.31 per hour, Los Angeles County: \$18.56 per hour; **Job Number 2 (Retrainee/Job Creation):** Los Angeles County: \$15.47 per hour, Alameda County: \$16.09 per hour, Yolo County: \$15.00 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 for trainees in Job Numbers 1 & 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Office Staff		12
Information Technology Staff		3
Maintenance Staff		9
Managers		30
Production Staff		57
Quality Control		4
Research & Development Staff		2
Sales Staff		61
Supply Chain Staff		6
Warehouse Staff		20

Job Number 2: Retrainee/Job Creation		
Sales Staff		10

INTRODUCTION

Founded in 1977 and headquartered in Santa Rosa, La Tortilla Factory, Inc. (La Tortilla) (www.latortillafactory.com) produces, packages, and distributes a variety of tortilla products. Its products include fat free flour tortillas, low carb tortillas, gluten free tortillas, extra virgin olive oil wraps, and handmade style corn tortillas.

This will be La Tortilla's second ETP Contact, the second in the last five years. La Tortilla has six facilities throughout California. These facilities are located in Ceres, Commerce, Santa Rosa (2), Oakland, and West Sacramento. All facilities will participate in training with the Lead facility located in Santa Rosa. Customers include Safeway, Albertsons and Kroger Foods.

Need for Training

Training in La Tortilla's previous Contract focused on a new packaging line and new product lines that were launched. During this contract, training will focus on the Company's new ERP system and implementation of new AFS technologies to enhance distribution. Some training topics may be repeated from prior projects and some trainees in this project participated in the previous contract. However, there will be no duplication of training in any course.

The AFS technology will enable La Tortilla to increase productivity and effectiveness thus maximizing profitability. Training will ensure staff is up to date on the new technology. La Tortilla will also train staff on new equipment that includes a Mega Tortilla Line and a new automated packing line. This equipment is new robotic equipment that will replace the manual processes and changes the Company's entire operation. Training will provide staff the skills to operate machines and maintenance to make sure the production flow runs smoothly.

In addition to manufacturing training, staff will receive training on Business and Management skills to increase client satisfaction and business efficiencies. Training will include Account Management, Sales & Marketing Best Practices and Leadership Development.

Retrainee - Job Creation

La Tortilla has committed to hiring 10 new Sales Staff (Job Number 2). The date-of-hire for all trainees will be within the three-month period before approval or within the term-of-contract. Trainees will be hired into "net new jobs" as a condition of contract. The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

La Tortilla has seen growth in recent years from adding 17 new product lines in 2017 and 15 more in 2018. The Company expects a 5-7% increase in production volume in 2020 due to a new Mega Tortilla line that enables the Company to process high volumes while maintaining product quality.

Training Plan

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

Business Skills: Training will be offered to all occupations except Production Staff, Maintenance Staff and Warehouse Staff. Training will improve communication skills, productivity and increase proficiency. Training topics include Account Management, Leadership Training, Sales and Marketing Best Practices and Route Operation.

Commercial Skills: Training will be offered to Information Technology Staff, Research and Development Staff, Warehouse and Sales Staff. Training will focus on innovation, product development and increasing exposure and the sales of La Tortilla's products. Training topics include Institute of Food Technologists training, E-Commerce Processes, Merchandising and American Institute of Baking Training.

Computer Skills: Training will be offered to all occupations. Training will focus on La Tortilla's new ERP system. Training topics include Human Resources Information System, Jet Reports and intermediate/advanced Microsoft Office.

Continuous Improvement Skills: Training will be offered to all occupations. Training will focus on process improvement and workflow efficiency to meet production goals. Training topics include Process Improvement and Quality Inspection.

Manufacturing Skills: Training will be offered to Maintenance, Production, Warehouse, and Quality Control Staff. Training will focus on New Equipment Training, Pallet Truck, Lockout Tagout, Intro to Food Allergens and Production Ergonomics. Training will provide trainees with knowledge to operate newly purchased equipment.

Management Skills: Training will be offered to Managers. Training will focus on leadership development to grow teams, address challenges and implementing new systems. Training topics include Leadership Development and Manager Training.

Hazardous Materials: Training will be offered to Maintenance, Production, Warehouse, and Quality Control Staff. Training will focus on making sure all trainees meet industry standards. Training topics include Hazard Analysis Critical Control Point and Safety Data Sheets.

Productive Laboratory

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

Training will be delivered to 75 trainees in the occupations of Production, Sales, and Warehouse Staff. Trainees will work with a trainer who will demonstrate step-by-step instructions and then observe trainees perform these tasks. Training will be provided in new equipment that includes new robotic equipment, automated packing line equipment and pallet truck training. Training will be delivered by trainers who have been in the industry and with the Company for extended periods of time. The trainers have a deep understanding of how to use the tools/equipment and are considered experts in their field.

PL training will consist of 60 hours provided at a 1:3 trainer-to-trainee ratio. A 1:3 ratio is necessary because the equipment requires up to three people to operate. All PL training will take place onsite. PL is necessary to strengthen skills and understanding the complexity of equipment and machinery operation requiring hands-on training.

High Unemployment Area

Trainees in Stanislaus and Los Angeles counties 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

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. La Tortilla budgets approximately \$100,000 annually for training for each facility. Training includes new hire orientation, staff development, job specific training and safety training.

➤ Training Infrastructure

The Human Resources Director for La Tortilla will oversee the training project. As the lead facility, the Santa Rosa Training Coordinator will manage ETP documents and communicate with the point-person for each participating location. Each participating location will have a training coordinator that reports training performance to the Human Resources Director. La Tortilla has also contracted with Economic Incentives Advisory Group to support project administration.

Electronic Recordkeeping/LMS

Staff has reviewed and confirmed that La Tortilla's LMS meets ETP Record Keeping requirements.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes Contractor's performance under a prior ETP Contract:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
18CS-0047	Multiple	09/05/17 – 09/04/19	\$241,104	\$21,475 (9%)

Based on ETP Systems, 13,758 reimbursable hours have been tracked for potential earnings of \$252,955 (100% of approved amount). The Contractor projects final earnings of 100% and is waiting for its final invoice to be approved.

DEVELOPMENT SERVICES

Economic Incentives Advisory Group in Phoenix, AZ assisted with development for a flat fee of \$750.

ADMINISTRATIVE SERVICES

Economic Incentives Advisory Group will also perform administrative services for a fee not to exceed 9% of payment earned.

TRAINING VENDORS

Institute of Food Technologists (IFT) in Chicago, IL has been retained to provide training in Manufacturing Skills for a fee of \$4,830. Other trainers will be identified as they are retained.

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Account Management
- Financial Reporting & Analysis
- Office Best Practices
- Leadership Training
- Route Operation
- Sales & Marketing Best Practices

COMMERCIAL SKILLS

- American Institute of Baking Training
- E-Commerce Processes
- Institute of Food Technologists Training
- Merchandising
- Product Launch Training
- Research & Development Training

COMPUTER SKILLS

- AFS Training
- Enterprise Resource Planning (ERP) Software
- Human Resources Information System Training
- Information Technology Training
- Jet Reports
- Microsoft Office Intermediate/Advanced

CONTINUOUS IMPROVEMENT

- Process Improvement
- Quality Inspection

HAZARDOUS MATERIALS

- Hazard Analysis Critical Control Point (HACCP)
- Safety Data Sheets

MANAGEMENT SKILLS (management trainees only)

- Leadership Development
- Supervisor Training

MANUFACTURING SKILLS

- Basic Food Facility Defense
- Critical Control Points
- Current Good Manufacturing Practices
- Food Safety Modernization Act Training
- Hearing Conservation
- Heat and Illness Prevention

- Intro to Food Allergens
- Intro to Food Safety Standards and Safe Quality Foods
- Lockout Tagout
- New Equipment Training
- Pallet Truck
- Production Ergonomics
- Safe Quality Foods Implementation
- Sales Innovation Marketing Training

PL Hours

0 – 60

MANUFACTURING SKILLS (limited ratio 1:3)

- New Equipment Training
- Pallet Truck

CBT Hours

0 – 8

MANUFACTURING SKILLS

- Ammonia Accident Prevention 0.25 min
- Ammonia Awareness 0.22 min
- Asbestos Awareness 0.27 min
- Bacteria Basics 0.23 min
- Basic Food Facility Defense 0.32 min
- Basic Food Facility Defense – Distribution 0.25 min
- Cleaning and Sanitizing Procedures for Food Manufacturers 0.37 min
- Combustible Dust 0.28 min
- Confined Space for Affected Employees 0.22 min
- Confined Space for Attendants 0.35 min
- Controlling Salmonella in Food Manufacturing 0.32 min
- Dangerous Microorganisms in Food Manufacturing 0.4 min
- Driver Food Safety Standard Operating Procedures 0.17 min
- Effective Pest Control Practices 0.32 min
- Effective Record Keeping Practices 0.23 min
- Electrical Safety 0.48 min
- Environmental Monitoring Basics 0.37 min
- Food Safety for Selectors – Overview 0.2 min
- Foodborne Illness and Employee Reporting 0.37 min
- Globally Harmonized Hazard Communication: Pictograms and Hazards 0.43 min
- Globally Harmonized Hazard Communication: Pictograms and Hazards – Refresher 0.18 min
- Globally Harmonized Hazard Communication: Safety Data Sheets 0.42 min
- Globally Harmonized Hazard Communication: Safety Data Sheets – Refresher 0.18 min
- Globally Harmonized Hazard Communication: Standard Labels 0.35 min
- Globally Harmonized Hazard Communication: Standard Labels – Refresher 0.2 min
- Good Laboratory Practices: Overview of Good Laboratory Practices 0.18 min
- Good Manufacturing Practices for Maintenance Personnel 0.28 min

- min
- Good Manufacturing Practices: Effective Hand Washing Techniques 0.28 min
- Good Manufacturing Practices: Personal Hygiene – Distribution 0.22 min
- Good Manufacturing Practices: Personal Hygiene - Fluid Products 0.2 min
- Good Manufacturing Practices: Promoting Personal Hygiene 0.27 min
- Hand and Power Tools 0.33 min
- Hazardous Communication (pre- Globally Harmonized) 0.35 min
- High Lift Truck Review 0.27 min
- Introduction to Clean in Place 0.23 min
- Introduction to Food Allergens 0.28 min
- Introduction to Food Fraud 0.23 min
- Introduction to Food Safety Standards 0.3 min
- Introduction to FSMA (Food Safety Modernization Act) 0.22 min
- Introduction to Hazard Communication 0.25 min
- Introduction to Root Cause Analysis 0.28 min
- Lean Manufacturing 0.27 min
- Lift Truck Operator Overview 0.28 min
- Lift Truck Safety Awareness 0.28 min
- Loading Food Safety Standard Operating Procedures – Overview 0.23 min
- Lock Out Tag Out Procedures 0.33 min
- Machine Guarding 0.38 min
- Material Handling – Distribution 0.28 min
- Overview of Dangerous E.Coli 0.37 min
- Overview of Hazard Analysis Critical Control Point (HACCP) 0.27 min
- Overview of Hazard Analysis Critical Control Point (HACCP) for Supervisors 0.42 min
- Overview of Preventive Controls 0.28 min
- Pallet Truck Review 0.22 min
- Preventing Food Contamination 0.37 min
- Preventing Foodborne Illness 0.27 min
- Proper Handling of Food Allergens 0.3 min
- Receiving Food Safety Standard Operating Procedures – Overview 0.25 min
- Understanding Listeria and its Danger to Food 0.35 min
- Waste Management Procedures and Proper Disposal 0.22 min

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

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



RETRAINEE – JOB CREATION
Training Proposal for:
Truck Accessories Group, LLC
Contract Number: ET20-0214

Panel Meeting of: December 13, 2019

ETP Regional Office: Sacramento

Analyst: K. Mam

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Yolo	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 325	U.S.:1,100	Worldwide: 1,425
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	11%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$263,187

Total ETP Funding
\$252,080

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Impr., Mgmt Skills, Mfg Skills	160	8-200	0	\$1,380	\$17.70
				Weighted Avg: 60			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills, Computer Skills, Cont. Impr., Mfg Skills	17	8-200	0	\$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 Number 1 (Retrainee): \$17.70 per hour for Yolo County;
Job Number 2 (Job Creation): \$15.00 per hour for Yolo County.

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

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

Up to \$1.82 per hour may be used to meet the Post-Retention Wage for Job Number 1 & 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1 (Retrainee)		
Administrative Staff		22
Production Staff		77
Technical Staff		36
Supervisor/Manager		25
Job Number 2 (Job Creation)		
Administrative Staff		1
Production Staff		11
Technical Staff		5

INTRODUCTION

Founded in 1978 and headquartered in Indiana, Truck Accessories Group, LLC (TAG) (www.truckgroup.com) manufactures and supplies fiberglass and aluminum truck caps and tonneaus for independent dealers, small businesses, exporters, new car and truck dealerships, and fleet operators. TAG's brands include LEER, Century, Raider, Pace Edwards, State-Wide Windows, and Waypoint Logistics. This is TAG's fourth ETP-funded project, the third in the last five years. The Company has multiple locations throughout North America; however, training under this proposal will be for the Woodland location only.

Veterans Program

TAG does not actively recruit Veterans.

PROJECT DETAILS

In the previous proposal, training focused on foundation concepts of Lean Bronze Certification. Under this proposal, TAG has implemented Phase II of Lean Bronze Certification, which focuses on putting into practice Lean efforts. Staff will train on specific manufacturing steps to ensure safety practices, station-level quality characteristics, and correct pace are met with the manufacturing line.

TAG has also implemented a training plan aligned with the Company's "POWER" strategy: Perfect products, Ownership, Winning attitude, Execution, and Right team members. Training will focus on supporting the practice of production consistency and continual improvement of production processes by circuit. Training will allow staff to adapt to changing business requirements while improving product quality.

TAG has also expanded its product line to include rollable and foldable tonneaus. The Company invested \$10K to replace forklifts with "walk behind" machines, which will allow increased mobility and productivity on the production line. Staff will train on servicing product modifications for newly released models of trucks and new products.

Although training topics are similar to those provided in the prior Agreement, trainees will not repeat the same training courses.

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.

TAG will expand business capacity by hiring more employees. The Company anticipates an increase in market demand due to the introduction of new products. The Company will hire 17 new employees (Job Number 2) to address this growth in business (Administrative Staff, Production Staff, and Technical Staff). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Training will be delivered via Classroom/Laboratory methods in the following:

Business Skills: Training will offered to all occupations focused on improving customer service. Training topics include Customer Service, Sales and Marketing for New Products, and Product Knowledge.

Computer Skills: Training will be offered to all occupations focused on the Company's internal systems. Training topics include Enterprise Resource Planning and Microsoft Office Suite (Advanced)

Continuous Improvement: Training will be offered to all occupations focused on the Company's POWER strategy. Training topics include POWER Process, Phase 2: Lean Bronze Certification, and Six Sigma Best Practices.

Management Skills: Training will be offered to only Supervisor/Manager. Training will focus on the managerial aspect of the POWER process.

Manufacturing Skills: Training will be offered to Technical Staff and Production Staff. Training will focus on new equipment including topics on New Equipment Operations, Retractable Tonneau Technology, and New Equipment Operations: Walk Behind Machines.

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

TAG's HR Manager and Safety Manager will be responsible with overseeing all administration duties of the project. Additionally, the Company has hired a third-party administrator with extensive ETP administration experience to work closely with staff to complete the project successfully. Training will be delivered by in-house experts and vendors as needed.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes Contractor's performances under ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0127	Woodland	07/05/16- 07/04/18	\$253,726	\$253,726 (100%)
ET14-0294	Woodland	02/03/14- 02/02/16	\$483,507	\$258,770 (54%)*

***ET14-0294:** The Company's poorer-than-expected performance was due to the loss of its General Manager and HR Manager, who were responsible for tracking ETP training. Although most of the training was delivered, many of the rosters were not collected. The Company has now organized a team of leaders, who are knowledgeable of the ETP program. This team will also work closely with the consultant to properly enroll, train, and track training.

DEVELOPMENT SERVICES

Dunton Consulting, Inc. in Monterey assisted with development of this proposal at no charge.

ADMINISTRATIVE SERVICES

Dunton Consulting, Inc. will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

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

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- + Customer Service, Sales, and Marketing for New Products
- + Employee Engagement
- + Performance Management
- + Product Knowledge
- + Strategic Growth Development

COMPUTER SKILLS

- + Enterprise Resource Planning
 - o JDE EnterpriseOne System
- + Microsoft Updates for ERP Integration
- + Microsoft Office Suite (Advanced)

CONTINUOUS IMPROVEMENT

- + Phase 2: Lean Bronze Certification
- + POWER Process
- + Six Sigma Best Practices

MANAGEMENT SKILLS (management trainees only)

- + Supervisory Skills, POWER Process

MANUFACTURING SKILLS

- + Aluminum Line Advancement
- + Foldable Tonneau Technology
- + Lamination Line Advancement
- + Manufacturing Techniques
- + New Equipment Operations
- + New Equipment Operations: Walk Behind Machines
- + Newest Body Style Truck Specifications
- + Paint Line Advancement
- + Quality Assurance and Quality Control
- + Radar Training
- + Retractable Tonneau Technology
- + Rollable Tonneau Technology

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



Training Proposal for:

Associated Builders & Contractors Central California Chapter

Contract Number: ET20-0227

Panel Meeting of: December 13, 2019

ETP Regional Office: North Hollywood

Analyst: M. Paccarelli

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SET HUA	Industry Sector(s):	MEC (H) Construction (23) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Kern, Kings, Tulare, San Luis Obispo, Inyo	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$279,680		\$19,456 8%		\$299,136
In-Kind Contribution:	50% of Total ETP Funding Required			\$323,304

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SET HUA	Commercial Skills, Business Skills, HazMat, OSHA 10/30	133	8-200	0	\$1,968	*\$13.28
				Weighted Avg: 80			
2	Retrainee Priority Rate SET	Commercial Skills, Business Skills, HazMat, OSHA 10/30	19	8-200	0	\$1,968	\$24.13
				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 Number 1 (HUA): \$13.28 per hour for Kern, Kings, Tulare, Inyo (Big Pine and Olancho, and Tecopa) and San Luis Obispo (San Miguel) Counties.
Job Number 2 (Non-HUA): \$24.13 per hour for San Luis Obispo and Inyo Counties.

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

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

Participating employers may use up to \$2.50 per hour in health benefits to meet the Post-Retention Wage in Job Number 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
JOB NUMBER 1 (HUA):		
Electrician		50
Welder		10
Heavy Equipment Operator		3
Ironworker		10
Rigger		10
Laborer		10
Carpenter		10
Painter		10
HVAC Staff		12
Plumber		8
JOB NUMBER 2 (NON-HUA):		
Electrician		12
Welder		3
Heavy Equipment Operator		2
Ironworker		2

INTRODUCTION

Founded in 1998, Associated Builders & Contractors Central California Chapter (ABC) (www.abccentralcal.org) is a non-profit membership-based trade association formed by a group of Central Valley oil producers and contractors who recognized the need for a pool of skilled workers.

ABC provides training services and workforce development to members of the community in the Central Valley. Initially, programs were small in scope and directed at a narrow range of occupations and industries. However, due to the overwhelming success of the training programs, ABC has expanded its offerings to more occupations and certifications. To date, there are more than 70 craft areas and complete series of over 6,000 training and assessments accredited by the National Center for Construction Education and Research (NCCER).

ABC also assists members with legislative affairs, building code updates, new code issues, member services marketing, and networking opportunities.

Veterans Program

Although there is no designated Job number, participating employers actively hire Veterans. Several ABC member employers actively seek Veterans through programs such as the Kern Patriot Partnership program in Kern County.

PROJECT DETAILS

This will be ABC's first ETP Agreement. This proposal will focus on retraining of incumbent workers from employers in the construction industry. ABC provided a core group of participating employers representing over 100% of the requested funding. Demand for new construction is high as the economy has greatly expanded over the past several years. This demand along with the lack of workforce has created an immediate need for new pool of employees. Employer demand is due to lack of skilled labor entering the workforce, mostly in rural areas where ABC employer members operate. If these employers want to remain competitive, a newly training workforce must be created or companies risk not having the resources available to deliver services. Trainees will learn to utilize the newest techniques, processes, and equipment which will increase their skillsets and value to their employer. These workers are also taking more responsibility within their organization and are participating in certification programs offered by ABC to fill the voids with their employers.

Trainees will also participate in craft training programs which will allow them to hone their craft or learn new skills. Trainees can receive occupation certifications (Electrician, Welder, Heavy Equipment Operator, Ironworker, Rigger, Laborer, Carpenter, Painter, HVAC, Plumber) from NCCER. By acquiring these additional skills, and successfully receiving their occupation specific certifications, employees will become more valuable to their employers being able to work on more jobs and earn higher wages.

Training Plan

Training will be delivered via classroom and hands-on/simulated-lab settings at the ABC facility in Central California. In-house subject-matter experts and vendors, if needed, will be utilized to deliver training in the following:

Commercial Skills: Training will be offered to all occupations on various trades which include installation, troubleshooting, operational techniques, equipment use, and job planning.

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

Business Skills: This training will be offered to all occupations to improve communication skills, customer relations, employability skills, and leadership.

OSHA 10/30: Training is a series of courses “bundled” by industry sector and occupation. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA. This training provides a complete overview of occupational safety and health so that workers are more knowledgeable about workplace hazards and understand their rights as workers. Equipment and materials not used correctly can also lead to injuries for the worker and puts other people in the area in potential danger.

Curriculum Development

Training topics have been developed by subject matter experts in each trade and is accredited by NCCER. It was developed with the support of more than 125 construction CEOs and various association and academic leaders who united to revolutionize training for the construction industry, sharing the common goal of developing a safe and productive workforce.

NCCER curriculum is nationally recognized and covers construction skills training in a modular-based format that includes classroom instruction and hands-on training, all of which requires that students pass written module exams and demonstrate hands-on competency. The Curriculum is based on current construction codes, rules, and laws of the trade. Courses included in the curriculum will teach the latest methods in the construction industry and ensure trainees have mastered skills.

To discuss the effectiveness of training, ABC holds regular meetings with its Board and employer members and obtains feedback on each course delivered. The curriculum is modified based on feedback received and the curriculum is updated accordingly. ABC also follows up with employers to confirm observable improvements in job performance and impact of the training programs.

Marketing and Support Costs

ABC's training programs will be marketed and advertised through its website, regular automated and customized email communications, social media postings, job site visits by ABC staff, and periodic member meetings. ABC has long standing relationships with several organizations and government entities in the area to additionally market and provide services to members. ABC works regularly with Kern County and various counties it serves, city governments within the county, and various chambers of commerce.

ABC continually holds member meetings and sub-committee meetings where training topics are solicited and training is communicated. ABC also sends regular email blasts on current legal topics and any upcoming training classes. It will continue to focus on training email blasts and community outreach. In addition, ABC will also involve its board members, who are very influential members of the construction community in Kern County, to advertise its programs.

ABC is requesting 8% support costs to coordinate all program activities, market programs, secure trainers and facilities, organize training, complete required paperwork, maintain all relevant records, recruit new employers, and assess employer-specific job training requirements.

Tuition Reimbursement

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

Commitment to Training

ETP funds will not displace the existing financial commitment to training of participating employers. Safety training is, and will continue to be, provided by the participating employers in accordance with all pertinent requirements under state and federal law. Participating employers will continually train staff members on internal operations and standards of individual businesses.

➤ Training Infrastructure

ABC's President will oversee the implementation and administration of this project with the assistance of five internal staff members (Training Coordinator, Training Manager, Administrative Assistant, Membership Director, and Training Consultant) who will be dedicated to employer marketing, recruitment, needs assessments, class scheduling, and project tracking. In addition, ABC has retained an outside administrative consultant to assist in roster compliance, data entry, invoicing, and related ETP administrative services.

All trainers are subject matter experts in their respective fields and have passed the NCCER Instructor Certification Training Program. In addition, trainers are required to have valid certificates and/or licenses to be qualified to work in the trade they are teaching.

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. Trainees working in a priority industry qualify for the modified Statewide Average Wage.

➤ HUA Wage Modifications

All trainees in Job Number 1 work in a High Unemployment Area (HUA) with unemployment exceeding the state average by 25% (participating employers' locations in Kern, Kings, Tulare, Inyo (Big Pine, Olancho, and Tecopa) and San Luis Obispo (San Miguel) Counties). 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. ABC is requesting this modification, from \$17.70 to \$13.28 per hour.

➤ Retention Modification

The Panel may also modify the retention period for trainees not working in a customary schedule, making it 90 days out of 120 consecutive days with up to three employers. ABC is requesting this retention modification in Job Number 1.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

ABC retained Propel Consulting Group (PCG) in El Dorado Hills to assist with development of this proposal for a flat fee of \$20,939.

ADMINISTRATIVE SERVICES

ABC retained PCG in El Dorado Hills to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS









































To Be Determined

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

8-200

Trainees may receive any of the following:

COMMERCIAL SKILLS**ELECTRICIAN**

-  Advanced Controls
-  Alternating Current
-  Basic Electrical Construction Drawings
-  Basic Electronic Theory
-  Cable Tray
-  Circuit Breakers and Fuses
-  Commercial Electrical Services
-  Conductor Installations
-  Conductor Selection and Calculations
-  Conductor Terminations and Splices
-  Conductors and Cables
-  Conduit Bending
-  Control Systems and Fundamental Concepts
-  Device Boxes
-  Distribution Equipment
-  Electric Lighting
-  Electrical Safety
-  Electrical Test Equipment
-  Electrical Theory
-  Fire Alarm Systems
-  Fundamentals of Crew Leadership
-  Grounding and Bonding
-  Hand Bending
-  Health Care Facilities
-  Heat Tracing and Freeze Protection
-  HVAC Controls
-  Intro to Electrical Circuits
-  Intro to the National Electrical Code
-  Load Calculations
-  Medium-Voltage Terminations/Splices
-  Motor Calculations
-  Motor Controls
-  Motor Operations and Maintenance
-  Motors: Theory and Application
-  Orientation to Electrical Trade
-  Overcurrent Protection
-  Practical Applications of Lighting
-  Pull and Junction Boxes
-  Raceways and Fittings
-  Residential Electrical Services




















- ✚ Special Locations
- ✚ Specialty Transformers
- ✚ Standby and Emergency Systems
- ✚ Transformers
- ✚ Voice, Data, and Video

WELDER

- ✚ Air-Carbon Cutting and Gouging
- ✚ Base Metal Preparation
- ✚ Flux-Colored Arc Welding - Pipe
- ✚ Flux-Colored Arc Welding - Plate
- ✚ Gas Metal Arc Welding - Aluminum Pipe
- ✚ Gas Metal Arc Welding - Aluminum Plate
- ✚ Gas Metal Arc Welding - Pipe
- ✚ Gas Metal Arc Welding - Plate
- ✚ Gas Metal Arc Welding and Flux-Colored Arc Welding - Equipment Filler Metals
- ✚ Gas Tungsten Arc Welding - Aluminum Pipe
- ✚ Gas Tungsten Arc Welding - Aluminum Plate
- ✚ Gas Tungsten Arc Welding - Carbon Steel Pipe
- ✚ Gas Tungsten Arc Welding - Equipment and Filler Metals
- ✚ Gas Tungsten Arc Welding - Plate
- ✚ Gas Tungsten Arc Welding Low Allow and Stainless Pipe
- ✚ Joint Fit-Up and Alignment
- ✚ Oxyfuel Cutting
- ✚ Physical Characteristics and Mechanical Properties of Metals
- ✚ Plasma Arc Cutting
- ✚ Preheating and Post heating of Metals
- ✚ Reading Welding Detail Drawings
- ✚ Sheet Metal Arc Welding - Beads and Fillet Welds
- ✚ Sheet Metal Arc Welding - Equipment and Setup
- ✚ Sheet Metal Arc Welding - Open-Root Groove Welds - Plate
- ✚ Sheet Metal Arc Welding - Open-Root Pipe Welds
- ✚ Sheet Metal Arc Welding - Stainless Steel Plate and Pipe Groove Welds
- ✚ Sheet Metal Arc Welding Electrodes
- ✚ Sheet Metal Arc Welding Groove Welds with Backing
- ✚ Soldering and Brazing
- ✚ Weld Quality
- ✚ Welding Safety
- ✚ Welding Symbols

HEAVY EQUIPMENT OPERATOR

- ✚ Backhoes
- ✚ Basic Operational Techniques
- ✚ Compaction Equipment
- ✚ Dozers

-  Excavation Math
-  Excavators
-  Finishing and Grading
-  Grades
-  Heavy Equipment Safety
-  Identification of Heavy Equipment
-  Interpreting Civil Drawings
-  Introduction to Earth Moving
-  Loaders
-  Motor Graders
-  Off-Road Dump Trucks
-  On-Road Dump Trucks
-  Orientation to the Trade
-  Rough Terrain Forklifts
-  Scrapers
-  Site Work
-  Skid Steers
-  Soils
-  Utility Tractors

IRONWORKER

-  Advanced Rigging
-  Air Carbon Arc Cutting and Gouging
-  Applied Trade Math
-  Bar Joists and Girders
-  Demolition
-  Fastening
-  Field Fabrication
-  Flux Core for Ironworking
-  Grating and Checkered Plate
-  Intermediate Rigging
-  Introduction to Arc Welding
-  Introduction to the Trade
-  Metal Decking
-  Miscellaneous/Ornamental Ironworking
-  Mobile Construction Cranes
-  Oxyfuel Cutting
-  Plumbing, Aligning, and Guying
-  Precast/Tilt-Up Erection
-  Pre-Engineered Systems
-  Rigging Equipment
-  Rigging Practices
-  Special Application Hoisting Devices
-  Steel Joists and Joist Girders
-  Structural Ironworking Three
-  Structural Ironworking Two
-  Structural Ironworking One
-  Stud Welding





- ✚ Survey Equipment Use and Care One
- ✚ Survey Equipment Use and Care Two
- ✚ Tools and Equipment to the Trade
- ✚ Tower Cranes
- ✚ Trade Drawings One
- ✚ Trade Drawings Two
- ✚ Trade Safety

RIGGER







- ✚ Advanced Rigging
- ✚ Basic Principles of Cranes
- ✚ Basic Principles of Cranes - Signal Person
- ✚ Crane Communications
- ✚ Crane Communications - Signal Person
- ✚ Crane Safety and Emergency Procedures
- ✚ Crane Safety and Emergency Procedures - Signal Person
- ✚ Hoisting Personnel
- ✚ Intermediate Rigging
- ✚ Lattice Boom Assembly Disassembly
- ✚ Lift Planning
- ✚ Load Charts
- ✚ Load Dynamics
- ✚ Rigging Practices
- ✚ Telescopic Boom Attachment Setup and Assembly
- ✚ Wire Rope

LABORER

- ✚ Basic Safety (Construction Site Safety Orientation)
- ✚ Building Materials, Fasteners, and Adhesives
- ✚ Electrical Safety
- ✚ Elevated Masonry
- ✚ Foundations and Slab-On-Grade
- ✚ Handling and Placing Concrete
- ✚ Heavy Equipment, Forklift and Crane Safety
- ✚ Horizontal Formwork
- ✚ Introduction to Basic Rigging
- ✚ Introduction to Hand Tools
- ✚ Introduction to Construction Drawings
- ✚ Introduction to Power Tools
- ✚ Introduction to Construction Equipment
- ✚ Introduction to Material Handling
- ✚ Introduction to Construction Math
- ✚ Orientation to the Trade
- ✚ Oxyfuel Cutting
- ✚ Properties of Concrete
- ✚ Reinforcing Concrete
- ✚ Rough Terrain Forklifts
- ✚ Site Layout One: Differential Leveling

-  Steel Erection
-  Vertical Formwork
-  Working from Elevations
-  Your Role in the Green Environment

CARPENTER

-  Advanced Roof Systems
-  Advanced Stair Systems
-  Advanced Wall Systems
-  Basic Stair Layout
-  Building Materials, Fasteners, and Adhesives
-  Cabinet Installations
-  Ceiling Joist and Roof Framing
-  Cold-Formed Steel Framing
-  Commercial Drawings
-  Doors and Door Hardware
-  Drywall Finishing
-  Drywall Installation
-  Exterior Finishing
-  Floor Systems
-  Foundation and Slabs-On-Grade
-  Hand and Power Tools
-  Handling and Placing Concrete
-  Horizontal Formwork
-  Introduction to Building Envelope Systems
-  Introduction to Construction Drawings, Specifications, and Layout
-  Introduction to Construction Equipment
-  Introduction to Oxyfuel Cutting and Arc Welding
-  Orientation to the Trade
-  Properties of Concrete
-  Reinforcing Concrete
-  Rigging Equipment
-  Rigging Practices
-  Roofing Applications
-  Site Layout One: Differential Leveling
-  Site Layout Two: Angular and Distance Measurement
-  Site Preparation
-  Suspended Ceilings
-  Thermal Moisture Protection
-  Tile-Up Wall Systems
-  Trenching and Excavating
-  Vertical Formwork
-  Wall Systems
-  Window, Door, Floor, and Ceiling Trim

PAINTER

-  Abrasive Blasting

- ✚ Basic Surface Preparation
- ✚ Brushing and Rolling Paints and Coatings
- ✚ Careers in the Painting Trade
- ✚ Chemical Cleaning and Stripping
- ✚ Clear Finishes
- ✚ Coatings Three
- ✚ Coatings Two
- ✚ Color and Tinting
- ✚ Decorative (Faux) Finishes
- ✚ Drywall Finishing and Patching
- ✚ Graphics
- ✚ Identifying Surface/Substrate Materials and Conditions
- ✚ Introduction to Paints and Coatings
- ✚ Job Planning and Completion
- ✚ Job Supervision, Planning and Control
- ✚ Ladders, Scaffolds, Lifts, and Fall Protection
- ✚ Low-Pressure Water Cleaning
- ✚ Painting Failures and Remedies
- ✚ Painting Failures and Remedies Two
- ✚ Protecting Adjacent Surfaces
- ✚ Safety
- ✚ Sealants and Repair/Fillers
- ✚ Spray Painting
- ✚ Spraying with Special Devices
- ✚ Stains
- ✚ Texturing
- ✚ Wallcovering
- ✚ Wood Finishing

HVAC STAFF

- ✚ Air Quality Equipment
- ✚ Alternating Current
- ✚ Alternative and Specialized Heating and Cooling Systems
- ✚ Basic Carbon Steel Piping Practices
- ✚ Basic Copper and Plastic Piping Practices
- ✚ Basic Electricity
- ✚ Basic Maintenance
- ✚ Building Management Systems
- ✚ Chimney, Vents and Flues
- ✚ Commercial Airside Systems
- ✚ Commercial Hydronic Systems
- ✚ Commercial/Industrial Refrigeration Systems
- ✚ Compressors
- ✚ Construction Drawings and Specifications
- ✚ Control Circuit and Motor Troubleshooting
- ✚ Energy Conservation Equipment
- ✚ Fasteners, Hardware, and Wiring Terminations
- ✚ Fiberglass and Flexible Duct Systems

- ✚ Fundamentals of Crew Leadership
- ✚ Heat Pumps
- ✚ Heating and Cooling System Design
- ✚ Indoor Air Quality
- ✚ Introduction to Air Distribution Systems
- ✚ Introduction to Cooling
- ✚ Introduction to Heating
- ✚ Introduction to Hydraulic Systems
- ✚ Introduction to HVAC
- ✚ Leak Detection, Evacuation, Recovery, and Charging
- ✚ Metering Devices
- ✚ Refrigerants and Oils
- ✚ Retail Refrigeration System
- ✚ Sheet Metal Duct Systems
- ✚ Soldering and Brazing
- ✚ Steam Systems
- ✚ System Air Balancing
- ✚ System Startup and Shutdown
- ✚ Trade Mathematics
- ✚ Troubleshooting Gas Heating
- ✚ Troubleshooting Accessories
- ✚ Troubleshooting Cooling
- ✚ Troubleshooting Heat Pumps
- ✚ Troubleshooting Oil Heating
- ✚ Water Treatment
- ✚ Zoning, Ductless, and Variable Refrigerant Flow Systems

PLUMBER

- ✚ Applied Math
- ✚ Basic Electricity
- ✚ Carbon Steel Pipe and Fittings
- ✚ Cast-iron Pipe and Fittings
- ✚ Codes
- ✚ Compressed Air
- ✚ Copper Tube and Fittings
- ✚ Corrosive -Resistant Waste Piping
- ✚ Fuel Gas and Fuel Oil Systems
- ✚ Fundamentals of Crew Leadership
- ✚ Hydronic and Solar Heating Systems
- ✚ Indirect and Special Waste
- ✚ Installing Water Heaters
- ✚ Installing and Testing DWV Piping
- ✚ Installing and Testing Water Supply Piping
- ✚ Installing Fixtures and Valves
- ✚ Installing Roof, Floor, and Area Drains
- ✚ Introduction to Water Distribution Systems
- ✚ Introduction to Drain, Waste, and Vent (DWV) Systems
- ✚ Introduction to Medical Gas and Vacuum Systems

- ✚ Introduction to Plumbing Drawings
- ✚ Introduction to Plumbing Fixtures
- ✚ Introduction to the Plumbing Profession
- ✚ Introduction to Plumbing Math
- ✚ Plastic Pipe and Fittings
- ✚ Plumbing for Mobile Homes and Travel Trailer Parks
- ✚ Plumbing Math Two
- ✚ Plumbing Safety
- ✚ Potable Water Supply Treatment
- ✚ Private Waste-Disposal Systems
- ✚ Private Water Supply Well Systems
- ✚ Reading Commercial Drawings
- ✚ Service Plumbing
- ✚ Sewage Pumps and Sump Pumps
- ✚ Sizing and Protecting the Water Supply System
- ✚ Sizing DWV and Storm Systems
- ✚ Structural Penetrations, Insulation, And Fire Stopping
- ✚ Swimming Pools and Hot Tubs
- ✚ Tools of the Plumbing Trade
- ✚ Types of Valves
- ✚ Types of Venting
- ✚ Water Pressure Booster and Recirculation Systems

BUSINESS SKILLS

- ✚ Business Principles for Plumbers
- ✚ Communication Skills
- ✚ Customer Relations
- ✚ Employability Skills
- ✚ Fundamentals of Crew Leadership

HAZARDOUS MATERIALS

- ✚ Hazardous Locations

OSHA 10/30 (Certified OSHA Instructor)

- ✚ OSHA 10
- ✚ OSHA 30

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

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

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: ABC Central California Chapter
Reference No: 19-0492

CCG No.: ET20-0227
Page 1 of 6

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Advanced Industrial Services

Address: 34933 Imperial Street

City, State, Zip: Bakersfield, CA 93308

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 400

Total # of full-time company employees in California: 250

Company: Burt Electrical Co.

Address: 28102 Hwy 119

City, State, Zip: Taft, CA 93268

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 10

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

Company: Braun Electric Company, Inc.

Address: 300 E Belle Ter

City, State, Zip: Bakersfield, CA 93307

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 57

Total # of full-time company employees worldwide: 600

Total # of full-time company employees in California: 500

Company: Bynarr Constructors

Address: 6950 McDivitt Drive

City, State, Zip: Bakersfield, CA 93313

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 75

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

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: ABC Central California Chapter
Reference No: 19-0492

CCG No.: ET20-0227
Page 2 of 6

Company: CJ Logan Pump and Electric

Address: PO Box 20365

City, State, Zip: Bakersfield, CA 93390

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 25

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

Company: Diaz Construction

Address: RR 1 Box 155

City, State, Zip: Delano, CA 93215

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 5

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

Company: Elite Automation

Address: 1002 19th Street, Suite 110

City, State, Zip: Bakersfield, CA 93301

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 25

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

Company: Express Electric

Address: 18828 Hwy 65

City, State, Zip: Bakersfield, CA 93308

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 20

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

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: ABC Central California Chapter
Reference No: 19-0492

CCG No.: ET20-0227
Page 3 of 6

Company: Innovative Engineering Services

Address: 5401 Business Park South, Suite 108

City, State, Zip: Bakersfield, CA 93309

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 300

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

Company: JTI Electrical

Address: 3903 Patton Way, Suite 100

City, State, Zip: Bakersfield, CA 93308

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 22

Total # of full-time company employees worldwide: 75

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

Company: JTS Construction

Address: 7001 McDivitt Drive

City, State, Zip: Bakersfield, CA 93313

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 80

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

Company: JTS Modular

Address: 7001 McDivitt Drive

City, State, Zip: Bakersfield, CA 93313

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 75

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

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: ABC Central California Chapter
Reference No: 19-0492

CCG No.: ET20-0227
Page 4 of 6

Company: KS Industries, LP

Address: 6205 District Blvd.

City, State, Zip: Bakersfield, CA 93313

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 2,500

Total # of full-time company employees in California: 1,500

Company: Matrix Services

Address: 34779 Lenvioni Ave.

City, State, Zip: Bakersfield, CA 93308

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 75

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

Company: McGill Electric

Address: 1501 Manning Street

City, State, Zip: Bakersfield, CA 93309

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 1

Total # of full-time company employees worldwide: 5

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

Company: MMR Group

Address: 1567 James Road, Suite B

City, State, Zip: Bakersfield, CA 93308

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 120

Total # of full-time company employees in California: 120

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: ABC Central California Chapter
Reference No: 19-0492

CCG No.: ET20-0227
Page 5 of 6

Company: PCL Industrial Services

Address: 1500 S Union Ave

City, State, Zip: Bakersfield, CA 93307

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 22

Total # of full-time company employees worldwide: 1,200

Total # of full-time company employees in California: 900

Company: Quantum Industries

Address: 3600 Pegasus Drive, #11

City, State, Zip: Bakersfield, CA 93308

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 25

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

Company: Sheffield Construction

Address: 9105 Langley Road

City, State, Zip: Bakersfield, CA 93312

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 75

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

Company: Simmon Construction

Address: 19252 Flightpath Way

City, State, Zip: Bakersfield, CA 93308

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 125

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

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: ABC Central California Chapter
Reference No: 19-0492

CCG No.: ET20-0227
Page 6 of 6

Company: Sturgeon Services

Address: 3511 Gilmore Ave.

City, State, Zip: Bakersfield, CA 93311

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 350

Total # of full-time company employees in California: 350

Company: Terry Bedford Concrete

Address: 13109 Hageman Frontage Road

City, State, Zip: Bakersfield, CA 93314

Collective Bargaining Agreement(s): N/A

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

Company: Tri State Electric

Address: 5235 Gilmore Ave

City, State, Zip: Bakersfield, CA 93308

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 30

Total # of full-time company employees in California: 30

Company: Wise Electric

Address: 4231 Foster Ave

City, State, Zip: Bakersfield, CA 93308

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 50

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



Training Proposal for:
Santa Monica Community College District
Contract Number: ET20-0212

Panel Meeting of: December 13, 2019

ETP Regional Office: North Hollywood

Analyst: M. Niquet

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100 HUA	Industry Sector(s):	Construction (C) Manufacturing (33) Trade Wholesale (42) Transportation and Warehousing (48-49) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, Riverside, San Bernardino, San Diego, Ventura	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$703,606		\$46,300 8%		\$749,906

In-Kind Contribution:	50% of Total ETP Funding Required	\$829,400
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, HazMat, Literacy Skills, Mfg Skills, Mgmt. Skills, OSHA 10/30	330	8-200	0	\$1,254	\$17.70
				Weighted Avg: 51			
2	Retrainee	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, HazMat, Literacy Skills, Mfg Skills, Mgmt. Skills, OSHA 10/30	65	8-200	0	\$1,048	\$17.70
				Weighted Avg: 49			
3	Retrainee SB <100	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, HazMat, Literacy Skills, Mfg Skills, Mgmt. Skills, OSHA 10/30	190	8-200	0	\$1,131	\$17.70
				Weighted Avg: 46			
4	Retrainee HUA Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, HazMat, Literacy Skills, Mfg Skills, Mgmt. Skills, OSHA 10/30	33	8-200	0	\$1,012	*13.28
				Weighted Avg: 44			
5	Retrainee HUA Priority Rate SB <100	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, HazMat, Literacy Skills, Mfg Skills, Mgmt. Skills, OSHA 10/30	20	8-200	0	\$984	*13.28
				Weighted Avg: 40			

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

Minimum Wage by County: Job Numbers 1-3: \$18.56 per hour for Los Angeles County; \$18.14 per hour for Orange County and \$17.70 per hour for San Diego, Riverside, San Bernardino and Ventura Counties. Job Numbers 4-5 (HUA): \$13.92 per hour for Los Angeles County; \$13.61 per hour for Orange County and \$13.28 per hour for San Diego County, Riverside, San Bernardino and Ventura Counties.

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

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

Participating employers may use up to \$2.50 per hour in health benefits to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Numbers 1-5		
Administrative Staff		35
Customer Service/Sales Staff		30
Production Staff		220
Finance/Accounting Staff		20
Assembly Worker		50
Technician		33
Warehouse Staff		75
Maintenance Staff		40
Logistics Staff		25
Supervisor/Manager		45
Engineer		45
Driver		20

INTRODUCTION

Founded in 1929, Santa Monica Community College District (SMC) is a two-year public community college located in the City of Santa Monica. SMC, accredited by the Western Association of Schools and Colleges, serves approximately 33,000 students and offers over 90 fields of study. This will be SMC's tenth ETP Agreement, its fourth within the last five years.

Veterans program

Although there will be no Veterans training component in this proposal, participating employers actively hire veterans, and they will be trained in this project.

PROJECT DETAILS

As the economy continues to grow, employers (particularly small businesses), have expressed a need to improve operations to remain competitive. As a result, Employers continue to request training curriculum that will increase employees' knowledge and abilities that can lead to improvements in the employer's quality of products manufactured, speed of delivery, and reduction in waste accumulated during the production process. Through training, Employers

anticipate an increase in employee skill sets that will also expand market share, allowing businesses to offer customers quality products at reduced costs, as well as manage higher productivity levels and volume.

It is estimated that 50% of participating employers receiving training under this proposal will be small and large manufacturers. Training offered through SMC will teach employers to implement improved manufacturing skills in production process in order to optimize their operating equipment skills and implement lean manufacturing processes within their business. Other industries to participate in training will include service organizations, logistics, and warehousing.

Training in Continuous Improvement, Business Skills, and Computer Skills, will be provided to improve critical thinking and customer service skills. Training instructors will work with the Company to identify areas of improvement, then develop new processes and planning that will increase efficiencies and improve business operations. SMC has provided sufficient Employer demand to meet the 80% threshold.

SMC has conducted detailed needs assessments with employers and industry experts. These needs have been discussed with employer groups and business leaders to provide insight on future needs of the California economy.

Training Plan

Business Skills: Training will be offered to Managers/Supervisors, Administrative, Finance, Customer Service and Sales Staff. Training will improve employees' capabilities to oversee company resources and improve communication, and increase efficiencies.

Literacy Skills: Training will be offered to employees who speak English as a second language. Occupations will include Production Staff, Warehouse Workers, Maintenance Staff, Assembly Workers, and Technicians. Training will focus on improving staff's communication, basic math, and comprehension.

Commercial Skills: Training will be offered to Equipment Operators, Warehouse Staff, Technicians, Customer Service, Sales Staff, and Managers/Supervisors. Training will increase staff's ability to better utilize processes and equipment needs that will increase efficiencies.

Management Skills: Training will be offered to Managers/Supervisors to improve leadership skills and ensure Managers are more effective in the workplace.

Computer Skills: Training will be offered to Administrative Staff, Logistics Staff, Customer Service, Sales Staff, Production Staff, Technicians, and Engineers. Some training topics will cover logistics and project planning software and Enterprise Resource Planning software.

Manufacturing Skills: Training will be offered to Production Staff, Assembly Workers, Maintenance Workers, Logistics Staff, and Supervisors/Managers. Trainees will participate in cross-training to learn to operate multiple pieces of equipment found in the workplace to increase flexibility and capacity in the production process. Training provided will also improve employee skills to operate equipment, allowing the Company to implement effective manufacturing methods.

Continuous Improvement: Training will be offered to all occupations to improve employee skill sets to meet customer service expectations. Topics will also teach staff how to reduce waste, problem solve, and improve production operations.

Hazardous Materials: Training will be offered to Production Staff that handle dangerous chemicals. Training will emphasize safe practices and establish handling processes at the participating employer's location.

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 technicians and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Curriculum Development

SMC relies on comprehensive training needs assessments with each participating employer to identify critical needs and ensure training is consistent with each employer’s strategic plan and goals. The ETP curriculum was developed by college personnel based on findings from employer needs assessments and industry focus groups. Staff continuously updates the curriculum to keep pace with industry trends. Each employer’s training curriculum is based on specific business needs.

Commitment to Training

Participating employers will continue to provide new hire, safety, and specialized training to staff alongside ETP funded training.

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

➤ Training Infrastructure

The Director of SMC’s Workforce and Economic Development Office will oversee the administration and delivery of this project. An administrative team of five members will enroll trainees, screen and collect all incoming training rosters, and complete data entry over the duration of this Agreement.

Approximately 90% of training will be conducted at participating employer’s worksites and 10% at SMC’s campus in Santa Monica. Training will be delivered by SMC facility and/or content experts in their respective fields as well as vendors. Vendors will deliver approximately 20%-30% of training under this agreement.

Marketing and Support Costs

SMC continues to collaborate and market through local chambers, trade associations, and Economic Development Agencies in surrounding cities, as well as Riverside, San Bernardino, Orange, Riverside, and Ventura Counties. These organizations work with SMC to ensure a proper training plan that meets industry needs. As part of the college’s Workforce and Economic Development, SMC works with community organizations, providing counseling and workshop opportunities for small businesses in accordance with the Federal Small Business Administration. Training vendors hired by SMC will also market SMC training programs to potential participating Employers.

SMC has dedicated staff that conduct outreach and assessments in an effort to develop customized training solutions that will meet Employer business needs. SMC Staff also provides introductory classes for Employer Representatives on a variety of subjects that demonstrate the value of employee participation in SMC training courses. SMC requests 8% in support costs to cover the recruitment of additional Employers and assessments conducted of job specific training requirements.

Training Vendor Limitation

The Panel's Training Vendor Limitation prohibits any vendor/subcontractor from providing both training and project development/administration services. Exceptions to this rule may be allowed on a case-by-case basis, as approved by Executive Staff. In this project, the Contractor will provide all administrative duties required under the contract. Kirkpatrick Enterprise International assisted with the application for this project at no cost and will be providing a portion of training in Business Skills, Continuous Improvement, Computer Skills, and Manufacturing Skills. The final amount of training and the cost for training has not been determined by either parties at this time. Other trainers will be identified for ETP as they are retained. Given ETP funds will move through one non-profit entity (the Contractor) to another non-profit (Kirkpatrick Enterprise International), the Panel's intent to prohibit large private monetary gain by one entity, in excess of Panel funding caps, will not be violated.

High Unemployment Area

The 53 trainees in Job Numbers 4-5 work in a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. Facilities located in Los Angeles San Bernardino, and Riverside Counties qualify for HUA status under these standards. For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. SMCCD is requesting a wage modification for these trainees.

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET18-0192	\$949,688	03/26/18-03/25/20	613	0	0

Based on ETP Systems, 35,832 reimbursable hours have been tracked for potential earnings of \$724,255 (76% of approved amount). The Contractor projects final payment for all trainees will be submitted by December 2019 and is anticipating on earning 100% of total funding.

PRIOR PROJECTS

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0150	Santa Monica	07/25/16-07/24/18	\$949,579	\$939,150 (99%)
ET15-0102	Santa Monica	07/01/14-06/30/16	\$749,128	\$724,473 (96%)

DEVELOPMENT SERVICES

SMC retained Kirkpatrick Enterprise International in Valencia to assist with development of this proposal at no cost.

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

SMC retained Kirkpatrick Enterprise International to provide training in Business Skills, Continuous Improvement, Computer Skills, and Manufacturing Skills. The final amount for training has not been determined by either parties at this time. Other trainers will be identified for ETP as they are retained.

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Project Management
- Communications Skills
- Time Management
- Change Management
- Customer Service
- Scheduling and Budgeting
- Customer Retention and Identifying Customer Needs

COMMERCIAL SKILLS

- POS Transactions
- Inventory Management
- Transport Loading/Unloading
- Electronic Commerce, Search Engines
- Distribution Systems
- Warehousing Control and Tracking
- Logistics and Shipping
- Project Tracking
- Transaction Control
- Inspection and Quality Control
- Standard Work Procedures
- Paperwork Requirements
- Data Accuracy

COMPUTER SKILLS

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

CONTINUOUS IMPROVEMENT

- Lean Enterprises
- Cycle Time Reduction
- Process Analysis
- SMED – Single Minute Exchange of Die
- MRP/ERP/DRP
- Production Operations and Workflow
- Teamwork and Problem Solving

- Leadership Skills for Frontline Workers
- Statistical Process Control
- Six Sigma (Green Belt)
- ISO 9000 and ISO 14400

HAZARDOUS MATERIALS

- Hazardous Material Handling
- Hazardous Chemical Cleaning Handling
- Hazardous Waste Handling

LITERACY SKILLS

- Vocational English as a Second Language
- Basic Workplace Terminology
- Written Communications

MANAGEMENT SKILLS (Managers/Supervisors Only)

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

MANUFACTURING SKILLS

- Manufacturing Operations
- Equipment Operation and Maintenance
- Assembly Methods and Techniques
- Good Manufacturing Practices
- Bakery Controls and systems
- Food Safety
- Sanitation
- Product Handling
- Cross-Training (Production Equipment/Skills)

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

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

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

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Santa Monica Community College District
Reference No: 19-0847

CCG No.: ET20-0212
Page 1 of 2

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Anita's Mexican Foods

Address: 3454 N. Mike Daly

City, State, Zip: San Bernardino, CA 92407

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 65

Total # of full-time company employees worldwide: 350

Total # of full-time company employees in California: 350

Company: BarBakers

Address: 10711 Bloomfield St.

City, State, Zip: Los Alamitos, CA 90720

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 75

Total # of full-time company employees worldwide 350

Total # of full-time company employees in California: 350

Company: C&H Letterpress

Address: 3400 Castor St.

City, State, Zip: Santa Ana, CA 92704

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 31

Total # of full-time company employees worldwide: 38

Total # of full-time company employees in California: 38

Company: Gibraltar Industries

Address: 1450 Virginia Ave.

City, State, Zip: Baldwin Park, CA 91706

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 72

Total # of full-time company employees worldwide: 1,250

Total # of full-time company employees in California: 200

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Santa Monica Community College District
Reference No: 19-0847

CCG No.: ET20-0212
Page 2 of 2

Company: KVP

Address: 13775 Ramona Ave.

City, State, Zip: Chino, CA 91710

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 46

Total # of full-time company employees worldwide: 83

Total # of full-time company employees in California: 83

Company: Mission Foods – Fresno

Address: 2849 E. Edgar Ave.

City, State, Zip: Fresno, CA 93706

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 345

Total # of full-time company employees worldwide: 2,032

Total # of full-time company employees in California: 2,032

Company: Old Pueblo Ranch

Address: 316 N. Ford Blvd

City, State, Zip: Los Angeles, CA 90022

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 160

Total # of full-time company employees worldwide: 325

Total # of full-time company employees in California: 200

Company: Rich Products

Address: 12805 Busch Pl

City, State, Zip: Santa Fe Springs, CA 90670

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 52

Total # of full-time company employees worldwide: 1200

Total # of full-time company employees in California: 385



Training Proposal for:
South Bay Workforce Investment Board, Inc.

Contract Number: ET20-0204

Panel Meeting of: December 13, 2019

ETP Regional Office: North Hollywood

Analyst: M. Reeves

PROJECT PROFILE

Contract Attributes:	Retrainee SB <100 HUA Priority Rate SET	Industry Sector(s):	Manufacturing (E) Aerospace Related Utilities (22) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$371,220		\$25,668 8%		\$396,888

In-Kind Contribution:	50% of Total ETP Funding Required	\$266,310
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, Literacy Skills, Mfg. Skills, OSHA 10/30, PL-Mfg. Skills	200	8-200	0-40	\$1,623	\$17.70
				Weighted Avg.: 66			
2	Retrainee SB <100 Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, Literacy Skills, Mfg. Skills, OSHA 10/30, PL-Mfg. Skills	30	8-200	0-40	\$393	\$17.70
				Weighted Avg.: 16			
3	Retrainee HUA Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, Literacy Skills, Mfg. Skills, OSHA 10/30, PL-Mfg. Skills	30	8-200	0-40	\$1,623	*\$13.28
				Weighted Avg.: 66			
4	Retrainee SET Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, Literacy Skills, Mfg. Skills, OSHA 10/30, PL-Mfg. Skills	12	8-200	0-40	\$984	\$24.13
				Weighted Avg.: 40			

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

Minimum Wage by County: Job Numbers 1 & 2: \$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; and \$17.70 per hour for all other counties.
Job Number 3 (HUA): \$14.48 per hour for Alameda, Contra Costa, Marin, San Mateo, Santa Clara, and San Francisco counties; \$13.92 per hour for Los Angeles County; \$13.61 per hour for Orange County; and \$13.28 per hour for all other counties.
Job Number 4 (SET/Priority Industry): \$24.13 per hour Statewide
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☐ Yes ☐ No ☒ Maybe
 Participating employers may use health benefits up to \$2.50 per hour to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Numbers 1 & 2		
Operations/Support Staff		20
Manufacturing/Production Staff		44
Logistics/Warehouse/Distribution Staff		20
Engineering/Information Technology Staff		90
Quality Assurance Staff		28
Sales/Marketing Staff		14
Supervisor/Manager		14
Job Number 3 (HUA)		
Operations/Support Staff		5
Manufacturing/Production Staff		20
Logistics/Warehouse/Distribution Staff		5
Job Number 4 (SET/Priority)		
Operations/Support Staff		2
Manufacturing/Production Staff		2
Logistics/Warehouse/Distribution Staff		2
Engineering/Information Technology Staff		2
Quality Assurance Staff		2
Sales/Marketing Staff		2

INTRODUCTION

The South Bay Workforce Investment Board (SBWIB) (www.sbwib.org) has been providing employment and training services under the oversight of the U. S. Department of Labor and the California Employment Development Department for more than 37 years. SBWIB provides comprehensive employment and training services under the federal Workforce Innovation Opportunity Act (WIOA). SBWIB's goal is to provide a fully integrated workforce system that maximizes employment and economic opportunity in partnership with business.

SBWIB serves more than 15,000 job seekers annually in the WIOA population of dislocated workers and youth. SBWIB also works collaboratively with economic development partners to serve the needs of employers to both attract and retain business in California.

Employer services include:

- Small business development
- Recruitment, hiring support, and job fairs
- Customized training
- Tax credit assistance

Job seeker services include:

- Labor market information
- Skills and interest assessments
- Career counseling
- Job referral and placement
- Occupational skills training

Veterans Program

Although SBWIB is not including a separate Veterans' Job Number, its participating employers regularly employ Veterans through their normal hiring practices.

High Unemployment Area

The trainees in Job Number 3 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by 25%. SBWIB will potentially serve participating employers in HUA locations in Imperial, Kern, Los Angeles, Riverside, San Bernardino, and Ventura counties.

For HUA trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post retention wages exceed the start-of-training wages. SBWIB is requesting a wage modification to the HUA Minimum Wage (ranging from \$13.28 to \$14.48 per hour statewide) for the trainees in Job Number 3. As indicated above, trainees will never be paid less than the State or local minimum wage rate in effect at the end of retention, regardless of the wages expressed here.

Special Employment Training (SET) – Wage Modification

Under SET, participating employers are not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period. However, trainees employed in a Priority Industry qualify for a wage modification up to 25% below the statewide average hourly wage. SBWIB is requesting the SET/Priority wage modification of \$24.13 per hour for the trainees in Job Number 4.

PROJECT DETAILS

Training will occur primarily in Los Angeles County. However, some of the participating employers may have additional locations in other parts of California; therefore, this project may serve companies statewide.

SBWIB's Manufacturing, Transportation, and Logistics Sector Partnership supports efforts to create a workforce pipeline of skilled employees to meet labor demand. The collaboration with employer partners in priority industry sectors helps identify ways to address employee skill gaps, mitigate loss of expertise due to retirement, and improve awareness of evolving employer needs.

In particular, the Aerospace & Defense industry functions as an incubator for innovation in advanced manufacturing, composites manufacturing, autonomous and manned vehicles, robotic assembly, and 3D printing. The industry continues to grow and evolve as technologies such as artificial intelligence, robotics, and the Internet of Things are rapidly changing the workplace.

The Bioscience/Bio manufacturing industry in California remains strong; however, international competition is increasing and employers must upgrade the skills of their workforce in order to maintain a leadership position in research and innovation. The proposed training will allow participating employers to equip frontline workers with the knowledge and skills necessary to maximize productivity and operational efficiency.

Core Group of Employers

The core group of participating employers represents at least 80% of the demand for training. Some employers may have participated in at least one of SBWIB's previous Contracts, and several topics from the proposed Curriculum are repeated from prior ETP projects. However, course content has been updated and no trainees that participated in prior projects will receive duplicative training in this proposed Contract.

Training Plan

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

Business Skills: Training will be provided to all occupations. Training will focus on customer service, business fundamentals, cost control, communication, sales/marketing, and supply chain management.

Computer Skills: Training will be provided to all occupations. Training will help workers become more proficient with software solutions in the areas of 3D technology, computer-aided design, Cybersecurity, digital media, and database management.

Continuous Improvement: Training will be provided to all occupations. This training will focus on process improvement and problem solving methodologies that enhance productivity through lean manufacturing principles, project management, strategic planning, teamwork, and statistical process control concepts.

Hazardous Materials: Training will be provided to Logistics/Warehouse/Distribution Staff, Manufacturing/Production Staff, and Supervisors/Managers. This training will provide clean room and hazardous materials skills to frontline workers and lead personnel. Trainees will learn proper handling of hazardous materials, chemicals, and waste associated with manufacturing processes.

Literacy Skills: Training will be provided to Manufacturing/Production Staff and Logistics/Warehouse/Distribution Staff. Vocational English as a Second Language training will help workers improve their job-related reading, writing and comprehension. This training will improve trainees' communication skills and help them perform their jobs with greater confidence and proficiency.

Manufacturing Skills: Training will be provided to Manufacturing/Production Staff, Engineers, Logistics/Warehouse/Distribution Staff, and Quality Assurance Staff. Training will cover various aspects of assembly, machining, engineering, metal-working, equipment operation, maintenance and testing.

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 manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA. Training will be provided to Production/Manufacturing Staff, Operations/Support Staff, Supervisors/Managers, and Logistics/Warehouse/Distribution Staff.

Productive Laboratory

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

For many of the participating employers, PL training allows for practical, hands-on instruction in a productive environment that cannot be adequately duplicated in a classroom setting. Therefore, approximately 60 hours of PL-Manufacturing Skills training will be provided to roughly 50 trainees among the Manufacturing/Production, Logistics/Warehouse/Distribution, and Quality Assurance

occupations. This training will help workers achieve the technical competencies needed to perform their jobs with the highest level of safety and efficiency.

PL training will focus on production skills, equipment operation, and maintenance. PL training will include the use of manufacturing machinery, hydraulics, automated assembly equipment, diagnostic analysis/testing tools, fluid fill equipment, and material handling equipment. Training will be taught by qualified instructors with industry knowledge and expertise in manufacturing processes. The trainer-to-trainee ratio will not exceed 1:1.

Marketing and Support Costs

SBWIB's marketing and recruitment efforts include networking with training and development professionals, newsletters, online marketing campaigns, trade shows, and direct telephone contact. SBWIB maintains relationships with employers, industry groups, consortiums, and employment councils throughout the region.

SBWIB is requesting and staff recommends 8% support costs for program marketing and training-related activities, including the recruitment of participating employers and assessment of employer-specific job requirements for retrainees.

Tuition Reimbursement

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

Commitment to Training

ETP funds will not displace the existing financial commitment to training of participating employers. Most companies provide job orientation, government mandated courses and basic skills training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

SBWIB's Regional Affairs Manager will oversee project administration. Four Marketing Department members will assist with recruitment, scheduling, tracking, and documentation. SBWIB has also retained an outside administrative consultant to assist with ETP administration requirements. SBWIB anticipates that approximately 95% of the proposed training will take place at employer worksites, with the remainder being center-based.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes SBWIB's performance under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET19-0166	\$263,053	08/01/18 – 07/31/20	97	116	116

Based on ETP Systems, 8,251 reimbursable hours have been tracked for potential earnings of \$229,378 (87% of approved amount). The Contractor projects final earnings of 100% based on training in progress and currently committed to by employers.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
*ET16-0125	Hawthorne	08/03/15 – 08/02/17	\$199,050	\$72,089 (36%)

*Poor performance was due to SBWIB's termination of a training vendor during the contract term and the challenge to find a suitable replacement. Training was highly specialized, making it more difficult to procure a comparable replacement training vendor.

SBWIB's performance rebounded significantly on its current Contract (ET19-0166) due to successful collaboration with a larger pool of resources for training delivery. SBWIB also restructured its training plan primarily around the Aerospace & Defense supply chain (Priority Industry), which has enhanced SBWIB's ability to achieve its training objectives.

DEVELOPMENT SERVICES

Training Funding Partners (TFP) in Fountain Valley assisted with development for a flat fee of \$5,500.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Aerospace Overview
- Bioscience/Bioengineering Overview
- Business Analysis/Assessment
- Business Fundamentals
- Business Writing
- Conflict Resolution/Management
- Cost Control
- Customer Service Skills
- Effective Communication Skills
- Effective Meeting Skills
- Estimating/Quoting/Contracting Skills
- Finance/Accounting Skills
- Good Documentation Practices
- Import/Export Skills
- Inventory Control/Inventory Management
- Marketing/Sales Skills
- Negotiation Skills
- Presentation Skills
- Supply Chain/Logistics
- Time Management Skills

COMPUTER SKILLS

- 3D Inspection for CNC parts
- 3D Advanced Inspection with Analysis
- 3D Reverse Engineering
- 3D Tooling & Fabrication
- Adobe Acrobat
- Computer Aided Design (CAD)
- Computer Aided Engineering (CAE)
- Computer Aided Manufacturing (CAM)
- Computer Skills for Production and Inventory
- Computerized Maintenance Management System
- Cybersecurity
- Database Management Skills
- Digital Media
- Enterprise/Resource/Manufacturing Planning Systems
- Intermediate/Advanced Microsoft Word, Excel, PowerPoint Skills
- Microsoft Project
- Payroll/Accounting Systems
- SharePoint
- Shop Floor Computer Skills

CONTINUOUS IMPROVEMENT

- 5S/Lean Manufacturing/Six Sigma
- Business Performance/Goal Setting
- Business Process Improvement/Innovation/Reengineering
- Coaching/Feedback Skills
- Decision Making
- Demand Flow Technology (DFT)
- DISC Assessment Learning
- Effective Leadership Skills / Situational Leadership
- Interpreting & Analyzing Data
- Managing Change
- Organizational Performance Process Review
- Problem Solving
- Process Mapping/Deployment
- Product Design/Development Skills
- Project/Program/Performance Management
- Risk Management
- Root Cause Analysis
- Simulation Modeling Skills
- Statistical Process Control Concepts, Theory, Application
- Strategic Planning
- Team Work/Building Teams
- Total Productive Maintenance (TPM)
- Total Quality Management Skills
- Toyota Lean-Kata
- Value Stream Mapping

HAZARDOUS MATERIALS

- Clean Room / Clean Lab Training
- Hazardous Chemicals and Cleaning
- Hazardous Materials
- Hazardous Waste and Cleaning

LITERACY SKILLS

- Vocational English as a Second Language (VESL)
 - Basic English Language Skills
 - Writing/Reading/Language Comprehension

Literacy Skills training cannot exceed 45% of total training hours per-trainee

MANUFACTURING SKILLS

- 3-D Printing Technology/Inspection
- Additive/Deductive Manufacturing
- Advanced CNC Equipment Training and Programming
- Assembly/Production Processes/Procedures
- Blueprint Reading
- Cycle Time Management
- Electrical and Motor Drives/Electrical Power/Power Transmission
- Engineering Design/Design of Experiments
- Equipment Operations

- Failure Mode and Effects Analysis (FMEA)
- Fiber Optics
- Geometric Dimensioning and Tolerancing
- Good Manufacturing Practices
- HAAS Equipment Automation
- Industrial Combustion
- Industrial Hydraulics
- Inventory Management
- ISO Skills
- Laser Cutting
- Logistics and Shipping
- Machining Skills
- Maintenance/Preventative Maintenance Procedures
- Manufacturing and Assembly Practices
- Materials Processing/Material Resource Planning
- Mechanical and Fluid Systems
- Metal Stamping Press/Metalworking
- NIMS (National Institute for Metalworking Skills) Certification(s)
- Non-Destructive Testing
- Pneumatics
- Programmable Logic Control (PLC)/Computer Numerical Control (CNC)
- Prototyping
- Quality/Testing
- Shop Math
- Small Batch Manufacturing
- Smart Manufacturing
- Standard Work Skills
- Variable Frequency Drives
- Warehouse Operations/Distribution

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

Productive Lab(PL) Hours

0-60

PL - MANUFACTURING SKILLS (1:1 trainer-to-trainee ratio)

- 3-D Printing Technology/Inspection
- Additive/Deductive Manufacturing
- Advanced CNC Equipment Training and Programming
- Assembly/Production Processes/Procedures
- Blueprint Reading
- Cycle Time Management
- Electrical and Motor Drives/Electrical Power/Power Transmission
- Engineering Design/Design of Experiments
- Equipment Operations
- Failure Mode and Effects Analysis (FMEA)
- Geometric Dimensioning and Tolerancing

- Good Manufacturing Practices
- HAAS Equipment Automation
- Industrial Combustion
- Industrial Hydraulics
- Inventory Management
- ISO Skills
- Laser Cutting
- Logistics and Shipping
- Machining Skills
- Maintenance/Preventative Maintenance Procedures
- Manufacturing and Assembly Practices
- Materials Processing/Material Resource Planning
- Mechanical and Fluid Systems
- Metal Stamping Press/Metalworking
- Pneumatics
- Programmable Logic Control (PLC)/Computer Numerical Control (CNC)
- Prototyping
- Quality/Testing
- Shop Math
- Small Batch Manufacturing
- Smart Manufacturing
- Standard Work Skills
- Variable Frequency Drives
- Warehouse Operations/Distribution

CBT Hours

0-40

CBT - MANUFACTURING SKILLS

- Blueprint Reading (1.5 hours)
- Blueprint for Success I (4 hours)
- Blueprint for Success II (5 hours)
- Cell Design and Pull Systems 161 (1.5 hours)
- Concepts of Calculus 31 (1.5 hours)
- Electrical Print Reading 261 (1.5 hours)
- Electrical Units 101 (1.5 hours)
- Geometry: Circles and Polygons 171 (1.5 hours)
- Geometry: Lines and Angles 151 (1.5 hours)
- Geometry: Triangles 161 (1.5 hours)
- Intro to Fluid Systems 100 (1.5 hours)
- Intro to PLCs 200 (1.5 hours)
- Introduction to CAD and CAM for Machining 241 (1.5 hours)
- Introduction to Circuits 201 (1.5 hours)
- Introduction to Magnetism 211 (1.5 hours)
- Introduction to Mechanical Properties 111 (1.5 hours)
- Introduction to Physical Properties 101 (1.5 hours)
- Lean Manufacturing Overview 101 (1.5 hours)
- Lock-out/Tag Out (1.5 hours)
- Logic and Line Diagrams 312 (1.5 hours)

- Manufacturing Process Applications: Part I 124 (1.5 hours)
- Manufacturing Process Applications: Part II 125 (1.5 hours)
- Metrics for Lean 231 (1.5 hours)
- Relays, Contactors, and Motor Starters 201 (1.5 hours)
- SPC Overview 211 (1.5 hours)
- Symbols and Diagrams for Motors 311 (1.5 hours)
- The Forces of Fluid Power 110 (1.5 hours)
- Total Quality Management Overview 261 (1.5 hours)
- Trigonometry: Sine Bar Applications 221 (1.5 hours)
- Trigonometry: Sine, Cosine, Tangent 211 (1.5 hours)
- Trigonometry: The Pythagorean Theorem 201 (1.5 hours)

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

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: South Bay Workforce Investment Board, Inc.

CCG No.: ET20-0204

Reference No: 19-0755

Page: 1 of 2

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: CalAmp

Address: 15635 Alton Parkway, Suite 250

City, State, Zip: Irvine, CA 92518

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 900

Total # of full-time company employees in California: 288

Company: Cobham Advanced Electronic Solutions

Address: 9404 Chesapeake Drive

City, State, Zip: San Diego, CA 92123

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 9,300

Total # of full-time company employees in California: 1,698

Company: Cobham Advanced Electronic Solutions

Address: 5300 Hellyer Avenue

City, State, Zip: San Jose, CA 95138

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 9,300

Total # of full-time company employees in California: 1,698

Company: Fluidmaster

Address: 30800 Rancho Viejo Rd.

City, State, Zip: San Juan Capistrano, CA 92675

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 1,200

Total # of full-time company employees in California: 400

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: South Bay Workforce Investment Board, Inc.	CCG No.: ET20-0204
Reference No: 19-0755	Page: 2 of 2

Company: San Diego Gas and Electric

Address: 8330 Century Park Ct.

City, State, Zip: San Diego, CA 92123

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 4,500

Total # of full-time company employees in California: 4,500



Training Proposal for:

Studio Arts, Ltd.

Contract Number: ET20-0233

Panel Meeting of: December 13, 2019

ETP Regional Office: North Hollywood

Analyst: E. Wadzinski

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100	Industry Sector(s):	MEC (H) Multimedia/Entertainment (51+) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No The Animation Guild IATSE Local 839; Script Supervisors/Continuity, Coordinators, Accounts & Allied Production Specialists Guild Local 871		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$700,752		\$48,666 8%		\$749,418

In-Kind Contribution:	50% of Total ETP Funding Required	\$779,760
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Advanced Technology	722	8-200	0	\$1,001	\$17.70
				Weighted Avg: 36			
2	Retrainee Priority Rate	Advanced Technology	4	8-240	0	\$6,674	\$17.70
				Weighted Avg: 240			

Minimum Wage by County: \$19.31 per hour for Alameda, Contra Costa, Marin, San Francisco, San Mateo and Santa Clara Counties; \$18.56 per hour for Los Angeles County; \$18.14 per hour for Orange County; \$17.70 per hour for all other Counties.

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

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

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

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Motion Pictures Professionals and Technicians, Television & Interactive Digital Media Production Support		722
Motion Pictures Professionals and Technicians, Television & Interactive Digital Media Production Support		4

INTRODUCTION

Founded in 2001 and located in Los Angeles, Studio Arts, Ltd. (Studio Arts) (www.studioarts.com) is a private training company for high-tech, computer-based software and hardware for the motion picture, television and post-production industries. The school serves motion picture and television production, visual effects, game, production design, mobile entertainment, educational entertainment and online gaming, set design, prop-making, and model-making companies in Southern California. This is Studio Arts eighth ETP proposal, the sixth within the last five years.

Veterans Program

Although there is no Veterans training component in this proposal, participating employers actively hire Veterans, and Veterans are included in the trainee population.

Training Agency Certification

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study. Studio Arts is eligible as a training agency approved by the Bureau of Private Postsecondary Education (BPPE).

PROJECT DETAILS

The Film and Television industry is experiencing ongoing changes due to new technology transforming broadcast delivery to include streaming services, while also virtualizing the computer environments and transitioning to cloud-based workflows. The industry is becoming extremely competitive, with more local and new out-of-state competitors. More companies are becoming web-based, and use the internet and associated mobile media delivery systems to provide consumer content. As such, most productions now have shorter production times and are often developed, shot and assembled at multiple, (often out-of-state) locations. To remain competitive in the industry, participating employers must update employee skills to keep up with new technology. New technology has opened the door for out-of-state companies to aggressively compete with California's local industry. The proposed training will allow participating employers to provide employees with training to remain current with industry software, hardware, and workflow changes to secure California jobs vulnerable to out-of-state employers.

The core group of participating employers represents 100% of the participating employers demand for training. Some core employers may have participated in at least one of Studio Art's previous Contracts, and several topics from the proposed Curriculum are similar from prior ETP Contracts. However, course content has been updated and no trainees that participated in prior ETP projects will receive duplicative training in this proposed Contract.

Training Plan

Approximately 80% of training will delivered at Studio Arts Los Angeles facility, and the other 20% at Employer worksites with Studio Arts trainers via Class/Lab and E-Learning training.

Advanced Technology (AT) - Training will be offered to all occupations. Trainees will receive advanced skills in various aspects of animation, computer graphics, digital television, feature film production, visual effects and post-production focusing specifically on digital art and technology as it relates to character design and animation, set design and construction, motion capture, green/blue screen technology, digital storyboarding, lighting, graphics, and special effects. Training will equip workers with the most marketable skills available in a highly competitive and technically sophisticated industry.

Training will be delivered by industry experts with experience in using state-of-the-art, production-ready equipment and software intended to provide skills for professional, production-ready work. The equipment and software are expensive to purchase, operate, and maintain. A typical computer outfitted with the software costs in excess of \$6,000, and the trainers' pay rate often exceeds \$100 per hour. The highly technical material necessitates small classes of no more than 10 students per trainer, which also drives the cost. Studio Arts' normal published rates are \$50 per training hour.

The costs for delivering AT training range from \$48 to \$102 per trainee hour, plus hardware and software costs. The completion of this highly technical, specialized, and customized training will improve trainees' chances of continued employment in the entertainment industry. The trainer-to-trainee ratio will be no more than 1:10 to allow for in-depth coverage and personal attention from the instructor.

Curriculum Development

The curriculum has been designed to meet rigorous industry and employer-specific needs for production companies, guilds, and unions of the motion picture, television, and post-production industries. Studio Arts holds trade advisory meetings attended by visiting company

representatives and industry experts who help develop curriculum to address immediate, short- and long-term needs. Email surveys, interviews, and consultations are held with production management and potential trainees to determine course content.

Studio Arts routinely employs assessment forms completed by students at the end of every class, and maintains close relationships with employers, unions, and trade organizations to ensure that training is relevant and effective.

Commitment to Training

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

➤ Training Infrastructure

Studio Arts President and General Manager will oversee the implementation and administration of this project. Additionally, three administrative staff members will be assigned to coordinate marketing, recruitment, class scheduling, and rosters to ensure that project administration adheres to ETP requirements.

Training will be provided by Studio Arts faculty who are industry experts. Trainers have advanced educational degrees and/or are certified to teach the software/systems outlined in the curriculum.

Training Hours Limitation

Studio Arts is requesting a waiver to exceed the standard cap of 200 hours of training to allow 240 hours of training for a small number of trainees. Since 2007, Studio Arts offers a Skills Mastery Program to individuals seeking entertainment-industry careers participating in the WIA program as approved by I-Train. The curriculum consists of eight, 30-hour courses from the school's standard curriculum, and provides technical skills training in various software.

The Mastery Certificate of Completion is issued after the completion of 240-hours of courses (versus single classes) in recognized skills sets; such as, 2D Digital Animation, Compositing and Visual Effects, and Digital Set Design. Certification will give trainees competence in specific core skills for software, hardware or application (e.g. Certificate of Completion for Digital Set Design – competency in AutoCAD, Vectorworks, Rhino and SketchUp Pro). Job 2 outlines funding to include 4 (four) trainees to participate in Studio Arts Mastery Skills Program. The limited number of trainees was based on prior participation in this program in previous Contracts.

Retention Modification

Under standard Panel retention requirements, trainees must be employed with one employer at least 35 hours a week for at least 90 days. However, these are employees in the entertainment industry hired for short-term jobs; therefore, retention may also be satisfied by employment of at least 500 hours within 272 days, with more than one employer.

Union Support

Included in the core group of employers are trainees represented by 2 collective bargaining units. ETP has received letters of support from all collective bargaining units (See Page 1).

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

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

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET18-0158	\$1,199,899	1/25/2018-1/24/2020	600	1,208	794

Based on the ETP Systems and Contractor's reports, an estimated 37,569 reimbursable hours have been tracked for potential earnings of \$1,043,667 (87% of approved amount). The Contractor projects final earnings of 87% based on the verification of employer retention and the approval of outstanding invoices submitted for funding of training provided September 30, 2019.

PRIOR PROJECTS

The following table summarizes Contractor's performances by Studio Arts under ETP Contracts that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned
ET17-0405	Los Angeles	01/28/2017–01/27/2019	\$899,712	\$819,564 (91%)
ET16-0151	Los Angeles	8/29/2015–08/28/2017	\$899,608	\$899,608 (100%)
ET15-0248	Los Angeles	08/24/2014–08/23/2016	\$749,749	\$741,050 (99%)
ET13-0359	Los Angeles	04/27/2013–04/26/2015	\$749,705	\$731,223 (98%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab/E-Learning Hours (Job 1)

8-200

Trainees may receive any of the following:

ADVANCED TECHNOLOGY (Ratio 1:10)

- 3D Studio Max
- AutoCAD
- After Effects
- Advanced. FX
- Adobe Lightroom
- Avid Media Composer
- Motion Capture Workshop
- Adobe Animate
- Sheet Timing
- Adobe Premiere Pro
- Costume Development
- Digital Design and Illustration
- Color Styling
- Preparing your Demo Reel
- Art Direction
- Digital Storyboarding
- Creature Design
- Environmental Design
- Character Design/Development
- Story Development
- Creating a Graphic Novel
- Comic Book Illustration
- Graphic Novel Workshop
- Visual Development and Design
- Making a Short Film
- Blackmagic
- DaVinci Resolve
- Cinema 4D
- Concept Design
- Compositing & VFX
- Corel Painter
- Costume Plot Pro w/ MT Pro
- Digital Design
- Digital Life Drawing and Painting
- Developing Your IP
- Blackmagic Fusion
- Final Cut Pro
- Filemaker Pro
- Game Design
- Graphic Design
- Houdini
- InDesign
- Illustrator

- Modo
- Character Animation
- Lighting
- Dynamics, FX and Systems
- Rigging
- Animating Quadrupeds
- Rendering
- Textures
- Look Development in 3D
- Mac OS
- MARI
- Marvelous Designer
- Maya
- CG Modeling
- NUKE
- Photoshop
- Photography Retouching and FX
- Digital Painting
- Digital Sketching
- Digital Makeup
- Digital Design/Mattes
- RAW Photography
- Renderman
- Rapid Prototyping
- Red Camera Basics
- Rhino
- Revit
- Rotoscoping
- CG Scripting
- Shotgun
- SketchUp Pro
- KeyShot Workshop
- TB – Harmony
- Unreal Engine
- Unity Flame
- VR Music Video
- VR/AR - Immersive Media
- Vectorworks
- UI/UX Design
- ZBrush

Class/Lab/E-Learning Hours (Job 2)

8-240 hours

ADVANCED TECHNOLOGY- 240 HOUR MASTERY SKILLS PROGRAM (Ratio 1:10)

- 2D Digital Animation
- Architectural Computer Aided Design and Illustration
- Broadcast Design and Motion Graphics
- CG Modeling
- Compositing and Visual Effects

- Computer Animation
- Computer Illustration
- Concept Design
- Digital Illustration
- Digital Makeup and Effects
- Digital Set Design
- Editing
- Entertainment Design
- Game Design
- Graphic Design
- Pre-Visualization
- Product Design
- Technical Direction
- VR/AR/Immersive Media
- Web, UI/UX and Mobile Apps Design

Note: Reimbursement for retraining in Job 1 is capped at 200 total training hours per trainee; and 240 hours per trainee in Job 2, regardless of the method of delivery.

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Studio Art, Ltd.

CCG No.: ET20-0233

Reference No: 19-0298

Page: 1 of 12

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: 1TwentyFour

Address: 750 N San Vicente Blvd, West Tower, Suite 800

City, State, Zip: West Hollywood, CA 90069

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 9

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

Company: 44 Blue Productions, LLC

Address: 3900 West Alameda Ave, 7th Fl.

City, State, Zip: Burbank, CA 91501

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 31

Total # of full-time company employees in California: 31

Company: Aaron Sims Creative, Inc.

Address: 727 S Main St.

City, State, Zip: Burbank, CA 91506

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 21

Total # of full-time company employees in California: 21

Company: Age of Learning

Address: 101 N. Brand Blvd. 8th. Floor

City, State, Zip: Glendale, CA 91203

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 553

Total # of full-time company employees in California: 548

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Studio Art, Ltd.

CCG No.: ET20-0233

Reference No: 19-0298

Page: 2 of 12

Company: Artifact Studios, Inc.

Address: 430 W. Acacia Avenue

City, State, Zip: Glendale, CA 91204

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 6

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

Company: AV Squad

Address: 7750 Sunset Blvd.

City, State, Zip: Los Angeles, CA 90066

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 110

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

Company: Bento Box

Address: 5161 Lankershim Blvd #120

City, State, Zip: North Hollywood, CA 91601

Collective Bargaining Agreement(s): Yes, IATSE Local: 839

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

Total # of full-time company employees worldwide: 483

Total # of full-time company employees in California: 386

Company: Cantina Creative

Address: 5410 Wilshire Blvd, Suite 500

City, State, Zip: Los Angeles, CA 90036

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 12

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

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Studio Art, Ltd.

CCG No.: ET20-0233

Reference No: 19-0298

Page: 3 of 12

Company: Creative Character Engineering Inc.

Address: 11050 Randall Street

City, State, Zip: Sun Valley, CA 91352

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 12

Total # of full-time company employees worldwide: 45

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

Company: Creature Effects Inc.

Address: 3329 Cahuenga Blvd. West

City, State, Zip: Los Angeles, CA 90068

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 6

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

Company: Deluxe Creative Services Inc.

Address: 2400 W. Empire Ave.

City, State, Zip: Burbank, CA 91504

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 160

Total # of full-time company employees worldwide: 9000

Total # of full-time company employees in California: 4000

Company: DigitalFilm Tree, LLC

Address: 3475 Cahuenga Blvd W.

City, State, Zip: Los Angeles, CA 90068

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 25

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

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Studio Art, Ltd.

CCG No.: ET20-0233

Reference No: 19-0298

Page: 4 of 12

Company: Double Negative LA LLC

Address: 3900 W. Alameda Ave, Suite 2400

City, State, Zip: Burbank, CA 91505

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 2500

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

Company: Encore

Address: 2400 W Empire Ave.

City, State, Zip: Burbank, CA 91504

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 500

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

Company: Framestore

Address: 8616 National Blvd.

City, State, Zip: Culver City CA, 90232

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 2020

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

Company: FuseFX

Address: 14823 Califa St.

City, State, Zip: Sherman Oaks, CA 91411

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 400

Total # of full-time company employees in California: 200

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Studio Art, Ltd.

CCG No.: ET20-0233

Reference No: 19-0298

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Company: Halon Entertainment

Address: 2932 Nebraska Ave.

City, State, Zip: Santa Monica, CA 90404

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 75

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

Company: Ingenuity Studios

Address: 941 N. Highland Ave.

City, State, Zip: Los Angeles, CA 90038

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 94

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

Company: InSync Advertising DBA InSync PLUS

Address: 3530 Wilshire Blvd., Suite 1500

City, State, Zip: Los Angeles, CA 90010

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 80

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

Company: Jam City

Address: 3562 Eastham Drive

City, State, Zip: Culver City, CA 90232

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 800

Total # of full-time company employees in California: 350

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Studio Art, Ltd.	CCG No.: ET20-0233
Reference No: 19-0298	Page: 6 of 12
Company: KNB EFX Group	
Address: 9300 Eton Ave.	
City, State, Zip: Chatsworth, CA 91311	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 20	
Total # of full-time company employees worldwide: 57	
Total # of full-time company employees in California: 57	
Company: LEGACY EFFECTS, LLC	
Address: 340 Parkside Drive	
City, State, Zip: San Fernando, CA 91340	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 33	
Total # of full-time company employees worldwide: 90	
Total # of full-time company employees in California: 90	
Company: Lions Gate Entertainment (Artisan Pictures LLC)	
Address: 2700 Colorado Ave.	
City, State, Zip: Santa Monica, CA 90404	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 40	
Total # of full-time company employees worldwide: 1400	
Total # of full-time company employees in California: 1000	
Company: Mattel, Inc.	
Address: 333 Continental Blvd.	
City, State, Zip: El Segundo, CA 90245	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 15	
Total # of full-time company employees worldwide: 954	
Total # of full-time company employees in California: 954	

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Studio Art, Ltd.

CCG No.: ET20-0233

Reference No: 19-0298

Page: 7 of 12

Company: Method Studios

Address: 3401 Exposition Blvd.

City, State, Zip: Santa Monica, CA 90404

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 1200

Total # of full-time company employees in California: 250

Company: Mycotoo, Inc.

Address: 776 E. Green Street, Suite 200

City, State, Zip: Pasadena, CA 91101

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 19

Total # of full-time company employees in California: 18

Company: Passamonte Lighting Design, Inc. DBA: Visual Terrain, Inc.

Address: 25217 Avenue Tibbitts

City, State, Zip: Santa Clarita, CA 91355

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 13

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

Company: Phenomenon

Address: 5900 Wilshire Blvd., Floor 28

City, State, Zip: Los Angeles, CA 90036

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 96

Total # of full-time company employees in California: 96

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Studio Art, Ltd.	CCG No.: ET20-0233
Reference No: 19-0298	Page: 8 of 12
<hr/>	
<hr/>	
Company: Pixomondo	
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Address: 2055 S. Barrington Ave.	
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City, State, Zip: Los Angeles, CA 90025	
<hr/>	
Collective Bargaining Agreement(s): No	
<hr/>	
Estimated # of employees to be retrained under this Contract: 30	
<hr/>	
Total # of full-time company employees worldwide: 700	
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Total # of full-time company employees in California: 125	
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<hr/>	
Company: Pound Sand, LLC.	
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Address: 2121 Park Place, Suite 100	
<hr/>	
City, State, Zip: El Segundo, CA 90245	
<hr/>	
Collective Bargaining Agreement(s): No	
<hr/>	
Estimated # of employees to be retrained under this Contract: 15	
<hr/>	
Total # of full-time company employees worldwide: 36	
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Total # of full-time company employees in California: 36	
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<hr/>	
Company: Powerhouse Animation Studios, LLC	
<hr/>	
Address: 535 N Brand Blvd., Suite 900	
<hr/>	
City, State, Zip: Glendale, CA, 91203	
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Collective Bargaining Agreement(s): No	
<hr/>	
Estimated # of employees to be retrained under this Contract: 5	
<hr/>	
Total # of full-time company employees worldwide: 100	
<hr/>	
Total # of full-time company employees in California: 16	
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<hr/>	
Company: Remote Broadcasting, Inc. "The Goldbergs"	
<hr/>	
Address: 10202 W. Washington Blvd.	
<hr/>	
City, State, Zip: Culver City, CA 90232	
<hr/>	
Collective Bargaining Agreement(s): Yes, Local: 871	
<hr/>	
Estimated # of employees to be retrained under this Contract: 20	
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Total # of full-time company employees worldwide: 145	
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Total # of full-time company employees in California: 145	
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**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Studio Art, Ltd.

CCG No.: ET20-0233

Reference No: 19-0298

Page: 9 of 12

Company: Renegade Animation, Inc.

Address: 111 E Broadway, Suite 208

City, State, Zip: Glendale, CA 91205-1044

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 10

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

Company: Sideshow, Inc.

Address: 2630 Conejo Spectrum St.

City, State, Zip: Thousand Oaks, CA 91320

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 168

Total # of full-time company employees in California: 160

Company: Silent House Productions

Address: 700 S. Flower St., #201

City, State, Zip: Burbank, CA 91502

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 14

Total # of full-time company employees in California: 14

Company: Spectral Motion, Inc.

Address: 1849 Dana St.

City, State, Zip: Glendale, CA 91201

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 12

Total # of full-time company employees worldwide: 30

Total # of full-time company employees in California: 30

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Studio Art, Ltd.

CCG No.: ET20-0233

Reference No: 19-0298

Page: 10 of 12

Company: SpinMaster

Address: 5880 Jefferson Blvd., Suite A

City, State, Zip: Los Angeles, CA 90016

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 2000

Total # of full-time company employees in California: 500

Company: Tau Films, LLC

Address: 2404 Wilshire Blvd., #6E

City, State, Zip: Los Angeles, CA 90057

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 148

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

Company: The Molecule

Address: 1149 N Gower St., #208

City, State, Zip: Los Angeles, CA 90038

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 43

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

Company: The Third Floor

Address: 5700 Wilshire Blvd.

City, State, Zip: Los Angeles, CA 90036

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 300

Total # of full-time company employees in California: 200

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Studio Art, Ltd.

CCG No.: ET20-0233

Reference No: 19-0298

Page: 11 of 12

Company: Trailer Park Inc.

Address: 6922 Hollywood Blvd, 10th Flr.

City, State, Zip: Hollywood, CA 90028

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 35

Total # of full-time company employees worldwide: 347

Total # of full-time company employees in California: 347

Company: Treyarch Corp.

Address: 3420 Ocean Park Blvd,, Suite 1000

City, State, Zip: Santa Monica, CA 90405

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 275

Total # of full-time company employees in California: 275

Company: WayPoint Creative

Address: 1545 Sawtelle Blvd. Suite 21

City, State, Zip: Los Angeles, CA 90025

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 7

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

Company: Zambezi, LLC

Address: 10411 Jefferson Blvd.

City, State, Zip: Culver City, CA 90232

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 62

Total # of full-time company employees in California: 62

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Studio Art, Ltd.

CCG No.: ET20-0233

Reference No: 19-0298

Page: 12 of 12

Company: ZOIC STUDIOS

Address: 3582 Eastham Dr.

City, State, Zip: Culver City, CA 90232

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 300

Total # of full-time company employees in California: 118



July 29, 2019

To Whom It May Concern:

The Animation Guild, IATSE Local 839 is pleased to support Studio Arts' continued participation in the ETP Training Program.

Local 839 represents nearly five thousand animation artists and technicians in the Southern California area. The training offered to our members at Studio Arts funded by the state through the ETP program is a key factor in keeping our members up to date on the latest skills and techniques in an ever-evolving landscape of software used in animation production. Training initiatives offered by ETP keep our members attuned to trends in our industry.

Mr. Huelsman's commitment to bringing the highest quality training to the entertainment community that adjusts constantly to the needs of production across the different sectors of entertainment is appreciated by both our members and members of sister IATSE Locals throughout the Southern California region. We look forward to his continued service to those members and our signatory studio partners.

Please feel free to contact me with any questions or concerns.

Sincerely,

Jason MacLeod
Business Representative



IATSE LOCAL 839

1105 North Hollywood Way
Burbank, CA 91505-2528
T 818 845.7500 F 818 843.0300

www.animationguild.org





IATSE LOCAL 871

Script Supervisors/Continuity, Coordinators,
Accountants & Allied Production Specialists Guild

4011 W. Magnolia Blvd., Burbank, CA 91505-2833

Tel: (818) 509-7871 • Fax: (818) 506-1555
office@ialocal871.org • www.ialocal871.org

August 28, 2019

To Whom It May Concern,

I am writing today on behalf of the International Alliance of Theatrical Stage Employees Local 871 to lend our enthusiastic support for the continued funding of the Employment Training Panel offered by Studio Arts.

Our membership has consistently utilized the ETP service over the years, and we believe this has kept them informed and adaptable to the rapid changes of the Motion Picture Industry. In other words, ETP training has proven to be a valuable means for our members to remain highly skilled and competitive in their jobs.

We very much look forward to continuing to access this valuable resource, and if you have any further questions regarding this matter please feel free to contact me at (818) 509-7871, ext. 107.

Regards,

Katie Murphy
Assistant Business Representative
I.A.T.S.E. Local 871



Training Proposal for:

American Education Systems Corp. dba American College of Healthcare & Technology

Contract Number: ET20-0234

Panel Meeting of: December 13, 2019

ETP Regional Office: San Diego

Analyst: K. Hernandez

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SET	Industry Sector(s):	Manufacturing (E) Construction (23) Professional, Scientific, Technology (54) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Mateo, Los Angeles, Orange, Riverside, San Diego, San Bernardino	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$694,600		\$48,320 8%		\$742,920
In-Kind Contribution:	50% of Total ETP Funding Required			\$400,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Computer Skills	124	8-200	0	\$2,460	\$17.70
				Weighted Avg: 100			
2	Retrainee Priority Rate SET	Computer Skills	178	8-200	0	\$2,460	\$24.13
				Weighted Avg: 100			

Minimum Wage by County: Job Number 1: \$19.31 per hour for San Mateo; \$18.56 per hour for Los Angeles County; \$18.14 per hour for Orange County; \$17.70 per hour for San Diego, Riverside and San Bernardino counties

Job Number 2 (SET/Priority Industry): \$24.13 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 in Job Numbers 1 & 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Numbers 1 & 2		
Architects		24
Architect's Assistants		13
CNC Programmers		15
Drafters		54
Engineers		61
Engineering Assistants		33
Machinist		23
Technicians		37
CAD Designers		42

INTRODUCTION

Founded in 1993 and headquartered in Laguna Niguel, American Education Systems Corp. dba American College of Healthcare & Technology (ACHT) (www.ach.edu) is a learning institution specializing in Computer-Aided Design (CAD) and Building Information Modeling technology (BIM) computer software programs. ACHT will provide retraining to trainees in the fields of engineering, architecture, construction, manufacturing and similar industries. Training will take place at ACHT's campus locations in Huntington Park, Irvine and Riverside.

Participating employers need to train staff in specific computer software programs in order to complete complex projects. As a result, employers are in need of highly skilled workers with the skill sets to design, manufacture, and complete work utilizing new and advanced technologies. Specialized software used by participating employers is updated on a continuous basis and require employers to provide efficient staff training to maintain productivity levels and meet customer demand. Although computerized drafting and design are common, the nature of computer systems has continued to exceed prior advances in technologies. Employers require training programs for mechanical engineers, architects, and drafters to increase employee skill sets and improve efficiencies.

The largest group of participating employers in this project include businesses in the manufacturing and construction industries. The core group of participating employers represent 62% of the proposed funding.

Veterans Program

Although this project does not include a Veterans component, participating employers may include Veterans.

Training Agency Certification

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study. ACHT is approved by the Bureau for Private Postsecondary Education to provide computer software training.

PROJECT DETAILS

Training will be provided in a formal classroom setting, and a simulated laboratory setting in resolving work-related tasks. Many larger companies have adopted complete utilization of CAD and BIM (Autodesk-Civil 3D, Autodesk-Navisworks, SOLIDWORKS, Bluebeam) software platforms as ubiquitous tools of the industry. This training proposal will focus on smaller and growing companies who must also move toward implementation of these software platforms in order to remain competitive in their respective industries.

Traditional CAD software allows occupations such as engineers, architects, drafters, and other professionals to replace hand drawing systems with CAD drawings that are more accurate in the building process. BIM platforms utilizes an intelligent model-based process for design, simulation, visualization, and collaboration in commercial, industrial, and infrastructure projects. Information for all project phases are located in a single database that support collaborative work across disciplines and through all phases of a project, including concept development, architectural and engineering plans, cost estimating, construction planning and scheduling and building maintenance. Training will ensure trainees are able to fully implement BIM platforms in the design and planning phase of a project.

Training Plan

Training will be delivered via Class/Lab Training in the following:

Computer Skills: Training will be offered to all occupations to improve employee skills and increase efficiencies for participating employers. Training will include various computer platforms including in CAD and BIM (Autodesk-Civil 3D, Autodesk-Navisworks, SOLIDWORKS, Bluebeam). It requires 100 hours of training to complete any of ACHT's CAD or BIM computer software programs listed in the Menu Curriculum.

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.

These trainees qualify for the ETP Modified Statewide Average 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. ACHT requests this wage modification from \$32.18 to \$24.13

Marketing and Support Costs

Marketing for ACHT is conducted via web advertisements, direct mailings, telephone, email and in-person visits. Marketing is also conducted at exhibits held at design, engineering, and manufacturing shows, including two major shows located at the Anaheim and Los Angeles Convention Centers. ACHT marketing for this project is specifically targeted at Employers and not potential trainees.

Marketing efforts are followed up to potential participating employers for training provided via ACHT. If a company qualifies for training, a certification statement is provided and enrollment information is completed for participation. Marketing will continue to take place over the duration of the Contract. As a result, ACHT requests, and staff supports, 8% in support costs.

Commitment to Training

Most participating employers provide basic on the job training or job specific training and will continue to do so. ETP funds will not displace the existing financial commitment to training.

➤ Training Infrastructure

ACHT is ready to begin the training plan upon approval and is committed to successfully implementing the proposed program. The Executive Director will oversee this training project and two ACHT staff workers will administer the project. Staff will coordinate all aspects of the project including employer recruitment, employer certification and ETP documentation and reporting. Staff will also be assigned as needed to complete employer assessments, schedule training, and assist with marketing.

Trainer Qualifications

All training will be provided by ACHT staff. ACHT Instructors are hired to deliver Computer Skills training on various software platforms and have extensive experience in engineering, architecture, construction and manufacturing industries.

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

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

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET19-0179	\$550,380	8/06/18 - 8/05/20	198	98	48*

*Based on ETP Tracking Systems, 19,697 reimbursable hours have been tracked for potential earnings of \$512,122 (93% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through May 2020.

DEVELOPMENT SERVICES

Steve Duscha Advisories in Sacramento assisted with development for a flat fee of \$7,500.

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

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

8-200

Trainees may receive any of the following:

COMPUTER SKILLS**Computer Aided Drafting**

- 2D and 3D renderings
- Applications to work projects
- Applying parameters
- Assembly configurations
- Assembly motion modeling and animation
- Bills of material
- Calculations
- Collision/interference detection
- Creating of families of parts
- Dimensioning
- Drawing automation
- Editing
- File Management
- Project organization
- Section creation
- Types of applications
- Updating views
- View creation

Building Information Modeling

- Automation and customization
- Collaboration
- Conceptual design tools
- Construction modeling
- Creating functional designs
- Design options
- File importing and exporting
- Managing schedules
- Material estimates
- Multiple materials modeling
- Parametric components
- Phasing projects
- Principles of modeling
- Printing, model upgrading
- Rendering
- Simulations
- Structural reinforcement
- User interface
- Using bidirectional associativity to show changes throughout the model
- Vault integration
- Visualization
- Working in 3D

Autodesk Civil 3D

- Create and edit alignments
- Create and edit parcels and print parcel reports
- Create assemblies, corridors and intersections
- Create data shortcuts
- Create grading solutions
- Create gravity fed and pressure pipe networks
- Create points and point groups and work with survey figures
- Create sites, profiles and cross-sections
- Create, edit, view and analyze surfaces
- Perform quantity takeoff and volume calculations
- Use plan production tools to create plan and profile sheets.
- User interface

Autodesk Navisworks

- Combining 3D geometry from multiple disciplines
- Create 4D construction simulations
- Create interactive animations
- Link task-scheduling files
- Open, review, quantify and run object interference checks
- Renderings
- Review and mark up a model
- Use Animator
- Use Quantification
- Use Scripter
- Use TimeLiner

SOLIDWORKS

- 3D finite analysis
- 3D photorealistic rendering
- Applying mechanical design to computer design
- Assembly motion modeling and animation
- Bills of material
- Collision/interface detection
- Creation of families of parts
- Dimensioning
- Drawing automation
- Drawing creation
- Generating parts
- Mass properties and calculations
- Rapid prototyping
- Section creation
- Update views
- View creation
- Visualization and rotation of designs

Bluebeam

- Building projects
- Collaboration
- Dashboards
- Field distribution sets
- Industry examples
- Interface
- Management documents
- Markup tools
- Measurement tools
- Measurements
- Modifying and sharing files
- Navigation
- Takeoffs and Estimations

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

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: American Education Systems Corp.
Reference No: 20-0001

CCG No.: ET20-0234
Page: 1 of 3

Company: Architects Orange LLP

Address: 144 N. Orange Street

City, State, Zip: Orange, CA 92866

Collective Bargaining Agreement(s): N/A

Total # of full-time company employees worldwide: 270

Total # of full-time company employees in California: 270

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

Company: Calland Engineering

Address: 576 E. Lambert Rd.

City, State, Zip: Brea, CA 92821

Collective Bargaining Agreement(s): N/A

Total # of full-time company employees worldwide: 24

Total # of full-time company employees in California: 24

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

Company: Ficcadenti, Waggoner & Castle

Address: 16969 Von Karman Ave.

City, State, Zip: Irvine, CA 92606

Collective Bargaining Agreement(s): N/A

Total # of full-time company employees worldwide: 74

Total # of full-time company employees in California: 71

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

Company: HCI Systems, Inc.

Address: 1731 Reynolds Ave.

City, State, Zip: Irvine, CA 92614

Collective Bargaining Agreement(s): N/A

Total # of full-time company employees worldwide: 300

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

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

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: American Education Systems Corp.
Reference No: 20-0001

CCG No.: ET20-0234
Page: 2 of 3

Company: Kincaid Industries

Address: 31065 Plantation Dr.

City, State, Zip: Thousand Oaks, CA 92276

Collective Bargaining Agreement(s): N/A

Total # of full-time company employees worldwide: 99

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

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

Company: MEP California Engineering

Address: 12920 Mackenzie Dr.

City, State, Zip: Tustin, CA 92782

Collective Bargaining Agreement(s): N/A

Total # of full-time company employees worldwide: 5

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

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

Company: Murray Company

Address: 18414 South Santa Fe Ave.

City, State, Zip: Rancho Dominguez, CA 90815

Collective Bargaining Agreement(s): N/A

Total # of full-time company employees worldwide: 878

Total # of full-time company employees in California: 817

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

Company: Optimum Energy Design

Address: 5200 E. La Palma Ave.

City, State, Zip: Anaheim, CA 02807

Collective Bargaining Agreement(s): N/A

Total # of full-time company employees worldwide: 23

Total # of full-time company employees in California: 23

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

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: American Education Systems Corp.

CCG No.: ET20-0234

Reference No: 20-0001

Page: 3 of 3

Company: Pacific Advanced Civil Engineering

Address: 17520 Newhope St., Suite 200

City, State, Zip: Fountain Valley, CA 92708

Collective Bargaining Agreement(s): N/A

Total # of full-time company employees worldwide: 77

Total # of full-time company employees in California: 69

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

Company: Ruhnau Clarke Architects

Address: 3775 Tenth St.

City, State, Zip: Riverside, CA 92501

Collective Bargaining Agreement(s): N/A

Total # of full-time company employees worldwide: 80

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

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

Company: TranSystem Corporation / Vickerman, Zachary, Mille

Address: 6 Hutton Centre Drive, Suite 1250

City, State, Zip: Santa Ana, CA 92707

Collective Bargaining Agreement(s): N/A

Total # of full-time company employees worldwide: 664

Total # of full-time company employees in California: 52

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

Company: Urban Arena

Address: 3195 Red Hill Ave.

City, State, Zip: Costa Mesa, CA 92626

Collective Bargaining Agreement(s): N/A

Total # of full-time company employees worldwide: 40

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

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



Training Proposal for:

Associated General Contractors of America, San Diego Chapter, Inc. Apprenticeship and Training Trust Fund

Contract Number: ET20-0945

Panel Meeting of: December 13, 2019

ETP Regional Office: San Diego

Analyst: K. Hernandez

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Apprenticeship	Industry Sector(s):	Construction (C) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego, Orange, Riverside, San Bernardino, Imperial	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$278,208		\$19,320 8%		\$297,528

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate Apprentice	Comm Skills, Computer Skills, OSHA 10	168	8-210 Weighted Avg: 92	0	\$1,771	\$24.13

Minimum Wage by County: SET Priority Industry: \$24.13 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

\$1.70 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Apprentice Carpenters		43
Apprentice Cement Masons		20
Apprentice Drywall Lather/Installers		5
Apprentice Heavy Equipment/Operating Engineers		18
Apprentice Laborers		70
Apprentice Painters		12

INTRODUCTION

Established in 1988 as a Unilateral Apprenticeship Committee, Associated General Contractors of America, San Diego Chapter, Inc. Apprenticeship and Training Trust Fund (AGC) (www.agcsdatt.org) is part of the Associated General Contractors of America which is a national trade association representing all facets of commercial construction. The San Diego Chapter was established in 1927 to serve the needs of contractors in that area. The Board of Trustees is comprised of six association members. AGC serves Journeyman and Apprentices in San Diego, Orange, Riverside, San Bernardino, and Imperial Counties. It is the sole sponsor of seven apprenticeship programs registered with the Department of Apprenticeship Standards (DAS). Each program has its own Related & Supplemental Instruction (RSI) curriculum approved by DAS. Six Apprentice programs are included in this proposal, including the following trades: Carpenters, Cement Masons, Drywall Lather/Installers, Heavy Equipment/Operating Engineers, Laborers, and Painters.

AGC serves approximately 4,000 Journeyman and 520 Apprentices across all six of the apprenticeship programs. Approximately 281 member contractors located throughout the five-county area have partnered within AGC to create and maintain a highly specialized, and rigorously trained workforce. The majority of the companies are small businesses.

Veterans Program

AGC is committed to training and retaining Veterans and has recently partnered with Careerconstruction.com to increase Veteran recruitment and increase support for exiting military

members who are transitioning into construction careers. AGC also attends monthly career/job fairs on San Diego military bases (Miramar, Camp Pendleton and Point Loma) to increase Veteran recruitment.

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by DAS. ETP funding supplements cost of delivery for the RSI portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project the program is four years.

For the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$23 to \$18 per class/lab hour. The ETP wage for Apprentices is no less than \$24.13 per hour. However, the actual wages paid are shown in the Training Plan Table for the Panel's information.

PROJECT DETAILS

This will be AGC's second ETP Agreement and second in the last five years. AGC member contractors need skilled workers to continuously improve and expand their safe and productive workforces and to replace aging trade experts. There is also an ongoing need to incorporate emerging technologies while improving safe workforce processes. The AGC provides individuals entering the carpentry, cement masonry, drywall lather/installer, equipment operator, laborer and/or painting industries a career path to becoming a Journeyperson level worker.

Employer Demand

Local hiring demands within the five county areas served by AGC were considered for this funding request. As Journeymen retire and new work develops, there will be a need for more qualified workers to step into open positions. ETP funding will help the AGC provide training to more Apprentices to meet the need for a skilled and readily available pool of trade workers.

A few of the current and upcoming Southern California construction projects include: Canyon Springs High School, Capistrano United School District, County of San Diego Edgemoor Hospital, Norco Intermediate School, Oceanside Beachfront Resort, San Dieguito Union High School District Sage Creek High School Performing Arts Center, SDIA Airport Support Facility, and the University of California-San Diego Mesa Nueva & Vaughan Hall.

Training Plan

Training will be delivered via Class/Lab Training in the following:

Commercial Skills: All Apprentices will receive RSI skills training in their trades. Apprentices will learn construction project procedures and acquire technical knowledge and performance skills. These classes will allow trainees to learn the latest hard skills, practices and procedures as well as new methodologies in the Industry. These new skills will keep the trainees more employable in the construction industry.

Computer Skills: Training will be offered in Bluebeam software which implements digital workflow that spans an entire construction project lifecycle, from site surveys and field report to design review and punch lists. BIM (Building Information Modeling) software training provides a tool for workers to better manage the way buildings, infrastructure, and utilities are planned, designed, built, and managed.

Certified Safety Training

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

Impact/Outcome

Apprentices earn certifications such as: OSHA 10, First Aide/CPR/AED, Global Harmonized System, etc. Numerous other trade specific certifications are earned as an apprentice progresses through the sequence of classes, beyond their probationary year. The extensive training helps to keep workers safe/healthy, reduces time off work from injuries, lowers workers compensation claims/rates and keeps project completion on time.

Commitment to Training

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

➤ Training Infrastructure

Training will be delivered by in-house trainers. AGC is ready to begin the training plan upon approval and is committed to successfully implementing the proposed program.

The Executive Vice President will oversee overall administration of the project. There are five full-time and two part-time staff persons among AGC’s three training centers who will execute the training plan and coordinate training to ensure proper record keeping procedures are in place.

Marketing and Support Costs

AGC is requesting 8% in support costs to fund marketing to employers, recruit apprentices, and conduct ongoing assessments of employer-specific job requirements. Training is publicized through direct mailings, digital marketing (email marketing & social media), industry magazines, and member contractors word of mouth/networking. The training program will also be promoted at career/job fairs, EDD One-Stop Centers, industry meetings, high schools, and community organizations. AGC has an ongoing concerted effort to recruit women into the program. AGC Staff are very involved with the National Association of Women in Construction organization and the San Diego Women’s Construction Coalition (SDWCC). AGC has worked with SDWCC to help form the Julia Morgan Society which has 95% female membership and promotes construction careers at bi-monthly lunch-time meetings. ETP staff recommends the 8% in support costs.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET15-0926	Multiple	06/01/2015– 05/31/2017	\$327,200	\$230,569 (70%)*

*AGC's first project earned 70% of their awarded funding due to the gradual implementation of administrative processes and a plan to train Journeyman which did not materialize. To address these two issues AGC has increased their resources focused on administrative support and have a better understanding of ETP requirements based on prior experience. In addition, this project will focus solely on Apprentice trainees to reduce administrative complexity associated with Journeyman trainees.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

8-210

Apprentice Trainees may receive any of the following:

CERTIFIED SAFETY TRAINING (OSHA Certified Instructor)

- OSHA 10

COMPUTER SKILLS

- Bluebeam – All Levels
 - Take-Offs and Estimation
 - Document Control and PDF Creation
 - Drawing Review
- Building Information Modeling - BIM Basics for Field Workers

COMMERCIAL SKILLS

Carpenter 1-5:

- Safety with Hand and Power Tools
- Basic Skills
 - Trade Orientation
 - Construction Mathematics
 - Print Reading & Code Requirements (Cal-Green)
 - Layout & Leveling Instruments
 - Scaffolds
- Foundation & Floor Construction Systems
- Concrete Form Construction for Horizontal Formwork
- Concrete Form Construction for Vertical Formwork
- Stair Building Formwork
- Structural Framing
 - Wood Floor and Wall Systems
 - Metal
 - Wood Framing
 - Manufactured Panels
- Building Materials and Adhesives
- Interior Systems
 - Metal Studs; Drywall; Acoustical
 - Cabinet and Casework Installation; Modular Systems
 - Clean Room
- Roof Framing
 - Conventional Roof Framing
 - Engineered Roof Components
- Stair Building
- Building Envelope and Weatherization Skills
 - Exterior Building Wrap
 - Window Installation
 - Door Installation
- Finish Carpentry
 - Interior
 - Exterior

- Alternative Energy Systems
 - Residential Solar Systems Installation
 - Commercial Photovoltaic; Concentrated PV and Tracking Systems
- Green Construction & Supplemental Skills
 - Green Awareness: Environment and Sustainability
 - Green Rating Systems
 - Green Building Codes: Cal-Green
 - Green Products and Sustainable Building Materials
 - Waste Management and Recycling Procedures
 - Site Environmental Management and Protection Procedures
 - Construction Air Quality Management

Cement Mason 1-3:

- Orientation, History of Cement Industry, Labor & Management Relations, Safety & First Aid
- Forming Tools, Hand Tools, Power Tools, Miscellaneous Equipment, Small Engines: Operations & Servicing
- Basic Math, Measuring, Estimating
- Leveling Instruments: Builders Level, Laser Beam, Transit
- Concrete Ingredients
- Designing Concrete Mixes, Admixtures, Specifications & Testing
- All Concrete Forms, including, but not limited to:
 - Edge Forms on Grade
 - On-Grade Curb & Gutter Forms
 - Screeds & Bulkheads
- Placing & Leveling Concrete
- All Finishing Concrete Processes, including, but not limited to:
 - Finishing Concrete Floors
 - Finishing Concrete Roofs
 - Finishing Concrete Steps
 - Finishing Sidewalks & Patios
 - Finishing Concrete Drives
 - Approaches, Curbs, & Gutter
 - Pavements
 - Concrete Bases
 - Tilt-Up Panels
 - Precast
 - Lift Slab
 - Finishing footings and concrete base structures for the purpose of solar and wind energy
- All Concrete Restoration, including, but not limited to:
 - Staining
 - Etching
 - Polishing
 - Overlay
 - Waterproofing
- Joints in Concrete, Curing, Protection
- Blueprints: Reading & Interpreting, Architects Scale
- Concrete Patching & Related Processes:
 - Grinding/Rubbing & Sacking
 - Surface Defects
 - Green Concrete Construction

- Epoxy, Epoxy Injection and Materials
- Green Topics:
 - Understanding LEED and the Relation It Has with Green Construction.
 - Roll of Concrete in Reducing Energy Usage.
 - Thermal
 - Reflective
 - Recycling of Cured Concrete and Concrete in Its Plastic Stage
 - How Concrete Can Help Manage Storm Water Runoff

Drywall Lather/Installers 1-4:

- Safety
 - Safety with Hand and Power Tools
- Basic Skills
 - Trade Orientation
 - Construction Mathematics
 - Layout & Leveling Instruments
 - Scaffolds
- Framing Installation
 - Measuring and Layout
 - Metal Studs
 - Cutting and Fitting
 - Metal Soffit Systems
 - Acoustic Ceiling Systems
 - Arches
 - Wood and Metal
 - Cutting and Fitting
 - Welding AWS Structural Framing Certification
- Interior and Exterior Systems
 - Gypsum and Low VOC; Green Board
 - Exterior Insulation Finish System (E.I.F.S.)
 - Weatherization
 - Lath Installation
 - Drywall Finishing
- Green Construction & Supplemental Skills
 - Green Awareness: Environment and Sustainability
 - Green Rating Systems
 - Green Building Codes: Cal-Green
 - Green Products and Sustainable Building Materials
 - Waste Management and Recycling Procedures
 - Site Environmental Management and Protection Procedures
 - Construction Air Quality Management

Laborers 1-3:

- Industry Courses
 - Compaction Using Hand-Held Tools
 - Hazardous Waste Removal
 - Green Construction Awareness and Technology

- Concrete
 - Asphalt Paving
 - Pipe Laying
 - Torch Cutting and Burning
 - Trench Shoring
- Tool Use and Equipment Awareness
 - Picks, Shovels, & Digging Bars
 - Pavement Breakers
 - Jackhammers
 - Chipping Guns
 - Rivet Busters
 - Clay Spades
 - Asphalt Rakes
 - Concrete Forms
 - Vibratory Plates
 - Wackers
 - Other Hand-Held Equipment
 - New or Different Material/Method/Technology necessary for Craft Laborer.

Painter 1-6:

- Introduction to Painting & Decorating
- Tools and Equipment Safety
- Brush, Roll and Prep
- Advanced Scaffold Awareness: Set-up and Take-Down
- Sand & Water Blast and Media
- Environmental Health and Green Training
- Man-Lift & Boom Certification
- Industrial Blast & Abrasives
- Worker Lead Abatement
- Spray Techniques: Methods, Equipment & Safety
- HAZMAT
- Wood Types: Prep, Materials
- Color Mixing & Matching
- Faux Finishes: Graining and Marbleizing
- Wallcovering: Prep, Materials, Equipment, and Tools
- Blueprint Reading and Estimating

Heavy Equipment/Operating Engineers 1-5

- Safety
- Track equipment
- Rubber-tired type equipment
- Hoisting type equipment
- Stationary type equipment
- Grade Checking and Grade Setting
- Green Technology and Construction
- Environmental Awareness

All Occupations

- **Basic Construction Math I:**
 - Understanding Fractions
 - Identify Improper, Mixed, Whole and Proper Fractions

- Mixed Fractions Using Construction Values
- Reduce and Raise Fractions to Higher Terms
- Subtract Proper Fractions Using Construction Values
- Subtract Mixed Fractions and Whole Using Construction Values
- Convert Incorrectly Written Mixed Numbers
- Convert, Add, Subtract and Balance Feet, Yards, and Inches
- Multiply Proper and Improper Fractions with One and Multiple Steps
- Multiply Mix Numbered Fractions with Multiple Steps
- Cross Cancel Fractions in Order to Simplify Multiplications of Fractions
- Reduce the Product of Fractions
- Divide proper and improper fractions
- Divide mix numbered fractions with multiple steps
- Reduce the quotient of fractions
- Round decimals
- Write decimals
- Identify decimal place value
- Convert decimal to inches
- Convert inches to decimal
- Convert decimals to percent
- Convert percent to decimals
- Utilize percentage formulas in solving for the part, whole and percent of a problem
- **Advanced Construction Math II:**
 - Area, perimeter of rectangles, squares and circles
 - Review of percentages and measurements
 - Application of area and perimeter, introduction to volume
 - Application of volume and using 3-4-5 triangles
 - Board feet and studs
 - Costing small jobs—the math basics
 - Stairs
 - Ramps
 - Elevations
- **Basic Blueprint I:**
 - Intro. To Blueprints
 - Symbols and Numbering
 - Construction Materials
 - Multi-family Dwellings
 - Commercial Structures
 - Specifications
 - Residential Structures
 - Blueprint Review
- **Advanced Blueprint II:**
 - Types of construction
 - Basic blueprint review
 - Specifications
 - Site work drawings
 - Structural steel drawings
 - Reinforced concrete drawings

- Finish construction drawings
- SIRT building
- **Estimating:**
 - The Business of Estimating
 - Estimator Roles
 - Project documents
 - Bidding
 - Site Analysis
 - Project schedules
 - Sub-contractor solicitation
 - Bid Document Analysis
 - Change orders, addendums and RFIs
 - Value engineering
 - Metric System
 - General conditions
 - Estimating technology
 - Trade proposal analysis
 - Bid results
 - Estimating Divisions 1-16

<p>Note: Reimbursement for retraining is capped at 210 total training hours per trainee, regardless of the method of delivery.</p>
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Training Proposal for:
Chaffey Community College District

Contract Number: ET20-0237

Panel Meeting of: December 13, 2019

ETP Regional Office: San Diego

Analyst: K. Hernandez

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100 HUA	Industry Sector(s):	Manufacturing (E) Manufacturing (33) Transportation/Logistics Aerospace and Defense Services Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$701,270		\$48,724 8%		\$749,994
In-Kind Contribution:	50% of Total ETP Funding Required			\$1,065,259

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Cont. Improv., HazMat, HAZWOPER, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	401	8-200	0	\$984	\$17.70
				Weighted Avg: 40			
2	Retrainee	Business Skills, Commercial Skills, Computer Skills, Cont. Improv., HazMat, HAZWOPER, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	92	8-200	0	\$855	\$17.70
				Weighted Avg: 40			
3	Retrainee SB<100	Business Skills, Commercial Skills, Computer Skills, Cont. Improv., HazMat, HAZWOPER, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	150	8-200	0	\$984	\$17.70
				Weighted Avg: 40			
4	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Cont. Improv., HazMat, HAZWOPER, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	15	8-300	0	\$6,150	\$17.70
				Weighted Avg: 250			

5	Retrainee Priority Rate HUA	Business Skills, Commercial Skills, Computer Skills, Cont. Improv., HazMat, HAZWOPER, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	20	8-200	0	\$1,845	*\$13.28
				Weighted Avg: 75			

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

Minimum Wage by County: Job Numbers 1-4: \$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 Number 5 (HUA): \$14.48 per hour for Alameda, Contra Costa, Marin, San Mateo, Santa Clara, and San Francisco Counties; \$13.92 per hour for Los Angeles County; \$13.61 per hour for Orange County; \$13.28 per hour for all other counties.

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

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

Participating employers may use up to \$2.50 per hour of health benefits to meet the Post-Retention Wage in Job Numbers 1-5.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Numbers 1 - 3		
Administrative Staff		40
Logistics Staff		50
Maintenance Staff		90
Industrial Electrical Technician		50
Operator		90
Production Staff		90
Manufacturing Staff		103
Supervisor		90
Manager		40
Job Numbers 4		
Maintenance Mechanic		7
Industrial Maintenance Electrician		8
Job Numbers 5 (HUA)		
Administrative Staff		5
Maintenance Staff		3

Operator		1
Production Staff		10
Manufacturing Staff		1

INTRODUCTION

Founded in 1883, Chaffey Community College District (Chaffey) (www.chaffey.edu) is a two-year public community college. Chaffey provides training at four campuses in San Bernardino County: the main campus and headquarters in Rancho Cucamonga; an Information Technology Center in Chino; and two Industrial Technical Learning Centers (InTech) in Fontana. Training will be provided at Chaffey's campus locations in Rancho Cucamonga, Chino, Fontana as well as facilities identified by participating employers.

Chaffey is eligible for ETP funding as a public training agency. This will be the ninth Agreement between ETP and Chaffey, the fifth in the last five years. In prior ETP projects, Chaffey served and maintained relationships with manufacturing, logistics, distribution, and healthcare industry groups in the Inland Empire (Riverside and San Bernardino Counties), San Diego, eastern Los Angeles, and northern Orange Counties.

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

Veterans Program

Although this project does not include a Veterans component, the training population of Chaffey's participating employers may potentially include Veterans.

PROJECT DETAILS

Employer Demand

Chaffey's involvement with workforce investment boards as well as business advisory and non-profit agency boards affords the College consistent contact with employers from multiple industries, allowing Chaffey to keep abreast of current and changing business needs within industries.

Many Inland Empire employers face an aging workforce, specifically in manufacturing. Employers must hire and retain skilled workers to replace the large number of employees leaving through retirement. Many of these employers prefer to promote from within which opens entry-level positions. Hiring and retaining new workers for these entry-level positions requires a significant amount of skills training. Employers report a lack of skilled workers in the Inland Empire to fill positions.

In addition, manufacturing jobs are in high demand. According to data from a recent Centers of Excellence (COE) 2019 report, an initiative of the California Community Colleges Economic and Workforce Investment program that provides data on critical industries and occupations, indicates that within the Inland Empire's two-county region (Riverside and San Bernardino), there are 4,350 advanced manufacturing businesses that generate \$24B in revenue and provide an estimated 96,519 jobs. The report identified 45 manufacturing occupations within the regions with an expected 1,561 annual openings (new and replacement jobs) over the next year alone.

Chaffey conducted employer needs assessments and considering employment demand projections, ETP-funded training will allow employers to provide the necessary skills training to promote employees and provide technical skills to newly-hired workers including those hired in entry-level jobs. Training will help employers create a high-performance workforce and stimulate and support growth within their organizations.

Core Group of Employers

These employers have been determined to meet out-of-state competition. Chaffey requests ETP funding for 678 trainees and has current core group demand for 1,392 trainees (more than 100%).

The core group of 18 employers consists of 5 small businesses and 13 large employers across Northern and Southern California, of which, 18 are priority industries.

Training Plan

All training will be customized to meet each employer's needs based on assessments and industry demand. Training will occur at the participating employers' sites and other training sites in California and will be delivered via a classroom setting. The following are some of the curriculum topics included in the proposed Agreement.

Business Skills – Training topics include Business Impact, Communication Skills, Conflict Management, Customer Service, Decision Making, Finance for Non-Financial Manager, Getting Business Results, Interpersonal Skills, Inventory Control, Negotiation Skills, Product Knowledge, Project Management, Telephone Skills, and Time Management.

Commercial Skills – Training topics include Advanced Math Skills, Automotive Repair, Analog Communications, Cable Networking, Control Systems Technology, Conventional Machining, Copper and Plastic Piping Practices, Fiber Optic Cabling, Forklift Training, HVAC, Hydraulics, Industrial Electrical, Industrial Mechanical, Mechatronics, Machining, Preventative and Predictive Maintenance, Semiconductor Devices, Transistor Circuits, Trenching and Shoring, Valves, and Welding.

Computer Skills – Training topics include AutoCAD, Company-Specific Software, Computer Networking, Cost Tracking, Cloud-Based Training, Document Control, Managing E-mail, Manufacturing/Material Resource Planning, Microsoft Office (Intermediate & Advanced), MS Project, Inventory Control, Payroll, Purchase Order Tracking, SolidWORKS, and World-Wide Web.

Continuous Improvement – Training topics include 5S, Basic Logistics Standard Practices, Black Belt Certification, Certified Logistics Associate/Technician, Change Management, Coaching/Motivating Employees, Communicating Effectively, Cost and Analysis, Cost Reduction, Green Belt Certification, Interaction Management, Inventory Control, Leadership Skills for Frontline Workers, Lean Manufacturing/Operations, Problem Solving, Process Corrective Action, Quality Technician Certification, Resource Management Certification, Scheduling and Planning, Six Sigma, Strategic Planning, Supervisor/Lead Role, Supply Chain Elements, Teambuilding, Total Quality Management, Understanding Work Group Dynamics, and Yellow Belt Certification.

Literacy Skills – Training topics include Basic Math, Language Comprehension, Reading Letters & Reports, Understanding Numbering Systems, Understanding Verbal Direction, Workplace English (Vocational English), Shop/Workplace Math, and Writing Letters & Reports.

Management Skills (for management trainees only) – Training topics include Basic/Advanced Supervisory and Management Skills, Conflict Management for Managers, Essential Interviewing Skills, Leadership for Managers, Managing a High Performance Workplace, Planning for Managers, and Project Management for Managers.

Manufacturing Skills – Training topics include Assembly Procedures, Cross-Functional Production/Equipment Skills, Equipment Operation, Food Processing, Manufacturing Practices, Non Destructive Testing, Production Operation, Warehousing, Blueprint Reading, Geometric Dimensioning & Tolerancing, Inspection Techniques, CNC Machining, and Prototyping.

Certified Safety Training

Hazardous Materials (HAZMAT)

This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. HAZMAT training has oversight by the Department of Transportation (CalTRANS). There are various certification entities for the coursework and instructors.

Hazardous Waste Operations and Emergency Response (HAZWOPER)

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

OSHA 10/30

This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom training for journey-level workers and 30 hours for frontline supervisors. It may also be delivered to frontline workers if specifically required by the job order. The coursework is geared to construction work. 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.

The trainer-to-trainee ratio for HAZMAT, HAZWOPER, and OSHA 10/30 can be 1:40.

Curriculum Development

Chaffey’s curriculum development is employer driven to upskill specific occupations and/or drive a high performance workplace culture. The College also meets with business/industry to identify training needs. The expected outcomes aligns with a high-performance workplace in order to meet or exceed employer’s productivity goals.

Chaffey conducts training needs assessment in three ways: surveys with employers via electronic communication, convene with employer advisory group quarterly, and work with individual

employers, to develop a two-year training plan. At the completion of training, participants complete a program and instructor evaluation. Any recommendations or issues regarding the programs are discussed at team meetings, vetted with a group of employers, and implemented within the program.

Modification to Maximum 200 Training Hours (Job Number 4)

Chaffey reports that several manufacturers and logistics companies continue to express a need for Maintenance Mechanic and Industrial Maintenance Electrician Staff trained in the electrical skills to service manufacturing equipment and machines. The loss in productivity due to down equipment and machinery is significant enough to compel employers to keep on-site, highly-skilled Industrial Maintenance Mechanic or Industrial Maintenance Electrician Staff for immediate repairs, rather than wait for a vendor to send a mechanic out to repair/replace a machine or equipment.

To support the demanding training needs, Chaffey requests to increase the maximum hours from 200 hours to 300 hours. The complete Maintenance Mechanic and Industrial Maintenance Electrician training courses requires 400 hours of instruction because it is delivered at the intermediate to advanced level and covers numerous topics. If the training were to be delivered only at the ETP maximum 200 hour level, trainees may not be able to adequately maintain, repair, and replace machines in their plant/distribution center. While each trainee already has at least a basic level understanding or experience required to perform other aspects of their position, a more detailed level of skills and knowledge pertaining specifically to Electrical and Industrial Mechanical training will be delivered.

Chaffey has determined that approximately 15 Maintenance Mechanic and Industrial Maintenance Electrician Staff trainees will receive up to 400 hours. The increase in the maximum hours from 200 to 300 will allow funding for 75% of training required, per trainee. Any training hours above the 300 hours will be covered by employer in-kind contributions.

The higher number of training hours requested has been deemed reasonable and approved by the Panel in three prior contracts. In addition, to increase transparency these trainees have been separated into their own Job Number (4).

Marketing and Support Costs

Chaffey advertises and networks through its local Chambers of Commerce; HR Network Group; local Workforce Development Departments for San Bernardino County; local city Economic Development Departments; Inland Empire Desert Regional Consortium; email blasts/phone calls to employer distribution database; and individual meetings with clients. Chaffey also regularly attends Manufacturer's Council of the Inland Empire (MCIE) and the High Desert Manufacturing Advising Council meetings to market training to its members electronically and during the annual MCIE Summit. The College also communicates with the Chancellor's Office Deputy Sector Navigators and Centers of Excellence to leverage their contact with employers to advertise training. Further, the College produces flyers to promote training to current and potential employers, encouraging them to send referrals. Chaffey's website offers training sign-up form, training calendar, and menu curriculum topics.

As previously stated, Chaffey meets with many of the MCIE council members at their facilities to conduct individualized training needs assessments. Marketing and outreach to employers statewide requires the efforts of several staff members to solicit new and maintain ongoing contact with its partners, advisory groups, and employers. Chaffey's Business Liaison has been designated to recruit and assess businesses if they are qualified to receive ETP-funded training,

as well as work with local agencies and network groups to present the training programs and services Chaffey offers.

Chaffey is requesting 8% support costs for this proposal to cover the cost of recruiting additional employers, assessing employer-specific job training requirements, and developing a 12 to 24-month training plan for each employer as well as customized training programs for individual employers. Assessment activities and employer recruitment will continue to take place throughout the duration of the contract. Staff recommends approval of 8% for support costs.

Commitment to Training

ETP funds will not displace the existing financial commitment to training of participating employers. Safety training is, and will continue to be, provided by the participating employers in accordance with all pertinent requirements under state and federal law. Chaffey's participating employers stated that the proposed ETP training is supplementary in nature. Current and on-going training varies by employer but generally consists of new-hire orientation/onboarding, job-specific training, job shadowing (on-the-job training), harassment prevention, diversity, and state and federally mandated training.

In its current project, Chaffey has seen an increase in employer participation in continued training for its employees. Employers share with Chaffey their observations about the effects of training and the desired outcomes of training that transform individuals' attitudes, behaviors, and skills in the workplace. These positive results motivate employers to invest more time, money, and resources into additional training.

➤ Training Infrastructure

Chaffey's Staff will administer the proposed training. There are three fulltime employees responsible for marketing, recruitment, needs assessment, coordinating and scheduling training, submitting invoices, and ensuring compliance with ETP recordkeeping requirements. The College's Director of Economic Development will oversee project activities and manage overall administration of the ETP project including the tracking of potential earnings against total Agreement amount. The infrastructure of a community college setting will continue to allow Chaffey to facilitate effective and efficient business practices.

Chaffey will retain administrative control of all activities associated with any training provided by other training vendors (colleges) including data entry, recordkeeping, and project administration. Specifically, Chaffey will provide each training instructors/vendors with an overview of ETP program guidelines. Further, vendors will be instructed in proper documentation required by ETP including the recording of daily attendance.

Impact/Outcome

Trainees receive certification of completion upon completing a training program. Dependent on the training program, they may also receive one or more of the following nationally recognized certifications: National Center for Construction Education and Research (NCCER) and Occupational Safety and Hazard (OSHA). Chaffey's Six Sigma Green Belt Training is aligned with the body of knowledge for the American Society for Quality (ASQ) certification. Trainees are encouraged and provided information on how to apply for the nationally recognized ASQ certification.

Trainer Qualifications

Chaffey's trainers are engaged by the College as industry/subject matter experts. The trainers undergo a vetting/screening interview process by the department staff. Most of the trainers have a minimum of a bachelor's degree, with many having a master's or doctoral degree, along with industry-recognized certifications and credentials. Trainers are also required to have several years of business and industry-related experience.

Tuition Reimbursement

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

High Unemployment Area (HUA) (Job Number 5)

The weighted average hours is higher for Job Number 5 compared to Job Numbers 1-3 because the projected participating employer has specifically requested additional Literacy Skills training for their staff alongside the Commercial Skills and Business Skills training identified in their training plan.

Trainees in Job Number 5 work in a High Unemployment Area (HUA). This is a region with unemployment exceeding the state average by 25%, under the Panel's standards. The determination of HUA status is based on unemployment data from the Labor Market Information Division of the Employment Development Department. Participating employer's locations in cities and/or counties in an HUA qualify under these standards.

The Panel may modify the wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages. Chaffey is requesting this wage modification for trainees in Job Number 5.

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
ET19-0239	\$949,948	11/01/18-10/31/20	864	0	0*

Based on ETP Systems, 26,699 reimbursable hours have been tracked for potential earnings of \$689,929 (73% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through July 2020.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET18-0110	Various cities in Riverside, San Bernardino, Los Angeles, and Orange Counties	7/1/17 – 6/30/19	\$949,391	\$922,842 (97%)
ET16-0196	Various cities in Riverside, San Bernardino, Los Angeles, and Orange Counties	9/1/15-8/31/17	\$563,564	\$483,754 (86%)
**ET14-0170	Various cities in Riverside, San Bernardino, Los Angeles, and Orange Counties	11/1/13-10/31/15	\$1,021,010	\$592,426 (58%)

**Low performance was due to a leadership transition and shift in the organizational structure of the department soon after approval of the ETP project. As a result, minimal training occurred during the first six months of the contract. New staff's learning curve in marketing and project administration posed additional delays in performance. Since then, Chaffey has developed a dedicated and experienced team processes to ensure success in subsequent ETP Agreements.

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

- Behavioral Interviewing
- Business Impact
- Communication Skills
- Conflict Management
- Customer Service
- Decision-Making
- Finance for the Non-Financial Manager
- Getting Business Results
- Group Effectiveness
- Interpersonal Skills
- Inventory Control
- Negotiation
- Personal Effectiveness
- Product Knowledge
- Project Management
- Scheduling, Budgeting, and Cost Control
- Telephone Skills
- Time Management

COMMERCIAL SKILLS

- Advanced Math
- Automotive Repair
- AC & DC Variable Speed Drives
- Analog Communications
- AVO/High Voltage
- Basic/Intermediate PLCs
- CNC
- Cable Networking the Physical Layer
- Control Systems Technology
- Conventional Machining
- Copper and Plastic Piping Practices
- Drills and Related Tools
- Electro-Pneumatics I & II
- Fiber Optic Cabling the Physical Layer
- Forklift Training
- Fasteners and Anchors
- Gaskets and Packing
- Lubrication
- Heaters, Furnaces, Heat Exchangers, Cooling Towers, and Fin Fans
- High Pressure Steam Systems and Auxiliaries
- HVAC EPA 608 & 609
- Hydraulics I & II
- Industrial Electrical
- Industrial Electrical Safety Training
- Industrial Mechanical
- Instrumentation & Process Controls I & II

- Intermediate – Advanced Electricity & Motor Operation for Manufacturing
- Technicians
- Lathes
- Low-Pressure Steam Systems
- Lubrication
- Material Handling & Hand Rigging
- Mechatronics
- Machining
- Mobile and Support Equipment
- Oxyfuel Cutting
- Precision Measuring Tools
- Preventive and Predictive Maintenance
- Pumps and drivers
- Semiconductor Devices
- SMAW-Equipment & Set Up
- Transistor Amplifier Circuits
- Transistor Feedback Circuits
- Transistor Power Amplifiers
- Trenching & Shoring
- Troubleshooting and Repairing Pumps
- Troubleshooting and Repairing Gearboxes
- Troubleshooting Electrical Control Circuits
- Valves
- Welding

COMPUTER SKILLS

- Auto CAD
- Budgeting
- Company-Specific Software
- Computer Networking
- Cost Tracking
- Cloud Based Training
- Document Control
- Managing E-mail
- Manufacturing Resource Planning/Material Resource Planning
- Microsoft Office (Intermediate & Advanced)
- MS Project
- Inventory Control
- Payroll
- Purchase Order Tracking
- Shipping Solutions or Related Logistic Software
- SolidWORKS
- World-Wide Web

CONTINUOUS IMPROVEMENT

- 5S
- Basic Logistics Standard Practices
- Black Belt Certification
- Certified Logistics Associate
- Certified Logistics Technician
- Change Management

- Coaching/Motivating Employees
- Communicating Effectively
- Communicating Effectively with ELL (English Language Learners)
- Cost and Analysis
- Cost Reduction
- Green Belt Certification
- Interaction Management
- Inventory Control
- Leadership Skills for Frontline Workers
- Lean Manufacturing/Operations
- Monitoring
- Problem Solving
- Process Corrective Action
- Quality Technician Certification
- Resource Management Certification
- Scheduling and Planning
- Six Sigma:
- Strategic Planning
- Supervisor/Lead Role
- Supply Chain Elements
- Teambuilding
- Time Studies & Line Balancing
- TQM – Total Quality Management
- Understanding Work Group Dynamics
- Yellow Belt Certification

HAZARDOUS MATERIALS

- HazMat

HAZWOPER

- Hazwoper

MANAGEMENT SKILLS (Management Trainees Only)

- Basic/Advanced Supervisory and Management Skills
- Conflict Management for Managers
- Essential Interviewing Skills
- Leadership for Managers
- Managing a High-Performance Workplace
- Planning
- Project Management for Managers

MANUFACTURING SKILLS

- Assembly Procedures
- Cross-Functional Production/Equipment Skills
- Equipment Operation
- Food Processing
- Manufacturing Practices
- Non-Destructive Testing
- Production Operation
- Warehousing
- Blueprint Reading
- Geometric Dimensioning & Tolerancing

- Inspection Techniques
- CNC Machining
- Prototyping

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

LITERACY SKILLS

- Basic Math
- Language Comprehension
- Reading Letters & Reports
- Understanding Numbering Systems
- Understanding Verbal Direction & Understanding
- Workplace English (Vocational English)
- Shop/Workplace Math
- Writing Letters & Reports

CERTIFIED SAFETY SKILLS

- OSHA 10
- OSHA 30

Note: Reimbursement for retraining is capped at 200 total training hours per trainee for Job Numbers 1-3 and reimbursement for retraining is capped at 300 total training hours per trainee for Job Number 4, regardless of the method of delivery.

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Chaffey College
Reference No: 19-0680

CCG No.: ET20-0237
Page 1 of 5

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Amcor Rigid Packaging

Address: 14270 Ramona Ave.

City, State, Zip: Chino, CA. 91710

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 15,000

Total # of full-time company employees in California: 575

Company: Cacique Inc.

Address: 14940 Proctor Ave.

City, State, Zip: City of Industry, CA. 91746

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 410

Total # of full-time company employees in California: 350

Company: California Tool & Welding Supply

Address: 201 N. Main St.

City, State, Zip: Riverside, CA 92501

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 83

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

Company: Circor Aerospace Inc.

Address: 2301 Wardlow Circle

City, State, Zip: Corona, CA. 92880

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 250

Total # of full-time company employees worldwide: 10,000

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

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Chaffey College	CCG No.: ET20-0237
Reference No: 19-0680	Page 2 of 5
Company: Crown Technical Systems	
Address: 13470 Philadelphia Ave	
City, State, Zip: Fontana, CA 92337	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Agreement: 50	
Total # of full-time company employees worldwide: 300	
Total # of full-time company employees in California: 270	
Company: Custom Goods	
Address: 12200 Arrow Rte.	
City, State, Zip: Rancho Cucamonga, CA 91730	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Agreement: 60	
Total # of full-time company employees worldwide: 281	
Total # of full-time company employees in California: 281	
Company: Day Creek Corporation	
Address: 600 Yosemite Blvd.	
City, State, Zip: Modestom, CA. 95354	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Agreement: 500	
Total # of full-time company employees worldwide: 6500	
Total # of full-time company employees in California: 5000	
Company: Dimic Steel Tech Inc.	
Address: 145 N 8 th Ave.	
City, State, Zip: Upland, CA. 91786	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Agreement: 20	
Total # of full-time company employees worldwide: 38	
Total # of full-time company employees in California: 38	

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Chaffey College	CCG No.: ET20-0237
Reference No: 19-0680	Page 3 of 5
Company: Elite Comfort Solutions	
Address: 1671 S. Champagne Ave.	
City, State, Zip: Ontario, CA 91761	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Agreement: 25	
Total # of full-time company employees worldwide: 1000	
Total # of full-time company employees in California: 206	
Company: Encorr Sheets, LLC	
Address: 5171 E. Francis St.	
City, State, Zip: Ontario, CA 91761	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Agreement: 10	
Total # of full-time company employees worldwide: 93	
Total # of full-time company employees in California: 93	
Company: Gerard Daniel Worldwide	
Address: 13055 Jurupa Ave.	
City, State, Zip: Fontana, CA 92337	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Agreement: 35	
Total # of full-time company employees worldwide: 500	
Total # of full-time company employees in California: 93	
Company: Goodwest Rubber Linings, Inc.	
Address: 8814 Industrial Lane	
City, State, Zip: Rancho Cucamonga, CA 91730	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Agreement: 13	
Total # of full-time company employees worldwide: 35	
Total # of full-time company employees in California: 35	

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Chaffey College

CCG No.: ET20-0237

Reference No: 19-0680

Page 4 of 5

Company: Nestle Waters North America

Address: 14020 Elm Street

City, State, Zip: Cabazon, CA. 92230

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 150

Total # of full-time company employees worldwide: 10,000

Total # of full-time company employees in California: 1154

Company: New Flyer

Address: 2880 E. Jurupa Street

City, State, Zip: Ontario, CA 91761

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 14

Total # of full-time company employees worldwide: 9275

Total # of full-time company employees in California: 94

Company: New-Indy Ontario LLC

Address: 5100 Jurupa St.

City, State, Zip: Ontario, CA. 91761

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 105

Total # of full-time company employees in California: 105

Company: Sierra Aluminum

Address: 2345 Fleetwood Drive

City, State, Zip: Jurupa Valley, CA. 92509

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 3000

Total # of full-time company employees in California: 600

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Chaffey College	CCG No.: ET20-0237
Reference No: 19-0680	Page 5 of 5
Company: Trek Bicycle	
Address: 5100 Shea Center Dr.	
City, State, Zip: Ontario, CA 91761	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Agreement: 10	
Total # of full-time company employees worldwide: 200	
Total # of full-time company employees in California: 150	
Company: Yinlun TDI LLC	
Address: 4840 E. Airport Rd	
City, State, Zip: Ontario, CA 91761	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Agreement: 15	
Total # of full-time company employees worldwide: 99	
Total # of full-time company employees in California: 64	



Training Proposal for:

JobTrain, Inc.

Contract Number: ET20-0218

Panel Meeting of: December 13, 2019

ETP Regional Office: San Francisco Bay Area

Analyst: R. Jackson

PROJECT PROFILE

Contract Attributes:	Medical Skills Training New Hire Ex-Offender At-Risk Youth Multiple Barriers SET	Industry Sector(s):	MEC (H) Healthcare (62) Construction (23) Services (61,71,72,81,92) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Francisco, Marin, Santa Clara, Contra Costa, Alameda, San Mateo	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	NA		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$347,875		\$33,375 12%		\$381,250

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	New Hire SET Ex-Offender At-Risk Youth Multiple Barriers Medical Skills	Business Skills, Computer Skills, MS-Didactic, MS-Preceptor, Job Readiness Skills, Comm'l. Skills, OSHA 10/30, HAZMAT, HAZWOPER	125	8-260	0	\$3,050	\$16.09
				Weighted Avg: 121			

Minimum Wage by County: \$16.09 for San Francisco, Marin, Santa Clara, Contra Costa, Alameda, San Mateo counties

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

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

Up to \$1.09 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Construction Worker		24
Food Service Worker		19
Healthcare Aide		29
Medical Office Worker		24
IT Technician		29

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. JobTrain maintains support in the local business community which includes employers from the industries indicated in this proposal that actively hire its graduates.

This is JobTrain's sixth ETP Contract, and it's second within the last five years. In this proposal, it is requesting ETP funds to train 125 (New Hire) trainees (including Ex-Offenders/At-Risk Youth

or individuals with Multiple Barriers) to become entry-level Healthcare Workers including Medical Assistants (MA), Certified Nurse Assistants (CNA), or Allied Health Professionals. JobTrain's program also includes training for Construction Workers, Information Technology (IT) Technicians, and Food Service Workers.

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 eligible trainees to JobTrain.

Healthcare Demand

Healthcare occupations in San Francisco-San Mateo-Redwood City metropolitan statistical area (MSA) with the largest anticipated job growth include MAs. 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.

Construction Demand

According to Bureau of Labor Statistics, employment of carpenters is projected to grow 8% from 2016 to 2026. JobTrain represents construction is booming in the San Francisco Bay Area and the demand for carpenters is strong at 16,000 new jobs annually based on a review of EDD Labor Market Information Division's (LMID) published California Labor Market Information. This is due to new commercial/private building and property remodeling activity.

IT Demand

This field is anticipated to grow by 10% between 2018-2028. The median salary is \$53,470 according to JobTrain's review of Bureau of Labor Statistics Occupational Outlooks report.

Food Services Demand

Based on JobTrain's review, the California Labor Market Information provided by EDD's LMID projects 66,000 new openings for cooks and food preparation workers each year through 2026.

PROJECT DETAILS

Training Plan

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

Business Skills: Training will be offered to Healthcare and Food Service Workers and include Business Practices, Communications Skills and Financial Skills.

Commercial Skills: Training will be offered to Construction and Food Service Workers and include safe working conditions, on-the-job expectations and job-specific training.

Computer Skills: Training will be offered all occupations in Basic Computer Skills. In addition, IT Technicians will receive training in Helpdesk Support, Technical Customer Service and other related topics.

Medical Skills (Didactic and Clinical Preceptor): Training will be offered to Healthcare Workers and include Body Mechanics, Vital Signs, Long-Term Care, Infection Control, Nutrition, Bandaging Techniques, Diagnostic Procedure, Observation and Charting, Medical Terminology and Standards of Care.

Job Readiness Skills: Training will be offered to all occupations in Workplace Success, Communications, Resume Development and Interview Skills courses.

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 training for journeyworkers and 30 hours for frontline supervisors. The coursework is geared to construction work. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
3. Hazardous Materials (HAZMAT). This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Construction Workers will receive up to 30 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, certification is by Environmental Protection Agency.

Special Employment Training (SET)/Multiple Barriers (New Hire)

Under SET, 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.

Note: Contractor must pre-screen trainees to determine their eligibility prior to enrolling trainees. Barriers must be identified and kept on file with the Contractor. Contractor must demonstrate training will help trainees address the identified barriers.

Wage Modification

➤ Wage Modification

SET Multiple Barrier (New Hire) trainees may be subject to earn at least the ETP New Hire Minimum Wage rather than the Statewide Average Hourly Wage. These trainees must have two or more barriers to employment (e.g., mental or physical disability, limited English proficiency, limited math skills). These trainees may receive the ETP New Hire Minimum Wage- \$16.09 (post-retention). JobTrain requests this wage modification.

Retention Modifications

➤ Retention Modification

The Panel may also modify the retention period for these trainees, making it satisfied by employment of at least 90 days, out of 120 consecutive days with up to three employers. Incidental placement with public and non-profit entities is permissible, not to exceed 25% of the total number of trainees retained in employment. JobTrain requests this retention modification.

SET/Ex-Offender/At-Risk Youth (New Hire)

JobTrain will also be funded as Special Employment Training/Multiple Barriers under the Ex-Offender/At-Risk Youth Guidelines. JobTrain will be responsible for documenting the eligibility criteria for this program.

For Ex-Offenders, this must include: case number from the conviction proceeding; parole or probation officer's name and phone number; and records from the institution where incarcerated. For At-Risk Youth, the documentation must show that the trainee is between 18 and 23 years of age. They will be deemed at-risk if they are not in school or employed full-time, and meet other criteria specified in the pilot program guidelines.

➤ Retention Modification

Retention may be satisfied by full-time employment for a minimum of 30 hours per week during the consecutive 90-day employment retention period. Retention may also be satisfied by employment of at least 500 hours within 180 days with one or more participating employers. Incidental placement with public and non-profit entities is permissible, not to exceed 25% of the total number of trainees retained in employment. JobTrain requests this retention modification.

➤ Wage Modification

JobTrain requests a post-retention wage modification for these trainees at 25% below the ETP Minimum Wage. This modification is permissible under the At-Risk Youth Project Guidelines for good cause. As mentioned above, JobTrain's trainees are placed into secure jobs with known wage progression. These trainees may receive the ETP New Hire Minimum Wage- \$16.09 (post-retention). JobTrain requests this wage modification.

Trainer-to-Trainee Ratio Waiver (New Hire)

JobTrain is requesting a waiver to ETP's standard New Hire trainer-to-trainee ratio of 1:15 to allow a 1:20 ratio. JobTrain has had a successful business model of delivering training to its New Hires with a trainer-to-trainee ratio of 1:24, which has been effective with an average course-completion rate is in excess of 85%. Job-placement success is historically above 75% with average wages at nearly \$22.00 per hour. Trainees are placed into good jobs with high wages, and JobTrain receives positive feedback from employers.

Additionally, JobTrain is requesting a waiver to ETP's standard Clinical Medical Preceptor trainer-to-trainee ratio of up to 1:10 to allow a 1:15 ratio to be consistent with the California Department of Public Health's standards. Both ratios were approved and successful in the prior ETP Contract.

Impact/Outcome

Training will lead to trainees earning the following certifications:

State of California (regulated) Certifications

- CNA Certification
- MA Certification
- Home Health Aide Certification
- Cardiopulmonary Resuscitation Certification
- HAZWOPER 40 Certification
- OSHA 10/30 Certification
- Forklift Certification

Industry-Driven Certifications

- Confined Space Certification
- HILTI Powder-Actuated Certification
- IT Support Professional Certificate (Google)
- National Serve Safe Certification

Curriculum Development

The curriculum is driven by State of California licensure and or industry driven certification requirements, employer feedback regarding its specific skills and needs, and JobTrain's experience of preparing candidates for career pathways. JobTrain solicits regular feedback from graduates and employer partners to assess the quality of the curriculum. This feedback is collected through surveys, focus groups and advisory tables.

JobTrain's CNA Site Director has provided technical expertise in developing the Healthcare curriculum. Additionally, Jobtrain has a full-time Labor expert, Culinary expert, and IT expert as trainers. Where licensure is required to train (OSHA 10/30 and other topics), JobTrain will ensure the licensure or certifications are obtained or brought current.

Marketing and Support Costs

JobTrain advertises its programs through direct mail, publishes marketing materials and launches social media campaigns to recruit trainees. In addition, JobTrain program staff conducts marketing of its programs by engaging with businesses and students throughout San Mateo County.

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, and Community Legal Services in East Palo Alto. It partners with 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. Construction partners include Carpenter Local 217 and Laborers Local 261. JobTrain request and ETP staff recommends 12% 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

JobTrain's Chief Executive Officer and Chief Operating Officer will provide administrative oversight. Its 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. Its CNA Site Director and four in-house experts will coordinate training delivery. Additionally, JobTrain has retained Steve Duscha Advisories to assist with administration.

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).

As indicate above, 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, which JobTrain reports that it is in the process of being renewed by BPPE.

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
ET19-0353	\$199,515	12/17/18 – 12/16/20	138	138	TBD

Based on ETP systems, 24,530 hours have been tracked for potential earnings of \$199,515 (100% of approved amount). Contractor represents the potentially reimbursable hours were tracked within the first seven months of the Contract and well exceed the right-sized funding request.

DEVELOPMENT SERVICES

Steve Duscha Advisories in Sacramento assisted with development for a flat fee of \$5,000.

ADMINISTRATIVE SERVICES

Steve Duscha Advisories 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**

8-260

Trainees may receive any of the following:

BUSINESS SKILLS

- Medical Laws & Ethics
- Interpersonal Communication
- Patient History
- Patient Education
- Schedule & Financial Management
- Billing & Coding
- Customer Service
- Calculating Costs and Prices
- Food Service Economics
- Health Care Economics
- Conflict Resolution
- Communication Skills & Public Speaking
- Clinical Requirements
- Communication Skills
- Project Management

COMPUTER SKILLS

- Electronic Medical Records
- Computer and Data Security
- Creating Reports
- Computer Basics
- Applications
- Desktop Support
- Helpdesk Support
- Technical Customer Service
- Troubleshooting
- Networking
- Operating Systems
- System Administration

MEDICAL SKILLS - DIDACTIC

- Clinical Skills
- Reporting
- Assisting
- Orientation to Lab
- Infection Control
- Physical Therapy, Nutrition, & Health
- Vital Signs
- First Aid & Bandaging
- Health Insurance Portability and Accountability Act
- Injections and Venipuncture
- Electrocardiogram Procedures
- Cardiopulmonary Resuscitation
- Standards of Care
- Patient Rights

- Patient Safety
- Personal Safety
- Body Mechanics
- Weights and Measures (foods/liquids and patient height/weight)
- Resident-Care Skills
- Vital Signs
- Emergency Procedures
- Long-Term Care
- Common Disorders
- Observation and Charting
- Life Support for Healthcare Providers
- Home Health Care
- Medical Terminology

MEDICAL SKILLS – CLINICAL PRECEPTOR (1:15 Ratio)

- Doctor Exams
- Vital Signs
- Lab Referrals
- Diagnostic Procedures
- Bandaging Techniques
- Lab-Specimen Processing
- Injections and Venipunctures
- Infection Control
- Clinical Practice
- Electrocardiogram
- Body Mechanics
- Patient Care and Assessment
- Resident Care Procedure
- Vital Signs
- Nutrition
- Observation and Charting
- Infection Control
- Resident Rights

JOB READINESS SKILLS*

- Resume Development
- Interview Skills
- Workplace Success
- Interpersonal Skills in the Skilled-Nursing Facility
- Workplace Behaviors
- Math for the Workplace
- Financial Literacy
- Critical Thinking
- Goal Setting

**Cannot exceed 50% of a trainee's total-training hours*

COMMERCIAL SKILLS

- Building Materials
- Familiarity and Appropriate Use of Hand-Power Tools
- Jobsite and Tool Handling
- Safe Working Conditions

- Fork-Lift Operation
- Confined Space
- CPR Certification
- Green-Building Philosophy and Techniques
- Basic Understanding of Blueprints
- Construction Math
- Setting Up Jobs
- Commercial Kitchens
- Food Safety
- Sanitation
- Servicing and Maintaining Kitchen Equipment
- Recipes
- Types of Cooking
- Types of Ingredients

HAZARDOUS MATERIALS

- Identification
- Handling
- Abatement

HAZWOPER

- Hazwoper 40

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

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

Note: Reimbursement for new hire training is capped at 260 total-training hours per trainee.
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Training Proposal for:

**Associated Builders and Contractors Los Angeles/Ventura
Merit Training Trust Fund**

Contract Number: ET20-0940

Panel Meeting of: December 13, 2019

ETP Regional Office: PPU-Central Office

Analyst: I. Launitz

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprenticeship Veterans	Industry Sector(s):	Construction (C) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Ventura	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$230,400		\$17,200 (Job 1: 8% Job 2: 20%)		\$247,600

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Apprentice	Commercial Skills, OSHA 30	76	8-210	0	\$3,080	\$24.13
				Weighted Avg: 160			
2	Retrainee Apprentice Veterans	Commercial Skills, OSHA 30	4	8-210	0	\$3,380	\$24.13
				Weighted Avg: 160			

Minimum Wage by County: SET/Priority Industry: \$24.13 per hour

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Apprentice Inside Wireman		76
Veteran Apprentice Inside Wireman		4

INTRODUCTION

Founded in 1974, Associated Builders and Contractors Los Angeles/Ventura Merit Training Trust Fund (ABC TTF) provides Inside Wireman training for its participating employers to perform construction projects throughout Los Angeles and Ventura counties. ABC TTF is an Electrical Unilateral Apprenticeship Committee with approved Division of Apprenticeship Standards (DAS). The location of training occurs in ABC TTF's training facility in San Fernando. Participating employers include general contractor and subcontractor construction companies. This will be ABC TTF's first ETP Contract.

Inside Wireman install, maintain and repair various types of electrical and electronic equipment in commercial, industrial and residential establishments. Inside Wiremen also install, connect, and test electrical wiring systems for lighting, heating, air conditioning and communications.

Veterans Program

The Veteran training curriculum is the same as the Apprentice training curriculum. The Veterans are in a separate job number to better track performance toward the goal of improved outreach for veterans.

ABC TTF targets Veterans by sending dissemination notices twice a year to colleges and VA regional offices within Los Angeles and Ventura counties.

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the DAS. ETP funding supplements cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project the program is four years.

For the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer.

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$23 to \$18 per class/lab hour. The ETP wage for Apprentices is no less than \$24.13 per hour. However, the actual wages paid are shown in the Training Plan Table for the Panel's information.

PROJECT DETAILS

ABC TTF trains Inside Wiremen in standards of the electrical trade through its State and Federally approved apprenticeship program. This project incorporates direction from the member contractors and training committee based on their training needs. The training from this project will allow participating employers to send new, unskilled or limited skilled employees through this apprenticeship program. Trained Apprentices will provide the participating contractors with a well-trained and safe workforce who can meet the demands of their work, leading to additional contracts and employment opportunities in their local communities. ETP funding will assist ABC TTF to meet demands of participating contractors who require well-trained and qualified Electricians.

Training Plan

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

Commercial Skills: Training topics include Alternating Current, Conductor Installations, Overcurrent Protection, Basic Electronic Theory and HVAC Controls.

Certified Safety Training

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

Curriculum Development

ABC TTF developed its curriculum with subject matter experts in the trade. The curriculum is produced and accredited by the National Center for Construction Education and Research and is recognized throughout the United States. The curriculum is based on current trade construction codes. Formal evaluations are conducted every semester for all apprentices and instructors to provide feedback on the curriculum. The LEA (LA County Office of Education) reviews and approves the curriculum. All training is center-based.

Learning Management System

Staff reviewed and approved ABC TTF's use of a Learning Management System for recordkeeping.

Marketing and Support Costs

ABC TTF retains 2-3 staff who assist with marketing, recruitment, needs assessments and scheduling. Twice a year it sends dissemination notices to colleges, high schools, minority groups, and the Employment Development Department within the Los Angeles and Ventura counties. ABC TTF provides application and informational materials on its website, conduct informational presentations in the local communities and at its training facility for different organizations. ABC TTF provides outreach to a variety of different schools and organizations to educate them on apprenticeship career options.

In conjunction with general outreach, ABC TTF specifically targets women to join its apprenticeship program by sending dissemination notices to colleges and women regional centers in Los Angeles and Ventura counties.

Staff recommends the 8% support costs for Job Number 1 and 20% support costs for Job Number 2 (Veterans).

Impact/Outcome

Inside Wiremen Apprentices learn to install, maintain, and repair various types of electrical and electronic equipment in commercial, industrial and residential establishments. All Apprentices receive an OSHA 30 certification. All first and third year Apprentices receive a CPR/First Aid certification. All Apprentices get certified in power-actuated tools. Each Apprentice graduate receives a separate certificate of completion from ABC TTF, National Center of Construction Education and Research, the State of California and the U.S. Department of Labor.

Commitment to Training

ABC TTF provides training for Inside Wireman Apprentices. Employers will continue to make contributions to the training trust fund for every hour worked by Apprentices. 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 Vice President of Operations will oversee this project with assistance from internal staff. ABC TTF staff will perform project administration and trainers will prepare rosters and deliver training.

Training will be delivered by in-house experts and vendors as needed. All instructors are certified through the National Center for Construction Education and Research's Instructor Craft Training program.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

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

8-210 Trainees may receive any of the following:

COMMERCIAL SKILLS

Electrical Level Two Content:

- Alternating Current
- Motors: Theory and Application
- Electrical Lighting
- Conduit Bending
- Pull and Junction Boxes
- Conductor Installations
- Cable Tray
- Conductor Terminations and Splices
- Grounding and Bonding
- Circuit Breakers and Fuses
- Control Systems and Fundamental Concepts
- Your Role in the Green Environment

Electrical Level Three Content:

- Load Calculations – Branch Feeder Circuit
- Conductor Selection and Calculations
- Practical Applications of Lighting
- Hazardous Locations
- Overcurrent Protection
- Distribution Equipment
- Transformers
- Commercial Electrical Services
- Motor Calculations
- Voice, Data, Video
- Motor Controls

Electrical Level Four Content:

- Load Calculation – Feeder and Services
- Health Care Facilities
- Standby and Emergency Systems
- Basic Electronic Theory
- Fire Alarm System
- Specialty Transformers
- Advanced Controls
- HVAC Controls
- Heat Tracing and Freeze Protection
- Motor Operation and Maintenance
- Medium Voltage Terminations/Splices
- Special Locations
- Introductory Skills for the Crew Leader

OSHA 30 (OSHA Certified Instructor)

- OSHA 30

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

Note: Reimbursement for retraining is capped at 210 total training hours per trainee, regardless of the method of delivery.



Training Proposal for:

**Associated Builders and Contractors of Southern California, Inc.
Merit Training Trust Fund**

Contract Number: ET20-0943

Panel Meeting of: December 13, 2019

ETP Regional Office: Central Office- PPU

Analyst: A. Olazaba

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprentice	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, Riverside, San Bernardino, Ventura	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$696,960		\$48,370 8%		\$745,330
In-Kind Contribution:	50% of Total ETP Funding Required			Inherent

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Apprentice	Commercial Skills; OSHA 30	170	8-210	0	\$3,003	\$24.13
				Weighted Avg: 156			
2	Retrainee Apprentice	Commercial Skills; OSHA 30	20	8-210	0	\$2,887	\$24.13
				Weighted Avg: 150			
3	Retrainee Apprentice	Commercial Skills; OSHA 30	40	8-210	0	\$2,887	\$24.13
				Weighted Avg: 150			
4	Retrainee Apprentice	Commercial Skills; OSHA 30	20	8-210	0	\$3,080	\$24.13
				Weighted Avg: 160			

Minimum Wage by County: \$24.13 per hour Statewide (Priority Industry)

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

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

Participating employers may use up to \$2.50 per hour to meet the Post-Retention Wage for Job Numbers 1, 2, and 4.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Electrical Apprentice		170
Job Number 2		
Low Voltage Apprentice		20
Job Number 3		
Plumbing Apprentice		40
Job Number 4		
Sheet Metal Apprentice		20

INTRODUCTION

Associated Builders and Contractors of Southern California, Inc. Merit Training Trust Fund (ABC SoCal)(www.abcsocal.org) is a trades association that provides programs for individuals interested in entering or upgrading their skills in plumbing, electrical, HVAC and sheet metal trades. The Trust Fund serves five apprenticeship programs: Electrical, Plumbing, Sheet Metal HVAC and Electronics Systems Technician (Voice, Data, Video); however, HVAC will not be participating in this proposal. ABC SoCal members include general and subcontractor construction companies/firms who employ workers in the construction field.

The Trust Fund is administered by a board of three to five elected Trustees who represent participating employers. Participating employers have signed an adoption agreement with the Trust Fund and are required to pay contributions in the amount established in the adoption agreement. Employer and employee representatives make up the Unilateral Apprenticeship Committee (UAC) who carry the duty of developing and administering the craft training plans.

The apprenticeship program offered by ABC SoCal helps trainees acquire the abilities to become Electricians and Plumbers. ABC SoCal updates its curriculum to include new guidelines, laws and technologies developed in the construction industry. Only Apprentice training will be provided under this project. This will be ABC SoCal's second ETP contract; second within the last five years.

Veterans Program

ABC SoCal works with local organizations (North Orange County Vet Center, Veterans services offices, Community Colleges and the Employment Development Department) to recruit Veterans into the program.

Women in the Program

ABC SoCal works with local organizations, such as National Association of Women in Construction, to recruit Women into the program.

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding supplements cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project the program is four years.

For the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$23 to \$18 per class/lab hour. The ETP wage for Apprentices is no less than \$24.13 per hour. However, the actual wages paid are shown in the Training Plan Table for the Panel's information.

PROJECT DETAILS

The curriculum is based on current construction codes, rules, and laws of the trade. There is a growing need for apprentices due to job growth, retirement and changes to the building codes. Employees acquire more skills and demonstrated abilities which allow the trainee not only to be in a safer workplace, but also to obtain more work and provide more jobs. ETP funding will assist ABC SoCal in meeting the demands of the participating contractors who require well-trained apprentices on their job sites. Courses included in the curriculum will teach apprentices the latest methods used in the construction industry and ensure they have mastered their skill to further establish a well trained workforce.

Training Plan

Commercial Skills: This training will be offered to all Apprentices. Trainees will learn new skills required in the Plumbing and Electrician trade. Courses include construction drawing, electrical lighting, safety, and advanced controls.

Certified Safety Training

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

Learning Management System

Staff reviewed and approved ABC SoCal’s use of a Learning Management System for recordkeeping.

Commitment to Training

Employers will continue to make contributions to the training trust for every hour worked by Apprentices.

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/Coordination

The Senior Director of Education and the Finance Manager will be administering the project with assistance from staff. ABC SoCal has created a training schedule and is ready to begin training after approval.

Impact/Outcome

All apprentices trained under this proposal will be certified in Power Actuated Tools once they complete the entire apprentice curriculum. All plumbing apprentices are certified in the Butt Fusion Process of joining pipes. Trainees will also receive OSHA 30 certifications once the apprentice curriculum has been completed.

Marketing and Support Costs

ABC SoCal is requesting 8% support costs to assist with recruitment, employer outreach, and assessment of employer-specific job requirements. ABC SoCal will continue to partner and market to high schools, colleges, EDD offices, and various organizations to promote their program. Participating employers have been notified and plan to participate in the program, additional recruitment will take place throughout the duration of the Agreement. Staff recommends the 8% support costs.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET15-0911	Los Angeles, Orange, Riverside, San Bernardino, Ventura	08/25/2014- 08/24/2016	\$338,604	\$338,604 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

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

8-210 hours
(Jobs 1-4)

Trainees may receive any of the following:

Apprentices (2nd year and above):**COMMERCIAL SKILLS****(Electricians)**

- + Advanced Controls
- + Alternating Current
- + Basic Electronic Theory
- + Cable Tray
- + Commercial Electrical Services
- + Conduit Bending
- + Conductor Installations
- + Conductor Selection and Calculations
- + Circuit Breakers and Fuses
- + Conductor Terminations and Splices
- + Control Systems and Fundamental Concepts
- + Distribution Equipment
- + Electrical Lighting
- + Fire Alarm System
- + Grounding and Bonding
- + Hazardous Locations
- + Health Care Facilities
- + Heat Tracing and Freeze Protection
- + HVAC Controls
- + Introductory Skills for the Crew Leader
- + Load Calculations – Branch and Feeder Circuits
- + Load Calculation – Feeder and Services
- + Medium Voltage Terminations/Splices
- + Motor Calculations
- + Motor Controls
- + Motor Operation and Maintenance
- + Motors: Theory and Application
- + Overcurrent
- + Practical Applications of Lighting
- + Protection
- + Pull and Junction Boxes
- + Standby and Emergency Systems
- + Specialty Transformers
- + Special Locations
- + Transformers
- + Voice, Data, Video
- + Your Role in the Green Environment

(Low Voltage)

- ✚ Access Control Systems
- ✚ Audio Systems
- ✚ Broadband Systems
- ✚ Buses and Networks
- ✚ CCTV Systems
- ✚ Fire Alarm Systems
- ✚ Fiber Optics
- ✚ Fundamentals of Crew Leadership
- ✚ Intrusion Detection Systems
- ✚ Media Management Systems
- ✚ Maintenance and Repair
- ✚ Overview of Nurse Call and Signaling Systems
- ✚ Power Quality and Grounding
- ✚ Rack Assembly
- ✚ Residential and Commercial Building Networks
- ✚ Semiconductors and Integrated Circuits
- ✚ Servicing of Fixtures, Valves, and Faucets
- ✚ Site Survey, Project Planning and Documentation
- ✚ Switching Devices and Timers
- ✚ System Commissioning and User Training
- ✚ Telecommunications Systems
- ✚ Types of Valves
- ✚ Video Systems
- ✚ Wire and Cable Terminations
- ✚ Wireless Communication

(Plumbers)

- ✚ Applied Math
- ✚ Backflow Prevention
- ✚ Business Principles for Plumbers
- ✚ Codes
- ✚ Compressed Air
- ✚ Corrosive Resistant Waste
- ✚ Fuel Gas Systems
- ✚ Hangers, Supports, Structural Penetrations, and Fire Stopping
- ✚ Hydronic and Solar Heating Systems
- ✚ Indirect and Special Waste
- ✚ Introductory Skills for the Crew Leader
- ✚ Installing and Testing DWV Piping
- ✚ Installing and Testing Water Supply Piping
- ✚ Installing Fixtures, Valves, and Faucets
- ✚ Installing Roof, Floor, and Area Drains
- ✚ Installing Water Heaters
- ✚ Introduction to Electricity
- ✚ Plumbing Math Two
- ✚ Plumbing for Mobile Homes and Travel Trailers
- ✚ Potable Water Supply Treatment
- ✚ Private Water Supply Well Systems
- ✚ Private Waste Disposal Systems
- ✚ Reading Commercial Drawings
- ✚ Servicing Piping Systems, Fixtures and Appliances

- ✚ Sizing Water Supply Piping
- ✚ Sizing DWV and Storm Systems
- ✚ Sewage Pumps and Sump Pumps
- ✚ Swimming Pools and Hot Tubs
- ✚ Types of Venting
- ✚ Water Pressure Booster and Recirculation Systems
- ✚ Your Role in the Green Environment

(Sheet Metal Workers)

- ✚ Advanced Architectural Sheet Metal
- ✚ HVAC Commercial and Industrial Refrigeration Systems
- ✚ HVAC Commercial Hydronic Systems
- ✚ HVAC Compressors
- ✚ HVAC Construction Drawings and Specifications
- ✚ HVAC Heat Pumps
- ✚ HVAC Heating and Cooling System Design
- ✚ HVAC Indoor Air Quality
- ✚ HVAC Introduction to Cooling
- ✚ HVAC Introduction to Heating
- ✚ HVAC Leak Detection, Evacuation, Recovery and Charging
- ✚ HVAC Metering Devices
- ✚ HVAC System Balancing
- ✚ HVAC System Startup and Shutdown
- ✚ HVAC Troubleshooting Cooling
- ✚ HVAC Troubleshooting Gas Heating
- ✚ HVAC Troubleshooting Heat Pumps
- ✚ Introduction to Sheet Metal Layout and Processes
- ✚ Sheet Metal Plans and Specifications
- ✚ Sheet Metal Duct Fabrication
- ✚ SM Bend Allowances
- ✚ SM Fabrication One – Parallel Line Development
- ✚ SM Fabrication Two – Radial Line Development
- ✚ SM Fabrication Three – Triangulation
- ✚ SM Fume and Exhaust System Design
- ✚ SM Introductory Supervisory Skills
- ✚ SM Louvers, Dampers and Access Doors
- ✚ SM Principles of Airflow
- ✚ SM Trade Math Two
- ✚ SM Trade Math Three – Field Measuring and Fitting
- ✚ Your Role in the Green Environment

(All Apprentices)

OSHA 10/30 (Certified OSHA Instructor)

- ✚ OSHA 30

Note: Reimbursement for retraining is capped at 210 total training hours per trainee, regardless of the method of delivery.



Training Proposal for:
California Labor Federation AFL-CIO
Contract Number: ET20-0946

Panel Meeting of: December 13, 2019

ETP Regional Office: PPU - Central Office

Analyst: A. Olazaba

PROJECT PROFILE

Contract Attributes:	Priority Rate	Industry Sector(s):	Construction
	Retrainee		Green Technology
	Apprenticeship		
	Ex-Offender		
	At-Risk Youth		
	New Hire		
	Multiple Barriers		Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
SET			
Veterans			
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Multiple Locals will participate		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$348,620		\$26,700 8% for Job No. 1 & 2 12% for Job No. 3 20% Job No. 4		\$375,320

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Priority Rate Journeyworker	Business Skills Commercial Skills Computer Skills OSHA 10 OSHA 30	30	4-200	0	\$590	\$24.13
				Weighted Avg: 24			
2	Priority Rate Apprentice	Commercial Skills OSHA 10 OSHA 30	202	8-210	0	\$1,540	\$24.13
				Weighted Avg: 80			
3	SET Priority Rate Pre-Apprentice At-Risk Youth Multiple Barriers Ex-Offender New Hire	Business Skills Commercial Skills Computer Skills Literacy Skills OSHA 10	10	8-200	0	\$2,520	**\$14.48
				Weighted Avg: 100			
4	Priority Rate Veterans Apprentice	Commercial Skills OSHA 10/30	10	8-210	0	\$2,134	\$24.13
				Weighted Avg: 101			

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

Minimum Wage by County Job Numbers 1, 2, & 4 (Journeyworker, Apprentice, & Veteran): SET Priority Industry: \$24.13 per hour. Job Number 3 (Pre-Apprentice): SET/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; and \$14.48 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 \$8.29 per hour may be used to meet the Post-Retention Wage requirement for Job No. 1, 2, & 4; and up to \$1.47 per hour for Job No. 3.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job 1 (Journeyworkers):		
Bricklayers & Allied Crafts		4
Electricians		10
Plasterers		6

Sheet Metal Workers		5
Plumbers and Pipefitters		5
Job Number 2 & 4 (Apprentice/ Veterans Apprentice):		
Bricklayers & Allied Crafts		30
Electricians		92
Sheet Metal Workers		35
Plasterers		30
Plumbers and Pipefitters		15
Job 3 (Pre-Apprentice/New Hire/At-Risk Youth/Ex-Offender):		
Pre-Apprentice		10

INTRODUCTION

The California Labor Federation AFL-CIO (CalFed) (www.calaborfed.org) seeks funding for training programs that support California's smaller apprenticeship programs. Founded in 1901, CalFed is an umbrella organization composed of 1,200 unions, representing 2.1 million members in manufacturing, construction, health care, and other industries in California. This will be the eleventh ETP contract with CalFed, the sixth in the last five years. Through this proposal, CalFed will continue to serve its membership working in the construction trades.

This project includes Journeyworker, Veteran, Apprentice, and Pre-Apprentice training. Training will allow trainees in various construction trades to learn skills that are in demand for commercial and industrial construction, public infrastructure projects, and "green" construction.

Veterans

CalFed is committed to supporting job-related training that helps Veterans transition into the California workforce. Participating JATCs recruit Veterans in cooperation with Helmets to Hardhats, a national joint labor-management program that recognizes the link between skills acquired in military service and the building trades. Individual JATCs may also advertise special days on their websites just for Veterans to come in and apply for the apprenticeship program. CalFed will have Job Number 4 for their Veteran Apprentices under this contract. The Veteran training curriculum will be the same as the Apprentice training curriculum outline.

Assisting Smaller JATC's

CalFed's project acts as an incubator for smaller apprentice programs that do not have the staff capacity to hold their own ETP contract. Many of the JATCs listed in this project have either part-time or no administrative assistance. These small JATCs operate in rural communities throughout the state including Fresno, Bakersfield, Tracy, Stockton, Santa Barbara, and outlying areas of San Diego and Modesto. CalFed's goal is to "graduate" a JATC into its own ETP contract. To date, this model has allowed nine JATCs to hold their own ETP contracts.

Each JATC is a DAS-approved apprenticeship program sponsor. Training will be in a series of occupations as shown below per Job Number:

Job No. 1: Journeyworker (All Trades)

Job No. 2: Bricklayers & Allied Craft workers Local No. 3
Marble Mason

Marble Finisher
Terrazzo Mechanic
Terrazzo Finisher
Pointer-Cleaner-Caulker
Bricklayer

LEA: Hayward and San Leandro Adult Schools

Tri-County Electrical JATC Local No. 234 IBEW
Electrician

LEA: Hartnell Community College

Santa Barbara County Electrical JAC Local No. 413 IBEW
Electrician

LEA: LA County Office of Education and Allan Hancock Community College

Fresno Sheet Metal Local No. 104
Sheet Metal Worker

LEA: Fresno Regional Occupational Program

San Joaquin & Calaveras Counties Electrical JATC Local No. 595 IBEW
Electrician

Inside Wireman

LEA: San Joaquin Delta Community College

Central Valley Electrical JATC Local No. 684 IBEW
Electrician

Inside Wireman

LEA: Stanislaus County Office of Education

San Diego Plastering Industry JATC Local No. 200
Plasterers

LEA: North Orange County Regional Occupational Program

The Kern & Northern Los Angeles Countries A/C and Sheet Metal Workers JATC
Local No. 105 Sheet Metal
Sheet Metal Workers

LEA: Bakersfield Community College

UA Local 159 JATC

LEA: Diablo Valley College

Job No. 3: Pre-Apprentice (All Trades)

Job No. 4: Veteran Apprentice (All Trades)

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding supplements cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project the programs are four and five years.

For the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$23 to \$18 per class/lab hour. The ETP wage for Apprentices is no less than \$24.13 per hour. However, the actual wages paid are shown in the Training Plan Table for the Panel's information.

Pre-Apprenticeship Program

CalFed is partnering with Flintridge Center, a local non-profit training center located in Los Angeles County. Flintridge Center offers construction training to At-Risk Youth and Ex-Offenders in close collaboration with the Los Angeles/Orange County Building Trades Council.

Upon graduation, trainees who participate in this community-based program will be eligible to be accepted into local unions' more formalized apprentice programs with high wages, long-term employment, pensions, healthcare and ongoing training throughout their careers.

Trainees in Job Number 3 (Pre-Apprentice/New Hire/At-Risk Youth/Ex-Offender) will receive Commercial Skills, Computer Skills, Business Skills, Literacy Skills and OSHA 10 training. While Ex-Offender trainees are subject to a lower wage requirement (up to 25% below the New Hire wage), no waiver is being requested.

Ex-Offender/At-Risk Youth in Job Number 3 will be funded as Special Employment Training/Multiple Barriers.

➤ Retention Modification

Retention may be satisfied by employment of at least 30 hours a week for at least 90 days, out of 120 consecutive days with up to three employers. For occupations in which workers are hired for short-term jobs, retention may be satisfied by employment of at least 500 hours within 180 days. Incidental placement with public and non-profit entities is permissible, not to exceed 25% of the total number of trainees retained in employment.

Green/Clean Technology and Employer Demand

This project will incorporate trade-specific green skills training, which can be in addition to traditional RSI training. According to CalFed, construction trade employers are demanding this type of specialized skill, even for the apprentices.

The training outlined in this proposal will assist employers to certify more workers to meet customer demands. JATCs have not been providing this training in the past due to the low demand for such services by mechanical contractors, but this demand has changed due to the requirements of Title 24.

Trainees require the skills to install and maintain new kinds of equipment, work with new materials, and comply with the latest complex and rapidly changing energy efficiency standards. Training will also cover energy-efficient technologies and products: solar photovoltaic panels, wind turbine systems, new motor controls, green building materials; advanced welding skills including Tungsten Inert Gas, Metal Inert Gas and/or Stick Welding; climate energy efficiency and

consumption greenhouse gas abatement; solar hot water and water efficiency installation and retrofitting; reuse/recycled water and wastewater treatment systems; and green materials testing and audit equipment. This training will help workers gain the knowledge and the skills necessary to work in green construction.

PROJECT DETAILS

Training will occur at each JATC's designated training facility. Instructors are qualified Journeyworkers with extensive practical training experience, and will deliver training using Class/Lab or E-Learning delivery methods.

Employers need: (1) workers who are able to construct buildings and install systems that maintain energy efficient buildings as outlined by LEED and other energy efficiency standards - training in green construction and industry certifications will position the employers to bid on new projects; (2) more qualified construction workers to replace retiring journeymen; (3) workers with the ability to adapt quickly and competently to new technologies, (4) more workers skilled in safety competency, as opposed to just safety awareness and (5) more skilled workers who can meet the demand generated by increased construction of hospitals, prisons, public works projects, commercial buildings, wind and solar projects, office building retrofits and schools.

Many of the JATC's under this project will receive training to get the needed skills as the industry energy codes become stricter. Projects that will be under this contract include: Wilton Rancheria Resort and Casino, Monterey County Juvenile Detention Center, Vandenberg Air Force Base, Clovis Community Hospital Expansion, Golden State High School Modernization Project, UC Merced Project, The Secret Life of Pets at Universal Studios, and Fireproofing at the Rams Stadium.

Journeyworker Training

Business Skills: Training will teach Journeyworkers to work not only with workers within their trade, but also with other workers on construction projects. Because energy efficiency techniques and new computerization of work involves more coordination than project teams have needed in the past, improved business skills are essential. The proposed training will give trainees the tools to plan, organize and manage projects to complete them efficiently and on time. Training may include team-building, problem-solving, decision-making and leadership skills.

Computer Skills: Training for Journeyworkers will include scheduling, planning and modeling software and AutoCAD applications that provide trainees with the ability to modify blueprints, look up project requirements, build budgets and timelines, design virtual buildings, and adjust computerized control systems.

Journeyworker and Apprentice Training

Commercial Skills: Training is customized for Apprentices and Journeyworkers for all trades and occupations in energy audits, equipment installation, testing, energy auditing, green awareness, blueprint reading, and welding.

OSHA 10/30: Training provides a complete overview of occupational safety and health so that construction workers are more knowledgeable about workplace hazards. With OSHA30, apprentices will also learn how to respond to such hazards. OSHA 10/30 training is a series of courses "bundled" by industry sector and occupation. This training is not required as a condition of doing business in California. However, the coursework must be approved by, and the

instructors must be certified by Cal-OSHA. Completion of the training results in a certificate that expands employment opportunities.

Pre-Apprentice (At-Risk Youth/Ex-Offender/Multiple Barriers/New Hire) Training

Commercial Skills: Training will cover topics that provide trainees with skills on Basic Blueprint Reading, Construction Training, Green Construction, and Tools and Materials.

Business Skills: Training will cover Communications and Trade Awareness courses. Course will include Critical Thinking, Leadership, Problem Solving, and Team-Work topics.

Literacy Skills: Training in Vocational English, Vocational Math, and Soft Skills (Workplace Readiness) will be delivered.

OSHA 10: Training will cover Introduction to OSHA with courses such as Electrical Safety, Hazard Awareness, Health Hazards, Personal Protective Equipment, Scaffold and Safety, Stairway and Ladders, and Tools- Hand and Power.

Impact/Outcome

The JATCs will offer certification classes for OSHA 10/30, Green Audits, Arc Flash Safety Awareness, Building Automation Systems, Rigging and Lifting, Medical Gas Installer, Medical Gas Brazer, Foreman's Certification, Industrial Rigger Certification, SAM-TAC (Energy Storage and Micro Grids Training and Certification) and various welding certifications.

Curriculum Development and Feedback

The JATCs use national curricula developed by the international unions in concert with industry organizations such as the International Training Institute and the National Electrical Contractors Association and Sheet Metal and Air Conditioning National Association. Curricula are then customized to address the needs of the local union membership, participating employers, and the local construction and green industry technologies and practices.

Feedback comes directly from the participating employers based on workplace performance, requests of customers, and needs of the industry as well as course evaluations that are completed by trainees.

Flintridge Center's Pre-Apprentice program has been utilizing the National Building Trades Unions' Multi-Craft Core Curriculum (MC3) to ensure pre-apprentices learn both hard and soft skills. MC3 is an industry-valued certificate program, and training modules are approved in collaboration with local unions.

Training Coordination

The start of ETP training will vary by participating JATC. The first training class is scheduled to start at the beginning of January 2020. Each JATC will be responsible for coordinating and scheduling training classes.

➤ Training Infrastructure

Each JATC's Training Director and administrative staff will oversee ETP administration including scheduling of training and collection of rosters. The enrollee and employer data, demographics

and work hour data is then sent to CalFed's third-party administrator, Strategy Workplace Communications.

Commitment to Training

ETP Funds supplements and do not displace employer contributions to training. Safety training is provided by the participating employers in accordance with all requirements under state and federal law.

Marketing, Employer Recruitment & Support Costs

CalFed is requesting 8% in support costs for Job Numbers 1 & 2 (Journeyworkers and Apprentice) to fund its staff in marketing and assessment. Individual JATCs will market the Journeyworkers program training programs through their local Workforce Development Boards (WDB), direct mailings, informational flyers, personal contacts, telephone calls, public service announcements, emails, and websites. JATCs prepare multimedia materials such as videos to inform employers, workers, students, and community organizations about new apprenticeship, Journeyworkers, and green construction training opportunities.

Additional outreach and assessment, will occur for Journeyworkers and apprentice training. Assessment of employer-specific job requirements will occur throughout the term of the contract. CalFed staff will promote the training program at the California annual apprenticeship conference, statewide WDB meetings, labor-industry meetings and CalFed annual workforce development conference.

CalFed is requesting 12% support costs for Job Number 3 (Pre-Apprentice/New Hire/Ex-Offender/At-Risk Youth) to support the additional placement and outreach services including marketing associated with serving the multiple barrier population, specifically Ex-Offenders. The extra support cost will be directed to Flintridge for the extra work necessary to reinforce placement services.

Each JATCs' Training Coordinator, along with their staff, administrative assistants, union representatives and trainers will also assist in marketing, recruiting, conducting needs assessments, and scheduling training. Staff recommends 8% support costs for Jobs Number 1 & 2, 12% for Job Number 3, and 12% support costs for Job Number 4.

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
ET19-0916	\$1,736,738	08/06/18-08/05/20	486	129	0

Based on ETP Systems, 59,070 reimbursable hours have been tracked for potential earnings of \$1,272,610 (73% of approved amount). The Contractor projects final earnings of 100%.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0913	Statewide	11/01/16- 10/31/18	\$949,144	\$874,935 (92%)
ET15-0905	Statewide	08/04/14- 08/03/16	\$678,720	\$677,706 (99%)

DEVELOPMENT SERVICES

Strategy Workplace Communications, in Oakland, assisted with development of this proposal at no cost.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

N/A

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

4-200 hours (Job Number 1) Trainees may receive any of the following:

Journeyworkers Curriculum:**COMMERCIAL SKILLS****(Electricians)**

- Solar Panel Installation
- Codeology
- National Electrical Code
- Other Recognized Standards (Installation Changes)
- Plan, Build, and Use
- Related Standards (Mandatory and Permissive Rules)
- Special Occupancies and Equipment
- Arc Flash

Analog/Digital Circuit (AC/DC) Principles

- Math for Electricians
- Ohm's Law
- Generators
- Inductance/Reactance
- Series/Parallel Circuits

Grounding

- Grounding and Bounding
- National Electrical Code Article 100- Definitions of Provisions
- National Electrical Code Article 110- Requirements
- National Electrical Code Article 90- Introduction
- National Electrical Code Article Chapters 1-4
- Significant Changes to National Electric Code

Fire Alarm Systems and Installations

- Definitions and Systems
- Initiating Devices and Notification Systems
- National Electrical Code and Installation Requirements
- Start Up and Check Out Procedures
- National Fire Protection Act, 1972 (NFPA 72)

Fire Life Safety

- National Electrical Code (Relating to Fired Alarms)
- National Electrical Code Article 725
- National Electrical Code Article 760
- NFPA 72
- Principles of Electronics

Industrial Motor Control

- Control Relays and Timers

- Jogging and Plugging Controls
- Manual Starters and Magnetic Coils
- Push Buttons, Selector Switches, and Mechanical Devices
- Solid State Electronic Devices
- Variable Frequency Drives

Programmable Logic Control (PLC)

- Developing Ladder Programming
- Introduction to Programmable Equipment
- Programming Programmable Logic Controllers
- Using Timers and Counters in Logic Programs
- Writing a Program

Electrical Design

- 3 and 4- Way Switching
- Design of Electrical Circuits
- Magnetic Motor Control and the Code
- LonWorks and Building Automation
- Transformers and the Code

Voice, Data, and Video

- Audio Distribution
- CCTV Security Surveillance
- Computer Networking
- Fiber Optics
- Telephone Interconnect

Industry Specific Skills

- Blueprints and Schematics
- Conduit Bending
- Confined Space Entry
- Electrical Project Supervisions Levels I (new)
- Electrical Project Supervision Levels II (new)
- Firestop Installation
- Rigging
- Specialized Tools
- Work Flow and Resources

CALCTP (California Advances Lighting Control Program)

- Advanced Lighting Control Systems
- Dimming Controls
- Lighting Control Strategies
- Line Voltage Switching Controls
- Low Voltage Switching Control
- Occupancy Sensors
- Photo sensors

Energy Storage

- ESAM-TAC (Energy Storage and Micro Grids Training and Certification)
- Micro Grid

- Microgrid (ESM) systems

(Sheet Metal Workers)

- Advanced Welding Skills
- Architecture Designs
- CA Green Building Code Training
- Ducts Maintenance
- Energy Auditing: Total Building (Green Training)
- Energy Auditing: Total Heating Ventilation and Air Conditioning (HVAC) Systems (Green Training)
- Fire/Life HVAC System Building Inspection Training
- Fire Life Safety Training (new)
- HERS (California Home Energy Rating System Program)
- Job Coordination Training
- Learn Construction Training
- Management and Monitoring Materials
- Materials and Equipment Testing for Industrial Use
- Proper Machine and Equipment Set-up
- Rigging and Signal Training
- Safe Working Practices
- Testing Materials and Equipment- Proper Set-Up and Use
- Title 24 Mechanical Acceptance Training (new)
- Understanding Changes to Industry Standards
- Upgrading Lead Handling and Asbestos Removal Skills
- Working with Building Materials Training

(All Trades)

- Advanced Instrumentation and Motor Controls
- Advanced Welding
- Aerial Lift
- Architecture Designs and Advanced Plan Reading
- Energy Audits
- Management and Monitoring Materials
- Preparing for Leadership
- Programmable Logic Controllers
- Proper Equipment Set-Up (Green Training)
- Proper Installation and Use of Testing and Auditing Materials Equipment (Green Training)
- Safe Working Practices (Training is capped at 10% of a trainee's total hours)
- Testing Materials and Equipment- Proper Set-Up and Use (Green Training)
- Understanding Changes to Industry Standards (Green Training)
- Understanding New Technologies and Changes to Industry Standards (Green Training)
- Welding and Burning

OSHA 10/30 (Certified Instructor)

- OSHA 10 (requires completion of 10 hours)
- OSHA 30 (requires completion of 30 hours)

COMPUTER SKILLS

- 3-D Modeling-Virtual Construction
- Auto Computer-Aided Design (AutoCAD)
- Automated Systems Applications to Scheduling & Planning Jobs
- Benchmark Software-Lean Construction
- Scheduling and Planning Jobs

BUSINESS SKILLS

- Advanced Time Management
- Conflict Resolution
- Creating Master Plan for Future Improvements
- Creating Project Bids
- Customer Service Skills
- Decision Making Skills
- Filling Out Work Documents and Reports Accurately
- Green Awareness Training and Green Certifications
- Inventory Checklist
- Leadership Skills
- Problem Solving
- Project Management
- Teambuilding Skills

Class/Lab Hours

Trainees may receive any of the following:

8-210 hours (Job Numbers 2 & 4)

Apprentices Curriculum:**COMMERCIAL SKILLS****(Electricians)**

- AC Refrigeration
- AC Theory
- Blueprints
- Building Automation and Controls
- Circuits
- Closed Circuit Television
- Codeology: Code and Practices
- Conduits
- Control Diagram and Drawings
- Digital Electronics, DC Theory and DC/AC Theory
- Distributed Generation
- Electrical Vehicle Infrastructure

- Electrical Grounding
- Electrical Motors
- Electrical Project Supervision Levels I (New)
- Electrical Project Supervision Levels II (New)
- Electrical Safe Work Practices
- Electrical Theory and Electrical Code
- Energy Storage and Microgrid (ESM) systems
- Estimating
- Fire Alarm Systems
- First Aid/ CPR
- Generators and Transformer Theory
- Grounding and Bonding
- Hazardous Location
- Health Care Systems
- Hoisting
- Industrial Blueprints
- Installer/Technician
- Instrumentation
- Lighting Essentials and Protection
- Local Area Network
- Low Voltage Systems and High Voltage Systems
- Materials, Tools, and Wire Methods
- Mathematics
- Mechanical and Electrical Benders
- Micro Grid & Energy Storage
- Motor Control
- National Electric Code Grounding
- National Electric Code
- Nurse Cal I System
- Over-Current Protection
- Paging System
- Photovoltaic Systems
- Pipe Bending
- Power Quality
- Preparing for Leadership
- Programmable Logic Controllers
- Radio Frequency Communications
- Rigging
- SAM-TAC (Energy Storage and Micro Grids Training and Certification)
- Security System
- Semiconductor Electronics
- Sound Reinforcement
- Structured Cabling
- System Sec/Solar or Theory CD/B
- Telephony
- Test Instruments and Test Instruments Applications Manual
- Torque
- Transformers and Transformer Connections

(Plasterers)

- Acoustical Plaster Finish
- Aerial Lift
- Blueprint Reading
- Cementitious, Mineral Fiber and Intumescent Fireproofing
- Common Tools and Plastering Tools and Materials
- Certifications (New)
 - Color
 - Veneer
 - Patching
 - Pool Plastering
 - Waterproofing Patching EIFS
- Estimating
- Exterior Insulation Finish System
- First Aid/ CPR
- Fundamental Math
- Green Building Standards
- Inspect Lath & Plaster Bases
- Mask and Protect Adjacent Surfaces
- Measuring
- Mix and Apply Inspect Lathing and Bases for Portland Cement
- Mix and Apply Portland Cement Scratch Brown and Finish Coats
- Mix and Apply Scratch Coat, Brown Coat, Finish Coat and Veneer
- Ornamental and Earth Plasters
- Scaffold Safety (new)
- Small Engine Operation and Maintenance
- Workplace Safety and Health

(Terrazzo)

- Blueprint Reading
- Building Codes
- Cleaning and sealing terrazzo
- Construction Sequence
- Cutting control joints
- Design layout
- First Aid/CPR
- Floor layout and installation
- Green Construction, design, materials, methods and techniques, LEED certification
- Grouting and caulking
- Hand tool and equipment, proper use and safety
- Illegal discrimination and sexual harassment
- Materials, identification, characteristics, and estimating
- Membranes and underlayment
- Mixing mortar and bonding materials
- Repair and renovation of terrazzo
- Scaffold safety training
- Substrates, mixing and bonding materials
- Terrazzo materials, handling
- Trade math

(Bricklayer)

- Blueprint Reading
- Building Arches
- Building Codes
- Building Radius walls
- Construction Sequence
- Cutting and Welding steel
- Drawing and sketching techniques
- First Aid/CPR
- Green Construction, design, materials, methods and techniques, LEED certification
- Hand tool and equipment, proper use and safety
- History of Masonry
- ICF (Insulated Concrete Forms)
- Illegal discrimination and sexual harassment
- Interlocking paving
- Laying corner leads
- Laying headers, soldiers, and rakes
- Laying piers
- Laying pilasters
- Laying to the line
- Lintel beam construction
- Materials, identification, characteristics, and estimating
- Metrics
- Mixing mortar
- Pattern bonds
- Paving
- Proto II walls
- Read a rule
- Rebar identification and installation
- Scaffold safety training
- Segmental retaining walls
- Trade math
- Transit familiarization
- Waterproofing

(Marble, Pointer, Cleaner, and Caulker Workers)

- Basic Bricklaying Fundamentals
- Blueprint Reading
- Building Codes
- Caulking
- Cleaning and polishing marble
- Cleaning Masonry
- Construction Sequence
- Cutting and Welding steel
- Deck Coatings
- Drawing and sketching Techniques
- Drilling and cutting marble to specific dimensions
- Epoxy Injection
- First Aid/CPR

- Fundamentals of Marble Setting
- Green Construction, design, materials, methods and techniques, LEED certification
- Grouting and caulking slabs
- Hand tool and equipment
- Hand-Set techniques
- Laying and cutting building units
- Laying and setting on footings and foundations
- Materials, identification, characteristics, and estimating
- Mechanical Anchoring
- Metrics
- Mixing mortar and epoxy
- Move and store, rig and hoist materials
- Patching marble and related materials
- Pinning
- Pointing, caulking, and cleaning
- Prepare marble for setting, including anchoring and plugging
- Rigging
- Scaffold erection and safety training
- Substructure preparation
- Trade math
- Tuck-pointing
- Waterproofing.

(Sheet Metal)

Building Trades Service

- Advanced Electricity for Sheet Metal Air Conditioning Service
- Air Conditioning, Commercial Systems, Heating
- Basic Electricity for Sheet Metal Air Conditioning Service
- Basics of Architectural Sheet Metal
- Commercial Systems, Heat Loads, Piping
- First Aid/CPR
- Properties of Air Distribution for Sheet Metal Air Conditioning Service
- Refrigeration for Sheet Metal Air Conditioning Service
- Refrigeration Theory for Sheet Metal Air Conditioning Service
- Sheet Metal Control Systems
- Title 24 Mechanical Acceptance Training (new)

Energy Management Test and Balance

- Air Balance Test Equipment Instruments
- Air Distribution & Manufacturing Systems
- Control Systems
- Electrical Systems Operation, Controls & Devices
- First Aid/CPR
- Hazardous Material Recognition for the Test & Air Balance Industry
- HVAC Testing & Balancing Procedures
- Systems Installation & Troubleshooting
- Temperature Measurement Instruments & Duct Systems
- Title 24 Mechanical Acceptance Training (new)

Building Trades Sheet Metal

- Advanced Architectural

- Advanced Layout and Fabrication
- Advanced Welding
- Architectural Sheet Metal
- Basics of Architectural Sheet Metal
- CAD Detailing
- Codes and Standards
- Fabrication and Shortcuts
- Field Installation
- Final Architectural/Industrial Project
- Final HVAC Project
- First Aid/CPR
- Fire Life Safety Training (new)
- Forman Training
- HVAC Air Systems and Duct Design
- HVAC Energy Conservation
- Industrial and Stainless Steel Introduction
- Intermediate CAD
- Measuring and Sketching
- Metal Roofing
- Parallel Line Fittings
- Plans and Specifications
- Project Management, Takeoffs, Estimates
- Radial Line Layout and Ogee Offsets
- Service Basics for Sheet Metal Workers
- Submittals and Shop Drawings
- Title 24 Mechanical Acceptance Training (new)
- Triangulation Fittings
- Welding I: Process and Safety Overview, GMAW
- Welding II: GMAW & FCAW

Residential HVAC

- Common Furnace Features
- Filters and Filter Housings
- First Aid/CPR
- Furnace Installation
- Installing Thermostats, Flues and Vents
- Piping
- Residential AC Units
- Residential Duct Systems
- Residential Structure and Sheet Metal Work

OSHA 10 (OSHA CERTIFIED INSTRUCTOR) (All Trades)

- OSHA 10 (requires completion of 10 hours)
- OSHA 30 (requires completion of 30 hours)

Class/Lab Hours

Trainees may receive any of the following:
8-200 hours (Job Number 3)

Pre-Apprentices Curriculum:**COMMERCIAL SKILLS**

Multi-Craft Curriculum

- Basic Blueprint Reading
- Construction Training
- First Aid/ CPR
- Green Construction
- Tools and materials

LITERACY SKILLS

- Soft Skills (Workplace Readiness)
- Vocational English
- Vocational Math

BUSINESS SKILLS

- Communications
- Critical Thinking
- Leadership
- Problem Solving
- Team-work
- Trade Awareness

OSHA 10 (OSHA Certified Instructor)

- Electrical Safety
- Hazard Awareness
- Health hazards
- Introduction to OSHA
- Personal Protective Equipment
- Scaffold and Safety
- Stairway and Ladders
- Tools- Hand and Power

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 for Job Numbers 1 & 3, regardless of the method of delivery. Reimbursement for retraining is capped at 210 total training hours per trainee for Job Numbers 2 & 4 regardless of the method of delivery.



Training Proposal for:

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

Contract Number: ET20-0941

Panel Meeting of: December 13, 2019

ETP Regional Office: PPU - Central Office

Analyst: I. Launitz

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprenticeship	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Local Union 250 of the Southern California Pipe Trades District Council No. 16 of the United Association		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$351,000		\$24,310 8%		\$375,310
In-Kind Contribution:	50% of Total ETP Funding Required			Inherent

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Apprentice	Commercial Skills, OSHA 10/30	130	8-210	0	\$2,887	\$24.13
				Weighted Avg: 150			

Minimum Wage by County: SET/Priority Industry: \$24.13 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 \$0.06 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		
Apprentice Steamfitter/Industrial Pipefitter		130

INTRODUCTION

Founded in 1945, Local Union 250 of the Southern California Pipe Trades District Council No. 16 of the United Association (Local Union 250) provides training for Steamfitters and Industrial Pipefitters who primarily work in oil refineries in Southern California. Apprentices learn to lay out, fabricate, assemble, install, maintain, and repair piping systems that transport oil and other fluids. This will be Local Union 250's second ETP Contract, and the second in the last five years.

Veterans Program

Local Union 250 uses the Veterans In Piping program at Camp Pendleton to hire Veterans and place them as second year apprentices. However, Local Union 250 is not requesting a separate Veteran's job number.

PROJECT DETAILS

Local Union 250 has a comprehensive training program to address an increased demand for a skilled and trained workforce. The program focuses on skills necessary to handle various aspects of installing, maintaining and repairing piping systems, and working safely and productively on various projects. Training includes refinery operations, high hazard safety, and all around skill sets for Steamfitters and Pipefitters who perform work at facilities that generate, store, treat, handle, refine, process and transport hazardous materials.

Participating employer signatories require workers with specific skillsets which Local Union 250 provides through its apprenticeship program. Demand for trained workers from the participating signatory employers has increased and ETP funding will help Local Union 250 to meet that increased demand.

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding supplements cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project the program is five years.

For the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$23 to \$18 per class/lab hour. The ETP wage for Apprentices is no less than \$24.13 per hour. However, the actual wages paid are shown in the Training Plan Table for the Panel's information.

Training Plan

Commercial Skills: Training will focus on skills and techniques in piping systems and working in oil refineries, which include installation, understanding piping and oil flow, refinery practices, equipment operations and working in high hazard facilities. Class topics include Refinery Gaskets, Energy Control, Confined Spaces, Flame Cut and Bevel Pipe, Advanced Drawing, and Isometric Drawings.

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.

Curriculum Development

The curriculum was developed and customized with input from both union and employer representatives. It has been customized to address the needs of its member, participating employers and the industry. Feedback comes directly from employers and union representatives based on workplace performance and student course evaluations.

Learning Management System

Staff reviewed and approved Local Union 250's use of a Learning Management System for recordkeeping.

Marketing and Support Costs

Local Union 250 utilizes marketing association websites, mailings, and presentations to promote its program throughout the Los Angeles area. Class information gets disseminated throughout the year to all Apprentices within the jurisdiction, as well as to the refinery contractors who employ them. These refinery contractors are signatory members of the JATC. Approximately four staff

will perform duties related to marketing, recruitment, needs assessments and scheduling of training.

Local Union 250 conducts outreach and recruitment efforts to encourage more women in the trade by participating in events such as Women In Non-Traditional Employment, and Trades Women Build Nations in Los Angeles and Orange Counties, and by attending numerous job fairs.

Local Union 250 requests 8% support costs to assist in apprentice recruitment, employer outreach, and assessment of employer-specific job requirements. Although many of the participating employers have already been notified, additional outreach and needs assessments will take place throughout the Contract term. Staff recommends the 8% support costs.

Impact/Outcome

Training will assist Apprentice trainees to gain valuable skills in the trade and lead to nationally recognized certifications in the pipe trades industry. Upon satisfactory completion of the apprenticeship program, Apprentices will a Certificate of Completion from the California Apprenticeship Council. Apprentice training may also lead to additional certifications including: Advanced Safety Training, Medical Gas Installer Foreman Certification, Industrial Rigger, Valve Repair Technician, Welding GMAW, Welding GTAW, Welding AMW, Backflow prevention, Industrial Pipefitter, Rigging Techniques, Crane Signal Person, Medical Gas Brazing, High Hazard Facility Safety and Instrumentation Technician.

Commitment to Training

ETP funding will not displace the existing financial commitment to training. Employers will continue to make contributions to the training trust fund for every hour worked by Apprentices. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Local Union 250's Training Director will oversee training with assistance from four staff members. Training will be entirely center-based, and is scheduled to begin following Panel approval. Experienced journey-level workers (with formal instruction in training methods and subject matter, and employed by Local Union 250) in the oil refinery trade provide all training. A Training Coordinator and two staff members will coordinate marketing, recruitment, needs assessments, schedule all training and collect training data. Steve Duscha Advisories and the Los Angeles Unified School (Local Education Agency) have been retained to assist with administrative duties.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes Local Union 250's performance under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
*ET19-0931	\$583,300	11/01/2018-10/31/2020	300	0	0

*ET19-0931 - Based on ETP Systems, 29,245 reimbursable hours have been tracked for potential earnings of \$638,860 (110% of approved amount). Local Union 250 projects final earnings of 100%.

DEVELOPMENT SERVICES

Steve Duscha Advisories in Sacramento assisted with development of this proposal for a flat fee of \$10,000.

ADMINISTRATIVE SERVICES

Steve Duscha Advisories and Los Angeles Unified School District, in Los Angeles, will perform administrative services for a combined fee not to exceed 13% of payment earned.

TRAINING VENDORS

N/A

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

8-210 Trainees may receive any of the following:

COMMERCIAL SKILLS**Refinery Safety: Working in High Hazard Facilities**

- High tech work process
- Refinery gaskets
- Understanding oil flows
- Refinery systems
- Fundamentals of the petroleum refining industry
- Crude oil and its pipelines
- Classes of refinery processes and refinery configurations
- Properties of the refinery-produced streams
- Hazard communication
- Emergency action plans
- Toxicology
- Personal protective equipment for working in a refinery
- Respiratory protection
- Hearing conservation
- Energy control
- Confined space
- Prevention of heat stress
- Refinery safe working practices
- Refinery process overview
- Introduction to OSHA
- Hazard communication
- Personal protective equipment
- Material handling
- Electrical safety
- Tool safety
- Scaffold safety
- Fall protection
- Stairways and ladders
- Confined spaces
- Mathematics used in the piping trades
- Units of measurement
- "Rigging" in the piping trades
- Materials, hardware and tools associated with "rigging"
- Incorporate units of measuring and mathematical formulas with "rigging"
- Use of copper and acetylene torches
- Gas distribution systems and their components
- Uniform plumbing code and other administrative authorities
- Fittings, pipes, appliances and materials
- Drainage systems and their components
- Water treatment
- Water treatment & water sizing
- Water mains & water sizing
- Water mains & services

- Building water systems
- Hot water supply & water sizing
- Introduction to basic drawing tools, measuring tools and lettering skills
- Three view, plan view and elevation view drawings
- Graphic symbols for pipe fittings and valves
- Interpretation of technical diagrams and piping drawings
- Interpretation of isometric drawings
- Service & repair/fixtures & controls
- Basic electricity, pneumatics, hydraulics and servicing of gas and electrical appliances
- Failure analysis
- Advanced drawing
- Isometric drawings
- Drawing structural backgrounds
- Drawing sleeves on structural backgrounds
- Drawing sleeves without dimensions
- Review other trades drawings
- Design & layout
- Isometric drawing of water, water gas, waste and vent systems
- Plan view drawing of water, gas waste and vent systems
- Material take-off list for installation
- Laying out trenches, figure grade and backfill
- Ordering material for the job site and maintain an inventory
- Uniform Plumbing Code
- Fundamentals of welding
- How to strike and maintain an arc with shielded metal arc welding process
- Flat, vertical and overhead positions with 610 and 7018 welding rod on plate
- General knowledge of oxy fuel and arc welding safety
- Flame cut and bevel pipe
- Proper use of grinders for welding preparation
- Welding techniques for plate and pipe
- Weld rod designations, amp settings and polarity
- Creating models and estimating
- Qualities and role of a leader
- Computer-based technologies
- Medical gas installer & brazing

OSHA 10/30 (OSHA Certified Instructor)

- OSHA 10
- OSHA 30

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

Note: Reimbursement for retraining is capped at 210 total training hours per trainee, regardless of the method of delivery.



Training Proposal for:
Professionals in Human Resources Association

Contract Number: ET20-0156

Panel Meeting of: December 13, 2019

ETP Regional Office: PPU-Central Office

Analyst: A. Olazaba

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SET SB<100	Industry Sector(s):	Manufacturing (E) Aerospace Related Transportation and Warehousing (48-49) Professional, Scientific, Technology (54) Trade Wholesale (42) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$699,360		\$48,140 8%		\$747,500

In-Kind Contribution:	50% of Total ETP Funding Required	\$747,500
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills; Computer Skills; Cont. Improv.; Mfg. Skills; Mgmt. Skills;	380	8-200	0	\$1,180	\$17.70*
				Weighted Avg: 48			
2	Retrainee Priority Rate SB <100	Business Skills; Computer Skills; Cont. Improv.; Mfg. Skills; Mgmt. Skills	210	8-200	0	\$1,180	\$17.70*
				Weighted Avg: 48			
3	SET Retrainee	Business Skills; Computer Skills; Cont. Improv.; Mfg. Skills	60	8-200	0	855	\$32.18
				Weighted Avg: 40			

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

Minimum Wage by County: Job Numbers 1 & 2: \$18.56 per hour for Los Angeles; \$18.14 per hour for Orange County, & \$17.70 for Riverside, San Bernardino & Ventura counties.

Job Number 3 (SET/Statewide): \$32.18 per hour

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

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

Participating employers may use up to \$2.50 per hour to meet the Post-Retention Wage for Jobs 1-3.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Administration		60
Clerks/Warehouse		40
Engineer		40
Maintenance		20
Managers		20
Operator 1		20
Operator 2		20

Production 1		20
Production 2		10
Sales		20
Shipping Staff		20
Shop Lead		20
Supervisors		10
Technicians		60
Job Number 2		
Administration		15
Clerks/Warehouse		10
Engineer		10
Maintenance		10
Managers		5
Operator 1		50
Operator 2		10
Owner		5
Production 1		5
Production 2		5
Sales		20
Shipping Staff		20
Shop Lead		20
Supervisors		5
Technicians		20
Job Number 3		
Administration		10
Clerks/Warehouse		12
Engineer		8
Maintenance		6
Operator 1		3
Operator 2		4
Production 1		2
Production 2		2
Sales		3
Shipping Staff		3
Shop Lead		3
Frontline Supervisors		3
Technicians		1

INTRODUCTION

Established in 1944, and headquartered in Gardena, Professionals In Human Resources Association (PIHRA) (www.pihra.org) is a non-profit membership organization dedicated to

providing business, education, networking and advocacy with an emphasis on the human resources environment. PIHRA has 17 locations located in Los Angeles, Orange, Riverside, San Bernardino and Ventura counties with their headquarters located in Gardena.

PIHRA serves approximately 4,100 members in California. PIHRA works with entities in various industries including aerospace, agriculture, automotive, biotechnology, pharmaceutical, construction, warehouse, distribution, education institute, manufacturing, oil and gas refinery, restaurant and food services, and technology.

PIHRA provides yearly educational seminars in human resources-related topics for existing and new members, for businesses to stay current on issues relevant to human resource professionals. However, trainings in this project will not be HR related topics. In addition, PIHRA has indicated that members have expressed a need to be more competitive, enhance job skill sets, and maintain a healthy workforce. The training proposed in this Agreement will assist in accomplishing these objectives. Training will be conducted at participating employer worksites; the remainder will be center-based. No trainees who participated in previous ETP training will receive duplicate training in this project. This is PIHRA's fourth ETP project in the last five years.

Veterans Program

PIHRA does not have a program that works directly with Veterans but many of its participating employers work with Helmets to HardHats. Although there is not a separate job number for Veterans for administration purposes, PIHRA does have Veterans participating in this project. PIHRA's also serves women. Its membership is about 83% women and many of its training vendors are Veterans and Women.

PROJECT DETAILS

PIHRA has experienced a recent increase in membership, with an overwhelming response for training. PIHRA wishes to continue providing training to meet this demand. PIHRA is focused on providing opportunities to companies that do not have the resources available to provide needed training to its employees.

Training Plan

Training outlined in this proposal will be customized, based on employer needs assessments and training objectives. PIHRA conducts interviews with employers and training experts to maintain a comprehensive curriculum that is relevant and responsive to training needs. In addition, participating employers are encouraged to complete post-training evaluations. This feedback is used by PIHRA to measure the quality of training and gauge how it meets employer demands.

PIHRA provides participating employers with training in the following areas:

Business Skills: Training will be provided to all occupations to improve communication skills, customer relations and business problem solving. A few classes in this area include: Time Management, Business Writing, Leadership Skills, etc.

Continuous Improvement: Training will be provided to all occupations to promote teamwork and improve workflow, troubleshooting, and problem solving. Training includes process mapping, Lean Enterprise topics and ISO Auditor compliance training.

Computer Skills: Training will be provided to all occupations to effectively use the Company's internal software applications to design, program, implement and troubleshoot new computer software programs and platforms such as social media, accounting software and Microsoft Suite.

Manufacturing Skills: Training will be provided to Production Workers with skills to operate new equipment, blueprint reading, inventory management and aircraft assemblies. Classes include Inventory Management, Blueprint Reading, Electrical Fundamentals, etc.

Management Skills: Training will provide Managers/Supervisors with leadership and supervisory skills. Training will help staff become effective leaders in high performance workplaces. Classes includes Leadership for Managers.

Impact/Outcome

PIHRA anticipates assisting participating employers to prepare for certification programs such as ISO, OSHA 10/30 and Lean Enterprises that are typically awarded based on training and internal improvement. These certifications often lead to new market opportunities, new customers and increased sales, which will ultimately help companies grow, and provide workforce stability.

Marketing and Support Costs

PIHRA has established relationships with Society for Human Resource Management and collaborative networks of businesses. PIHRA hosts conventions, meetings, mixers, and uses newsletters, websites, and email communication to promote business opportunities, procurement news, and various networking events. PIHRA seeks full support cost of 8% to fund extensive marketing efforts to recruit additional participating employers and assessment activities of employers. Staff recommends an 8% support costs.

Special Employment Training

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

Commitment to Training

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

Most of the participating employers lack the resources and funding to conduct formal and structured training, especially small companies. The majority provide on-the-job, one-on-one training to new employees, safety, and off-site seminar training. ETP funding will allow these companies to introduce new business practices and services in order to sustain growth and remain competitive in California. PIHRA will only provide training to participating employers in subjects that are outside of their expertise.

➤ Training Infrastructure

PIHRA trainers will prepare rosters and deliver training. DLI & Associates will perform project administration by maintaining a database of training records, uploading training hours and enrollment data to ETP, and preparing invoices.

Training will be provided by PIHRA in-house staff, participating employers, and training vendors, Custom Corporate Communications and Western Training Group. In-house Staff are competent in the subject matter and will have completed all classes required for the proficiency in each topic of training prior to delivery of training on that topic (see Training Vendor below).

Tuition Reimbursement

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

Trainer Qualifications

PIHRA reports that 50% of training will be provided by in-house staff and training vendors, Custom Corporate Communications and Western Training Group. In-house Staff are competent in the subject matter and have completed all classes required for the proficiency in each topic of training prior to delivery of training on that topic (see Training Vendor below). The other half will be delivered in-house by the participating employers.

Training Coordinator

PIHRA has designated two staff member to be responsible for all administrative responsibilities, including recording and tracking training. PIHRA will also utilize a third-party vendor with ETP experience to aid in this endeavor.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes PIHRA's performance under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET19-0105	\$948,928.00	07/01/18-06/30/20	349	1407	261

Based on ETP Systems, 34,396 reimbursable hours have been tracked for potential earnings of \$874,352.00 (92% of approved amount). PIHRA projects final earnings of 100% based on training currently committed to by employers and in progress through April of 2020.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0429	Statewide	03/06/2017- 03/05/2019	\$949,090	\$949,090 (100%)
ET16-0166	Statewide	09/28/2015- 09/27/2017	\$748,776	\$708,514 (94%)

DEVELOPMENT SERVICES

DLI & Associates LLC, in San Juan Capistrano, assisted with the development at no cost.

ADMINISTRATIVE SERVICES

DLI & Associates LLC will also assist with administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS















Custom Corporate Communications of Redondo Beach and Western Training Group of Playa Del Rey have been retained to provide training in Continuous Improvement, Business and Manufacturing Skills.

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











8-200 hours (Jobs 1-3)

Trainees may receive any of the following:
















BUSINESS SKILLS

-  Business Writing Skills
-  Customer Service
-  Communication Skills
-  Leadership Skills
-  Goal Setting
-  Managing Change
-  Performance Management Skills
-  Problem Solving
-  Project Coordination
-  Team Building
-  Time Management
-  Change Management Skills
-  Project Management
-  Sales Skills







COMPUTER SKILLS

-  Microsoft Office Suite Intermediate and Advanced
-  Excel
-  Word
-  Access
-  PowerPoint
-  SharePoint
-  QuickBooks and Accounting Software
-  Computer Design Software
-  E-Commerce
-  Enterprise and Manufacturing Management Systems

CONTINUOUS IMPROVEMENT

-  Lean Enterprise
-  Lean Manufacturing
-  Lean Office
-  Kaizen 7S
-  Process Improvement
-  Process Mapping
-  Problem Solving
-  Root Cause Analysis
-  Set up Time Reduction
-  ISO Auditor Training
-  Process Management
-  Quality Engineering
-  Six Sigma
-  Statistical Process Control
-  Team Building

MANUFACTURING SKILLS

-  Inventory Management
-  Blueprint Reading
-  Advanced Measurement Tools and Techniques
-  Electrical Fundamentals
-  Drive Systems Maintenance
-  Programmable Logic Controllers

MANAGEMENT SKILLS (Managers and Supervisors only)

-  Leadership for Managers

<p>Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.</p>
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Participating Employers for Multiple Employer Contract (MEC) Retraining

Contractor's Name: Professionals In Human Resources Association	CCG No.: ET20-0156
Reference No: 19-0408	Page: 1 of 3

Company: Atkore International

Address: 13891 Yorba Ave.

City, State, Zip: Chino, CA 91710

Collective Bargaining Agreement(s): n/a

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

Total # of full-time company employees worldwide: 1,500

Total # of full-time company employees in California: 52

Company: Axiomtek

Address: 18138 Rowland St.

City, State, Zip: City of Industry, CA 91748

Collective Bargaining Agreement(s): n/a

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

Total # of full-time company employees worldwide: 98

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

Company: Dendreon Pharmaceuticals LLC

Address: 1700 Saturn Way

City, State, Zip: Seal Beach, CA 90740

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Agreement: 55

Total # of full-time company employees worldwide: 570

Total # of full-time company employees in California: 170

Company: Emtex Products, Inc.

Address: 600 N. Baldwin Park Blvd.

City, State, Zip: City of Industry, CA 91746

Collective Bargaining Agreement(s): n/a

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

Total # of full-time company employees worldwide: 464

Total # of full-time company employees in California: 464

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Professionals in Human Resources Association	CCG No.: ET20-0156
Reference No: 19-0408	Page: 2 of 3

Company: General Sealants Inc.

Address: 300 S. Turnbull Canyon Road

City, State, Zip: City of Industry, CA 91745

Collective Bargaining Agreement(s): n/a

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

Total # of full-time company employees worldwide: 95

Total # of full-time company employees in California: 95

Company: Integra Technologies, Inc.

Address: 321 Coral Circle

City, State, Zip: El Segundo, CA 90245

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Agreement: 70

Total # of full-time company employees worldwide: 75

Total # of full-time company employees in California: 73

Company: Rem Optical Co. Inc. (De Rigo REM)

Address: 1091 La Tuna Canyon road

City, State, Zip: Sun Valley, CA 91352

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Agreement: 40

Total # of full-time company employees worldwide: 5000

Total # of full-time company employees in California: 86

Company: Prolacta Bioscience

Address: 757 Baldwin Park Blvd

City, State, Zip: City of Industry, CA 91746

Collective Bargaining Agreement(s): none

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

Total # of full-time company employees worldwide: 272

Total # of full-time company employees in California: 272

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Professionals in Human Resources Association CCG No.: ET20-0156

Reference No: 19-0408

Page: 3 of 3

Company: Providian Medical

Address: 2731 Loker Ave. West

City, State, Zip: Carlsbad, CA 92010

Collective Bargaining Agreement(s): no

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

Total # of full-time company employees worldwide: 99

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

Company: Rem Optical Co. Inc. (De Rigo REM)

Address: 1091 La Tuna Canyon road

City, State, Zip: Sun Valley, CA 91352

Collective Bargaining Agreement(s): n/a

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

Total # of full-time company employees worldwide: 5000

Total # of full-time company employees in California: 86

Company: Wetmore Tool & Engineering

Address: 5091 G Street

City, State, Zip: Chino, CA 91710

Collective Bargaining Agreement(s): n/a

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

Total # of full-time company employees worldwide: 177

Total # of full-time company employees in California: 177



Panel Amendment Proposal #4 for:
College of the Sequoias
Contract Number: ET19-0295

Amendment Effective Date: December 14, 2019

Panel Meeting of: December 13, 2019

ETP Regional Office: Sacramento

Analyst: J. Fetsch

CURRENT PROJECT PROFILE

Contract Type: Retrainee
Priority/SB<100
HUA
SET

Industry Sector(s): Manufacturing
Services

Counties Served: Contra Costa, Fresno, Kings, Tulare

Repeat Contractor: ☒ Yes ☐ No

Union(s): ☐ Yes ☒ No

Priority Industry: ☒ Yes ☐ No

Current Contract Term: October 1, 2018 to September 30, 2020

Current Funding	In-Kind Contribution
\$346,277	\$350,000

AMENDMENT FUNDING

Requested Funding	Support Costs	Amendment Funding	In-Kind Contribution
+\$253,882	+\$17,595	+\$271,477	+\$270,000

Total Funding
\$617,754

AMENDMENT TRAINING PLAN TABLE

Job No.	Job Description (By Contract Type)	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Cont. Improv., Mgmt. Skills, Mfg. Skills, Literacy Skills, OSHA 10/30	194	8-200	0	\$1,056	*\$12.53
				Weighted Avg: 38			
2	Retrainee SB<100 HUA	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, Literacy Skills, OSHA 10/30	39	8-200	0	\$1,056	*\$12.53
				Weighted Avg: 38			
3	Retrainee HUA	Business Skills, Computer Skills, Cont. Imp., Literacy Skills, Mfg. Skills	47	8-200	0	\$762	*\$12.53
				Weighted Avg: 31			
4	Retrainee Priority Rate SET HUA	Business Skills, Computer Skills, Cont. Imp., Mgmt. Skills	18	8-200	0	\$723	*\$12.53
				Weighted Avg: 26			
5	Retrainee SET HUA	Business Skills, Computer Skills, Cont. Imp.	48	8-200	0	\$762	*\$12.53
				Weighted Avg: 31			
6	Retrainee SB<100 SET HUA	Business Skills, Computer Skills, Cont. Imp.	8	8-200	0	\$750	*\$12.53
				Weighted Avg: 27			
7	Retrainee Priority Rate SET HUA Medical Skills Phase II	MS Didactic	30	8-200	0	\$4,866	\$13.28
				Weighted Avg: 175			
8	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., Mgmt. Skills, Mfg. Skills, Literacy Skills, OSHA 10/30	6	8-200	0	\$862	\$18.22
				Weighted Avg: 31			
9	Retrainee Priority Rate SET HUA Medical Skills Phase III	MS Didactic	30	8-200	0	\$4,588	\$13.28
				Weighted Avg: 175			

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

Minimum Wage by County: Job Numbers 1 – 6: \$12.53 per hour for Kings and Tulare counties; Job Number 7 (Phase II): \$13.28 per hour for Fresno County; Job Number 8: \$18.22 per hour for Contra Costa County. **Job Number 9 (Phase III): \$13.28 per hour for Fresno County.**

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

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

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

Wage Range by Occupation	
Occupation Title	Wage Range
Job Number 1	
Machine Operators	
Maintenance Staff	
Administrative Staff	
Auditors	
Supervisors	
Production Leads	
Job Number 2	
Machine Operators	
Maintenance Staff	
Technicians	
Administrative Staff	
Auditors	
Job Number 3	
Distribution Staff	
Job Number 4	
Administrative Staff	
Supervisors	
Job Number 5	
Administrative Staff	
Job Number 6	
Administrative Staff	
Job Number 7	
Certified Nurse Assistant	
Job Number 8	
Machine Operators	
Maintenance Staff	

Administrative Staff	
Auditors	
Supervisors	
Production Leads	
Job Number 9	
Certified Nurse Assistant	

INTRODUCTION

Founded in 1940 and headquartered in Visalia, College of the Sequoias (COS) (www.cos.edu) is a 2-year community college that provides educational and training classes to the local community. COS operates a full-service Training Resource Center in the City of Hanford in addition to the main campus in Visalia. Aside from servicing the general population, the COS Training Resource Center provides customized workforce training services to California's Central Valley organizations. The College specifically provides training serving employers in the manufacturing, healthcare, and service sectors.

AMENDMENT DETAILS

COS will exhaust 100% of its current ETP funding by January 2020 and requests funds for additional training. Originally, COS created a conservative training plan to maximize training for employers. As training has progressed, participating employers' interest in customized training programs has increased, with many requesting additional training. For example, COS has added an additional Certified Nurse Assistant (CNA) class (Phase III) to serve participating employers in the healthcare industry.

This Amendment will:

- Increase total contract amount from \$346,277 to \$617,754;
- Add Job Number 9 (Phase III);
- Increase In-Kind Contribution amount from \$350,000 to \$620,000;
- Increase total number of trainees from 390 to 420;
- Increase Support Costs from \$22,350 to \$39,945;
- Increase the weighted hours of training as follows:
 - Job Number 1 by 15, from 23 to 38;
 - Job Number 2 by 20, from 18 to 38;
 - Job Number 3 by 16, from 15 to 31;
 - Job Number 4 by 2, from 24 to 26
 - Job Number 5 by 7, from 24 to 31;
 - Job Number 6 by 3, from 24 to 27;
 - Job Number 7 by 10, from 165 to 175; and
 - Job Number 8 by 18, from 13 to 31.
- Increase the average cost per trainee as follows:
 - Job Number 1 by \$417, from \$639 to \$1,056;
 - Job Number 2 by \$556, from \$500 to \$1056;
 - Job Number 3 by \$393, from \$369 to \$762;
 - Job Number 4 by \$56, from \$667 to \$723;
 - Job Number 5 by \$172, from \$590 to \$762;
 - Job Number 6 by \$83, from \$667 to \$750;
 - Job Number 7 by \$278, from \$4,588 to \$4,866; and
 - Job Number 8 by \$501, from \$361 to \$862

RECOMMENDATION

Staff recommends approval of this Amendment.

SUMMARIZE PRIOR MODS/AMENDS

- Revision 1: Added Job Numbers 5 and 6 and redistributed funds/trainees between job numbers.
- Revision 2: Added Job Number 7 under Phase II funding and redistributed funds/trainees between job numbers.
- Revision 3: Added Job Number 8 and redistributed funds/trainees between job numbers.

CURRENT CONTRACT PERFORMANCE

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

Contract No.	Approved Amount	Term	No. Trainees Enrolled	No. Completed Training	No. Retained
ET19-0295	\$346,277	10/1/2018-9/30/2020	383	0	0

Based on ETP Systems, 8,968 reimbursable hours have been tracked for potential earnings of \$244,050 (70% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through December 2019.

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

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

COMPUTER SKILLS

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

CONTINUOUS IMPROVEMENT

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

MANAGEMENT SKILLS (for Supervisors only)

- Supervisory Management Skills
- Frontline Supervisory Skills

MANUFACTURING SKILLS

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

OSHA 10/30 (OSHA Certified Instructor)

- OSHA 10
- OSHA 30

LITERACY SKILLS

- Basic Math
- Vocational English as a Second Language

MEDICAL SKILLS – DIDACTIC (CNA)

- **CNA Module 1: Introduction CNA**
- **CNA Module 2: Patients' Rights**
- **CNA Module 3: Communication/Interpersonal Skills**
- **CNA Module 4: Prevention and Management of Catastrophe and Unusual Occurrences**
- **CNA Module 5: Body Mechanics**
- **CNA Module 6: Medical and Surgical Asepsis**
- **CNA Module 7: Weights and Measures**
- **CNA Module 8: Patient Care Skills**
- **CNA Module 9: Patient Care Procedures**
- **CNA Module 10: Vital Signs**
- **CNA Module 11: Nutrition**
- **CNA Module 12: Emergency Procedures**
- **CNA Module 13: Long Term Care Patient**
- **CNA Module 14: Rehabilitative Nursing**
- **CNA Module 15: Observation and Charting**
- **CNA Module 16: Death and Dying**
- **CNA Module 17: Resident Abuse**

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

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

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: College of the Sequoias

CCG No.: ET19-0295

Reference No: 18-0732

Page 1 of 1

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Healthcare Center of Fresno

Address: 1665 M Street

City, State, Zip: Fresno, CA 93721

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 166

Total # of full-time company employees in California: 166



Employment Training Panel

**LIST OF PROPOSALS \leq \$75,000 APPROVED
BY DELEGATION ORDER FOR 10/22/19-12/02/19**

<i>Project</i>		<i>Approved Date</i>	<i>Approved Amount</i>
ET20-0210	3-D Engineering/3-D Precision	11/14/19	\$27,945
ET20-0206	Adelaida Cellars, Inc	11/25/19	\$59,570
ET20-0199	Arktura LLC	11/25/19	\$74,520
ET20-0209	Mizkan America, Inc.	11/19/19	\$72,956
ET20-0198	Qmerit, Inc.	10/28/19	\$41,561

Total -----\$276,552



RETRAINEE - JOB CREATION

Training Proposal for:

3-D Engineering Corp.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0210

Approval Date: November 14, 2019

Panel Meeting of: December 13, 2019

ETP Regional Office: San Diego

Analyst: S. Bailey

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100 Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Riverside	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 23	U.S.: 23	Worldwide: 23
<u>Turnover Rate:</u>	9%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution: (100% of Total ETP Funding Required)

\$34,020

Total ETP Funding

\$27,945

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Occupations to be Trained:	Support Staff, Inspection Staff, Machinists, Programming Staff, Management Staff, Engineering Staff, Owner

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Computer Skills OSHA 10/30 Continuous Impr. Mfg. Skills PL-Mfg. Skills PL-Computer Skills	23	8-60	0	\$1,035	\$17.70
				Weighted Avg: 45			
2	Job Creation Priority SB<100	Business Skills Computer Skills OSHA 10/30 Continuous Impr. Mfg. Skills PL-Mfg. Skills PL-Computer Skills	4	8-60	0	\$1,035	*\$15.00
				Weighted Avg: 45			

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

Minimum Wage by County: Job Number 1(Retrainee): \$17.70/hr. for Riverside County
Job Number 2 (Job Creation): \$15.00/hr. for Riverside County

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

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

OVERVIEW

Year Company Founded:	2005	Company Headquarters: <input checked="" type="checkbox"/> Single location
Facility location(s) where training will occur		<ul style="list-style-type: none"> Temecula (Riverside County)

<i>Participating Affiliates & Respective Facility Location(s) where training will occur:</i>	<ul style="list-style-type: none"> • 3-D Precision Machine, Inc. (co-located with 3-D Engineering Corp.)
<i>Nature of Business:</i>	<ul style="list-style-type: none"> • 3-D Engineering Corp. (3-D Engineering) in conjunction with 3-D Precision Machine, Inc. (3-D Precision) manufactures and assembles aerospace parts and engine components. • The Company is ISO9001 and AS9100D certified and exceeds customer expectations in delivering customized precision machined components that meet unique customer specifications.
<i>Customer Base:</i>	<ul style="list-style-type: none"> • The Company's customers include the military, aerospace and medical industries. The Company's customer base also includes commercial clients.
<i>Business / Industry Needs / Changes</i>	<ul style="list-style-type: none"> • As 3-D Engineering has unique offerings, and the Company has seen an increase in demand that exceeds its production capabilities (Moving from the production of prototypes per customer request to production designs in quantity). This results in delayed delivery times and the inability to sustain its output. • 3-D Engineering also acquired AS9100D and ISO9001 certifications and staff now need ongoing and continual training to maintain these certifications. These certifications ensure 3-D Engineering stays competitive while improving internal efficiencies. Further, these ongoing certifications are necessary to maintain current customer contracts. • Previously, 3-D Engineering used six different Enterprise Resource Programs (ERP) across different departments, which caused internal disorder, missed deadlines and delayed Company output. The Company is now transitioning to a single ERP System (JobBOSS) companywide. This will decrease lead times, improve customer response and on time delivery, and increase problem solving/solutions. • As the Company continues to grow, flexibility is important to meet customer demands, decrease lead times. • Due to increased customer demands, the Company is moving to a new 14,000 square foot facility in Riverside County. 3-D Engineering projects to

	increase its workforce and production over the next two years through the implementation of new lean manufacturing practices and a new ERP System.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> • Trainees will receive Lean Manufacturing Practices to better respond to customer demands, increase output, and decrease lead times. Trainees will also receive Lean 6 Sigma, strategic planning and employee engagement to further reduce errors on the production floor and reduce response times to customers. • Trainees will also be cross-trained on all certifications, to allow for upward mobility within the Company, and ensure that all staff can respond to customer demands without delay. This will increase productivity while maintaining customer satisfaction. • All staff must receive training in the new ERP system to streamline internal company procedures. • Over the next two years, 3-D Engineering will add an additional four staff to its workforce. Therefore, newly hired staff will receive the training necessary to obtain the skills that will ensure that 3-D Engineering can keep up with its output demands while reducing errors and maintaining reduced lead times. Newly hired staff will also be trained in certifications for aerospace, medical, and military as is required to maintain current company contracts.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☒ E-Learning
 ☐ CBT
 ☒ Productive Lab
☐ MS Preceptor
 ☐ MS Didactic

Business Skills	Computer Skills	Continuous Improvement
Manufacturing Skills	PL - Manufacturing Skills	PL - Computer Skills
OHSA 10	OHSA 30	

Certified Safety Training	<input checked="" type="checkbox"/> OSHA 10/30
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Productive Laboratory	Justification: <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input checked="" type="checkbox"/> Certification Standards 24 PL Hours per-trainee
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	Occupations Receiving PL Training: Support Staff, Inspection Staff, Machinists, Programming Staff, Engineering Staff
The PL instructor must be dedicated to training, at a ratio of 1:1.	

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; or, <input checked="" type="checkbox"/> Expanding existing business capacity by adding a new production shift.
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Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: This project has the full support of all management as the changes listed above can only be met with company-wide investment. Therefore, the President will oversee the project and training implementation. The Purchasing Manager will assist with project administration and ensure quality controls are in place for accurate recordkeeping and training hour upload. The Company has a detailed training plan and schedule in place and is ready to begin upon approval.
<ul style="list-style-type: none"> Trainers: <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Manufacturing Skills <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: Computer Skills (JobBOSS), Manufacturing Skills, Continuous Improvement
<ul style="list-style-type: none"> Administration: Administration will completed in-house by the Purchasing Manager, who will then report back to the President. <input checked="" type="checkbox"/> In-house <input type="checkbox"/> Subcontractor

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendors	To Be Determined	To Be Determined	To Be Determined

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

8-60 Trainees may receive any of the following:

BUSINESS SKILLS

- Marketing Skills
- Business Planning Skills
- Business Administration Skills
- Financial Strategies
- Inventory Control
- Strategic Planning
- Evaluations
- Monitoring
- Report Writing
- Negotiating
- Conflict Management
- Interpersonal Skills

COMPUTER SKILLS

- JobBoss (ERP)
- SharePoint
- SolidWorks
- MasterCam
- Coordinate Measuring Machine
- Document Control

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

CONTINUOUS IMPROVEMENT

- Coolant Training
- Statistical Process Control
- Problem Solving
- Quality Concepts
- ISO/AS9100
- Just-in-Time
- Lean 6 Sigma
- Production Scheduling
- Process Improvement
- Strategic Planning
- Evaluations/Monitoring
- Geometric Dimensioning & Tolerancing/Blueprint Training
- Teambuilding
- Decision Making
- Leadership Skills

MANUFACTURING SKILLS

- Production Operations
- Equipment Operations
- Assembly Procedures
- CNC Machine Operations
- CNC Programming
- ITAR

Productive Lab Hours (Limited Ratio 1:1)

0-24 Trainees may receive any of the following:

MANUFACTURING SKILLS

- Production Operations
- Equipment Operations
- Assembly Procedures
- CNC Machine Operations
- CNC Programming
- Laser
- Clean Room
- Saw
- Shipping
- Tooling
- ITAR

COMPUTER SKILLS

- Purchasing
- Accounts Payable
- Scheduling
- Document Control

Note: Reimbursement for retraining is capped at 60 total training hours per trainee, regardless of the method of delivery.
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RETRAINEE - JOB CREATION

Training Proposal for:

Adelaida Cellars, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0206

Approval Date: November 25, 2019

Panel Meeting of: December 13, 2019

ETP Regional Office: North Hollywood

Analyst: E. Wadzinski

PROJECT PROFILE

Contract Attributes:	Retrainee SB <100 Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Manufacturing (33) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Luis Obispo	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 51	U.S.: 51	Worldwide: 51
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution: (100% of Total ETP Funding Required)

\$71,060

Total ETP Funding

\$59,570

Small Business Only:	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Accounting, Administration, Managers, Operators, Production, Customer Service, Sales, Maintenance Mechanics

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	Computer Skills Continuous Impr. Comm Skills HazMat	50	8-200	0	\$1,035	\$17.70
				Weighted Avg: 45			
2	Retrainee Job Creation Priority SB<100	Computer Skills Continuous Impr. Comm Skills HazMat	4	8-200	0	\$1,955	*\$14.48
				Weighted Avg: 85			

*It will be made a condition of contract that trainees will not be paid less than \$15 an hour at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: \$17.70 per hour for San Luis Obispo County for Job 1; and \$14.48 for Job 2 (Job Creation) San Luis Obispo County.

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

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

OVERVIEW

Year Company Founded:	1981	Company Headquarters: <input checked="" type="checkbox"/> Single location Paso Robles, CA
Nature of Business:	<ul style="list-style-type: none"> Adelaida Cellars, Inc. (Adelaida) produces mountain grown and sustainably farmed wines. The Company has a winery open to the public for wine tasting and other events. 	
Customer Base:	<ul style="list-style-type: none"> Retail Private sales Restaurants Events 	
Business / Industry Needs / Changes	<ul style="list-style-type: none"> Adelaida added organic and sustainable wine farming which requires training to address the changes in vineyard and production processes. 	

	<ul style="list-style-type: none"> • These newly added production processes are expanding the Company's existing business capacity, leading to the need to add newly-hired employees. • The Company is adding three new occupations to support the vineyard and winery sales. • Technology upgrades include the Company migrating to a new platform (Navision and Jet Reports). Adelaida is also rolling out an additional module/functionality to the Company's winemaking database program (VinTrace) to utilize wine costing features; as well as, switching their reservations platform from Cellar Pass to Tock. • As customers are focusing more on hospitality and the wine tasting experience, they want to be educated on the wine making process and the ability to characterize and select wine for pairings or events. To meet these needs, employees need to provide a much higher level of service that includes educating customers on wine selections, providing customer service and informative sales presentations.
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Training Plan:

<i>Need for Training:</i>	<ul style="list-style-type: none"> • Continuous Improvement will be offered to all occupations and focus on improving processes by embedding best practices throughout the company structure and generating solutions that will save time, money and resources while reducing waste. • Computer Skills will be offered to all occupations to focus on new ERP proprietary software systems, server and hardware upgrades. • Commercial Skills will be offered to all occupations to provide product knowledge and skills for implementing cross-training among all departments from organic/sustainable vineyards to winemaking to hospitality. Equipment training will include evapotranspiration sensors, optical sorter, concrete fermenters, tasting room audio visual equipment, weather station and farm equipment. • Hazardous Materials training may be provided to all trainees according to their job functions. Training in Hazmat Handling will increase employees' knowledge and skills on how to effectively handle all types of hazards within their working environment.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☐ E-Learning
 ☐ CBT
 ☐ Productive Lab
☐ MS Preceptor
 ☐ MS Didactic

Commercial Skills	HazMat	Continuous Improvement
Computer Skills		

Certified Safety Training	<input type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.

Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	Job 2: 85 hours (Job Creation)
<ul style="list-style-type: none"> Adelaida is expanding by adding organic and sustainable wine farming to wine production. Job 2 trainees will add fulltime positions to support equipment related to new farming practices and support winery/vineyard sales. New employees will need to learn the Company's processes and ERP Systems (10 hours). Maintenance Mechanics will receive training on operation and maintenance skills for farming, winemaking and facility equipment (140 hours), and HAZMAT training (10 hours). Customer Service employees will require a variety of Business, Commercial and Computer skills training in food and beverage safety standards and product knowledge (80 hours), winemaking processes (20 hours), food quality best practices (24 hours), sales/communications (16 hours) and equipment cross training (20 hours). Job Creation trainees will require training specific to the winery's products and production processes. Although trainees will be offered 150 hours of training, the Contractor is only requesting ETP fund 85 hours of the training. Adelaida is requesting a 2-year Contract which would allow 21 months to complete training as outlined in a training plan submitted with their application. 	

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: Adelaida's General Manager will coordinate training and schedule training. An additional three employees will collect rosters, review goals and coordinate with a third party administrator to insure ETP performance requirements are met. The Company will utilize in-house subject matter experts as trainers to provide training related to their expertise. Adelaida has a detailed training plan in place and is ready to start training upon approval.
<ul style="list-style-type: none"> Trainers: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house – Types of Training: Continuous Improvement, Computer Skills, Commercial Skills HazMat <input type="checkbox"/> Vendor
<ul style="list-style-type: none"> Administration: A subcontractor has been retained to assist with administration and ensure that all training records meet ETP compliance. <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor

Repeat Contract

<ul style="list-style-type: none"> Number Of Contracts in last 5 years: 	1
<ul style="list-style-type: none"> Training provided / focus in last Contract: 	<ul style="list-style-type: none"> Training in Adelaida's first ETP project focused on creating a structured training program. Training in new equipment and software/functions, and operations of a newly constructed tasting room.
<ul style="list-style-type: none"> Difference in Training Plan: 	<p>The training plan for the first Contract focused on developing a structured training program. It also included training on new equipment related to the construction and completion of a wine tasting room which has expanded Adelaida's wine offerings and customer base.</p> <p>In this Contract training focuses on industry changes emphasizing a trend in customer demand for wine tasting education, and organic/sustainable wines and farming. Adelaida will also train employees on new ERP software and a new online ordering integration and will add in-house departments for maintenance and harvesting. Training in this Contract will also include training for Job Creation employees and employees who did not receive training in the prior Contract.</p> <p>Some trainees may have participated in Adelaida's prior Contract, but no trainees will receive duplicative training in this proposed Contract.</p>

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
18CS-0135/17-0610	Paso Robles	11/06/17 – 11/05/18	\$30,420	\$30,420 (100%)

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	TGII	Suwanee, GA	No Cost
Administrative	TGII	Suwanee, GA	13%
Training Vendors	To Be Determined	To Be Determined	To Be Determined

Exhibit B: Menu Curriculum**Trainees may receive any of the following:**

Safety Training will be limited to 10% of total training hours per-trainee.
This cap does not apply to HAZMAT

Class/Lab Hours

8-200

COMPUTER SKILLS

- Navision and Jet Reports
- VinTrace- New Winemaking Database Program
 - Tock New Reservations Platform
- Intermediate/Advanced Software Systems
 - Microsoft Applications
 - Proprietary Reporting & Support Systems
- Reporting
- Learning Management System
- Server & Hardware Configurations
- New Hardware

CONTINUOUS IMPROVEMENT

- Continuous Improvement Techniques
- Team Building
- Conflict Resolution
- Quality Concepts
- Quality Plan
- Take Ownership
- Decision Making
- Problem Solving
- Best Practices
- Communication Skills
- Business Strategies
- Customer Service Skills
- Leadership
- Performance Management
- Sales & Marketing for Growth

COMMERCIAL SKILLS

- Advanced Techniques for New Products, Industries, Clients & Processes
- Quality Concepts
- Organic Farming
- Sustainable Farming
- Sales/Standards
- Alcohol Regulations/Serving
- Equipment Operation
- Food/Beverage Safety Standards
- Product Knowledge
- Wine Production

- Shipping and Receiving
- Labeling
- Tools
- Testing Equipment
- Cross Training
- Plan and Initiate Projects
- Logistics
- Equipment Operation
- Equipment Maintenance
- Design & Engineering
- Maintenance Equipment
- Assembly Skills
- Warehouse Skills
- Production Skills

HAZARDOUS MATERIALS

- Classification of Hazardous Products,
- Hazardous Products Identification, Packing, Marking and Labeling, Documentation
- Compliance with Federal Hazardous Material Regulations
- Learning to Assign Proper Shipping Name, the Division, the Identification Number, the Proper Warning Label,
- How to Package the Material, and How to Mark it Properly.
- Shipping Papers, Emergency Response Information, Emergency Telephone Numbers, Compatibility, Blocking, Placarding,
- Creating a Security Plan
- How to Report an Incident
- Haz/Com- Safety Data Sheets
- Spill Prevention
- Blood Borne Pathogens/Biohazards
- Small Quantity Generator of Haz/Waste
- Wood Dust
- Pesticides
- Oily rags/Filters
- Waste Management
- Flammable/Combustible Materials
- Universal Waste
- Emergency Response Information
- Emergency Response Telephone Numbers
- Means of Egress
- Employee Emergency Plans
- General Safety and Health Provisions
- Employee Emergency Action Plans
- Bulk Delivery and Mixing Vehicles
- Contract Employer Responsibilities
- Mechanical Integrity
- Hazardous Waste Operations and Emergency Response
- New Technology Programs

- Personal Protective Equipment
- Respiratory Protection
- Fire Protection
- Fire Brigades
- Portable Fire Extinguishers,
- Fixed Extinguishing Systems,
- Fire Detection Systems,
- Employee Alarm Systems,
- Material Handling and Storage Moving
- Load Crawler Locomotives
- Truck Cranes Electrical Safety-Related Work Practices,
- Confined and Enclosed Spaces Precautions Before Entering

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

Training Proposal for:

Arktura LLC

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0199

Approval Date: November 25, 2019

Panel Meeting of: December 13, 2019

ETP Regional Office: North Hollywood

Analyst: E. Wadzinski

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate SB <100	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 96	U.S.: 96	Worldwide: 130
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution: (100% of Total ETP Funding Required)

\$99,731

Total ETP Funding

\$74,520

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Administration, Engineering/Design, IT, Manager, Owner, Production, Sales

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Computer Skills Continuous Impr. Mfg. Skills Literacy Skills	80	8-200	0	\$828	\$18.56
				Weighted Avg: 36			
2	Job Creation Retrainee Priority SB<100	Business Skills Computer Skills Continuous Impr. Mfg. Skills Literacy Skills	8	8-200	0	\$1,035	\$15.47
				Weighted Avg: 45			

Minimum Wage by County: Job 1: \$18.56 for Los Angeles County and Job 2: \$15.47 for (Job Creation) 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 1, and \$.47 per hour may be used to meet the Post-Retention Wage for Job 2.

OVERVIEW

Year Company Founded:	2008	Company Headquarters: <input checked="" type="checkbox"/> Single location Gardena, California
Facility Locations Outside CA		<ul style="list-style-type: none"> Rotterdam, Netherlands

Nature of Business:	<ul style="list-style-type: none"> Arktura LLC (Arktura) manufactures architectural finishes for interior and exterior design. Finishes include acoustical and modular ceiling systems, doors, screens and walls which serve both functional and aesthetic purposes. Products provide visual and functional improvements, while adding improved use of space and acoustics.
Customer Base:	<ul style="list-style-type: none"> Corporate Offices Commercial Businesses

<i>Business / Industry Needs / Changes</i>	<ul style="list-style-type: none"> • The Company has refocused its business model from its furniture manufacturing business to its architectural finishes. This shift has led to triple digit sales growth in the past 3 years; and a 40% increase in staff in the last 2 years. • Arktura is adding 8 new positions to support new product development, production and customer support. • The Company launched a variety of new products which have widened their customer base and improved sales. • Arktura has invested \$2M to support business growth in new product developments and equipment to replace the Company's ERP system.
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Training Plan:

<i>Need for Training:</i>	<ul style="list-style-type: none"> • Employees need training to produce new products, and address increasing customer demand and expanding sales. • Business Skills will be provided to all occupations to upgrade skills in time management, business writing, effective meeting skills and project management. Training for sales and engineering staff will include product knowledge and enhanced planning. • Computer Skills will be provided to all occupations, with an emphasis in systems (ERP) training. Engineering and production will also receive training in CAD/CAM, Design Software, Solidworks and 3D Printing. These skills will enable the Company's workforce to improve job performance as it transitions to new systems and technology. • Continuous Improvement will be provided to all occupations to improve processes. Training for production, engineers and managers will emphasize the Company's culture of innovation and growth. New employees will receive training in leadership skills, problem solving and supply chain management. These skills will to enable the workforce to perform effectively in team environments, improve/implement working processes, and increase product/process quality. • Manufacturing Skills will be provided to production, engineering and managers. Training will focus on equipment operations, packaging/shipping standards and manufacturing skills topics. Training will provide technical knowledge to understand changing manufacturing requirements, eliminate errors and develop more efficient processes throughout the manufacturing environment. • Literacy Skills will be provided to production staff. Vocational English will develop language skills to provide further opportunity for advancement within the workplace.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab

☒ E-Learning

☐ CBT

☐ Productive Lab

☐ MS Preceptor

☐ MS Didactic

Business Skills	Computer Skills	Continuous Improvement
Manufacturing Skills	Literacy Skills	

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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Temp-to-Perm

Average days to convert temporary workers to full time permanent employment.	120 days or less, depending on workers progress.
Employer-paid healthcare premiums while on temporary status.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No It is expected that these workers will receive employer-paid health benefits within 2 months from date of hire.

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: Arktura's Senior Project Technologist will be responsible for project oversight. Arktura will utilize two Human Resources staff to assist with scheduling and coordinating training, recordkeeping, and internal project administration. All internal and third party project staff will be available to meet with ETP staff. Arktura has a detailed training plan in place and is ready to start training upon approval.
<ul style="list-style-type: none"> Trainers: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills, Literacy Skills. <input type="checkbox"/> Vendor Administration: A subcontractor has been retained to assist with administration and ensure that all training records meet ETP compliance. <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	CMTC	Torrance	\$7,400
Administrative	CMTC	Torrance	13% of payment earned
Training Vendors	To Be Determined	To Be Determined	To Be Determined

Exhibit B: Menu Curriculum**Trainees may receive any of the following:**

Literacy Training cannot exceed 45% of total training hours per-trainee.
Safety Training will be limited to 10% of total training hours per-trainee.

Class/Lab/E-Learning Hours

8-200

BUSINESS SKILLS

- Goal Setting
- Interpersonal Communication
- Planning
- Product Knowledge
- Time Management
- Business Writing
- Conflict Management
- Effective Meeting Skills
- Presentation Skills
- New Product Development

COMPUTER SKILLS

- Rhino
- CAD/CAM
- MasterCAM
- Solidworks
- Enterprise Resource Planning (ERP)
- Sales Portal
- Design and Engineering Software
- 3D Printing
- Database Management
- Microsoft Office

CONTINUOUS IMPROVEMENT

- Leadership
- Leading Change
- Teams and Team Building
- Problem Solving
- Communication Skills
- Strategic Planning
- Lean
- Process / Productivity Improvement
- Document Standards
- Quality Inspection & Quality Management
- Implementing ISO 9001
- Mistake Proofing
- Internal Auditor
- Six Sigma
- Failure Mode and Effects Analysis (FMEA)

- Statistical Process Control (SPC)
- Quality Function Deployment (QFD) and New Management & Planning Tools
- Risk Management
- Supply Chain Optimization

MANUFACTURING SKILLS

- Engineering Materials & Methods
- Design Tools & Development
- Safety
- SOP's
- Cut File Standards
- Hand Tools & Basic Mechanical Components
- Machine Maintenance
- Forklift
- Paint/Outplant Detailing
- Packaging & Shipping Standards
- Welding
- Equipment Operations
- Material Requirements Planning & Processes
- Preventative Maintenance
- Drawing Translation
- Blueprint Reading
- Shop Math and Geometric Dimensioning & Tolerancing
- Computer Numerical Control (CNC)
- Productions Skills
- Machine Operation
- Inventory Control
- Production & Inventory Management
- Small & Large Batch Manufacturing
- Good Manufacturing Practices
- Writing Standard Operating Procedures (SOPs)
- Quality Compliance
- Quality Control Standards

LITERACY SKILLS

- Vocational English as a Second Language (VESL)

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

Training Proposal for:

Mizkan America, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0209

Approval Date: November 19, 2019

ETP Regional Office: Sacramento

Analyst: D. Jordan

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative HUA Seasonal SET	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Joaquin	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Teamster Union Local 601		
Number of Employees in:	CA: 240	U.S.: 400	Worldwide: 1500
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	11%		

In-Kind Contribution: (100% of Total ETP Funding Required)

\$92,025

Total ETP Funding

\$72,956

TRAINING PLAN TABLE

Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HUA Only:	Number of trainees in HUA location: 197
Occupations to be Trained:	Electricians, Instrument Technicians, Lift Drivers, Mechanics, Managers, Supervisors, BnB Supervisor, Lab Staff, Lab Supervisor, Microbiologist, Sanitation Builder

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, Cont. Improv., HazMat, Mfg. Skills, PL-Mfg. Skills	47	8-200	0	\$368	\$17.70
				Weighted Avg: 16			
2	Retrainee Priority Seasonal HUA SET	Business Skills, Cont. Improv., HazMat, Mfg. Skills, PL-Mfg. Skills	145	8-200	0	\$368	*\$13.28
				Weighted Avg: 16			
3	Retrainee Priority Job Creation HUA	Business Skills, Cont. Improv., HazMat, Mfg. Skills, PL-Mfg. Skills	5	8-200	0	\$460	*\$12.00
				Weighted Avg: 20			

*It will be made a condition of contract that trainees will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail. ETP Required Wage is the High Unemployment Area modified wage if trainees in Job Number are located in an HUA.

Minimum Wage by County: Job Number 1: \$17.70 per hour for San Joaquin County;

Job Number 2: \$13.28 per hour in San Joaquin County;

Job Number 3: \$12.00 per hour in San Joaquin County.

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

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

OVERVIEW

Year Company Founded:	2004	Company Headquarters: <input checked="" type="checkbox"/> Mt. Prospect, Illinois
Total Number of Facility locations in California	1	
Facility location(s) where training will occur	<ul style="list-style-type: none"> Stockton (San Joaquin County) 	

Nature of Business:	<ul style="list-style-type: none"> Process tomato, peppers and vinegar products.
Customer Base:	<ul style="list-style-type: none"> Walmart Target Dollar General Safeway

Training Plan:

Need for Training:	<ul style="list-style-type: none"> Focus on increasing efficiency, effective communication, increasing production, and reducing lead times/waste. New and existing employees require extensive training on machines and updates. Training topics include pump rebuild, boiler operation, electrical, and automation. Cross-training current employees. The Company is promoting from within and offering current employees an opportunity to learn the additional systems they offer. Changes in industry standards including machinery standards, State and Federal mandates and regulations. Training on new equipment will include safety automation machines and color sorters.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab

☒ Productive Lab

Business Skills	Continuous Improvement	Manufacturing Skills
PL- Manufacturing Skills		

Certified Safety Training	<input type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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Productive Laboratory	Justification: <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards 20 PL Hours per-trainee Occupations Receiving PL Training: Mechanics, Electricians, Instrument Technicians
The PL instructor must be dedicated to training, at a ratio of 1:3.	

Ratio Higher than 1:1	Mizkan is requesting a ratio to 1:3 because staff works in teams of 3.
Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function. <input checked="" type="checkbox"/> New Equipment

Seasonal Worker Program

Job Number 2	BnB Supervisors, Lab Staff, Lab Supervisor, Lift Driver, Microbiologist, Sanitation Builder
These trainees qualify for a modified retention period (not less than 500 hours within 12 months of the end-of-training with up to three employers in the crop production industry). Although the Seasonal Worker Program is funded under SET, regional wage standard applies.	

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: <p>Mizkan's Plant Manager will oversee this training project with assistance from its Office Staff. Office Staff will assist with training events and completing rosters. Training will be delivered by in-house experts. Mizkan has a detailed training plan in place and is ready to implement training once approved.</p>
<ul style="list-style-type: none"> Trainers: <p> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Continuous Improvement, Hazardous Materials, Manufacturing Skills, PL-Manufacturing Skills <input type="checkbox"/> Vendor – Types of Training by vendor: </p>
<ul style="list-style-type: none"> Administration: <p> <input checked="" type="checkbox"/> In-house <input type="checkbox"/> Subcontractor </p>

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendors	To Be Determined	To Be Determined	To Be Determined

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

8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Food Defense
- Food Safety
- HACCP
- Hygiene
- Organic
- Quality
- Sanitation

CONTINUOUS IMPROVEMENT

- 5S Lean Management

HAZARDOUS MATERIALS

- Chemicals
- Hazardous Waste
- Secondary Containment
- Spill Containment

MANUFACTURING SKILLS

- Automation
- Boiler Maintenance
- Conveyor Belts
- Electrical Repair
- Environmental
- Gear Box Maintenance
- Instrument Tech
- Motor Maintenance
- Pump Foundations
- Pump Rebuilding

PL Hours

0 – 20

MANUFACTURING SKILLS

- Acoustical Measurement of Pump Bearing Condition
- Bearing Failure Analysis
- Bearing Removal and Installation
- Boiler Maintenance
- Bolted Sealing Values for Wet End Assembly
- Centrifugal Pump Design
- Developing a PM Program for Pumps
- Mechanical Seals
- Packing
- Pump Coupling and Shaft Alignment
- Pump Foundations
- Pump Parts and Identification
- Pump Shafting Inspection and Repair

- Simple Vibration Measurement
- Split Case Pump Rebuilding Techniques
- Suction and Discharge
- V-Belt Drives for Pumps
- Wetted End Pump Troubleshooting

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



Teamster Union Local 601

**Cannery Workers, Processors, Warehousemen and Helpers
Affiliated with the International Brotherhood of Teamsters Union**

To whom it may concern,

May 9, 2019

Teamsters Local Union No. 601 supports all Companies interested in providing Training Programs to our Union members who want to better themselves. Therefore, Mizkan American has all our support for taking an excellent stand on helping their employees covered by our Collective Bargaining Agreement.

Please feel free to contact our Union office at (209)948-2800 for any questions.

Sincerely,

 5/9/2019

Albert Zamora
Business Agent Teamsters Local Union 601



RETRAINEE - JOB CREATION

Training Proposal for:

Qmerit, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0198

Approval Date: October 28, 2019

Panel Meeting of: December 13, 2019

ETP Regional Office: San Diego

Analyst: M. Mathis

PROJECT PROFILE

Contract Attributes:	SB <100 Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Services (G) Professional, Scientific Technology (54) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 32	U.S.: 32	Worldwide: 32
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution: (100% of Total ETP Funding Required)

\$131,228

Total ETP Funding

\$41,561

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Occupations to be Trained:	Administration, Engineer, Sales, Manager, Owner

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Comm Skills Computer Skills	32	8-200	0	\$943	\$18.14
				Weighted Avg: 41			
2	Retrainee Job Creation Priority SB<100	Business Skills Comm Skills Computer Skills	11	8-200	0	\$1,035	\$15.12
				Weighted Avg: 45			

Minimum Wage by County: Job Number 1: Orange County - \$18.14; Job Number 2 (Job Creation): Orange County - \$15.12

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

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

OVERVIEW

Year Company Founded:	2015	Company Headquarters: <input checked="" type="checkbox"/> Single location Irvine, CA
Facility location(s) where training will occur.		<ul style="list-style-type: none"> Irvine (Orange County)

Nature of Business:	<ul style="list-style-type: none"> Qmerit, Inc. (Qmerit) is a software technology company that provides workforce management and procurement software and solutions for businesses using cloud-based, SaaS platform technologies.
Customer Base:	<ul style="list-style-type: none"> Qmerit services multiple industries including maintenance, manufacturing, building trades, warehousing, field services, education, and technology.
Business / Industry Needs / Changes	<ul style="list-style-type: none"> To provide customers more versatility with their product, Qmerit expanded its software platform by adding a procurement feature, which allows companies the ability to order supplies directly through the platform. Qmerit plans to expand into areas of Artificial Intelligence including Machine learning, a method of data analysis that automates analytical model building, to attract and provide customers with additional service features. Implementation of new Customer Relationship Management (CRM) platform, Salesforce, and marketing software, such as Hubspot, to assist with company sales and marketing efforts. To accommodate Qmerit's rapid growth in business, the company expects to add at least 11 new positions among their sales and engineering departments.

Training Plan:

Need for Training:	<ul style="list-style-type: none"> Training will be provided to new and existing Sales and Engineering staff on the new procurement feature within the company's software platform respective of their job duties and roles. Training will be provided to new and existing Sales and Engineering staff on Artificial Intelligence and Machine Learning respective of their job duties and roles. Training will be provided to new and existing sales staff on all newly implemented sales and marketing software. Ongoing training on Leadership, Communication, and Microsoft Office 365 will be provided to all staff.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab

☒ E-Learning

☐ CBT

☐ Productive Lab

☐ MS Preceptor

☐ MS Didactic

Business Skills	Computer Skills	Commercial Skills
Job Creation Justification		<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: This project will be overseen by the Director of Software Engineering with the assistance of the Human Resources staff. The company has a training plan in place with sessions scheduled weekly. Training will begin immediately upon project approval.
<ul style="list-style-type: none"> Trainers: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, and Computer Skills <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: TBD
<ul style="list-style-type: none"> Administration: Welsh Advisors will assist with the Administration of this project. <input type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor

Repeat Contract

<ul style="list-style-type: none"> Number Of Contracts in last 5 years: 	1
<ul style="list-style-type: none"> Training provided / focus in last Contract: 	<ul style="list-style-type: none"> In Qmerit's previous ETP Contract, the company implemented and established a formal training program focusing on software system integration for Engineering Staff and workforce management software training for Sales Staff.
<ul style="list-style-type: none"> Difference in Training Plan: 	<p>Qmerit will focus on changes to their software product line with the addition of procurement software and recently adopted software including Salesforce, Hubspot, and Twilio, a developer platform for communications. Qmerit also plans to establish a Data Warehouse, which gathers past, present, and future data from current customer facilities within the software platform, for future Business Intelligence and Analytics Initiatives.</p> <p>Qmerit has increased its number of worldwide employees from 21 to 32 since the completion of the previous contract. The Company has been prudent in determining the average number of hours of staff training and has developed a detailed training plan. The increase in staff</p>

	will equate in an increase of training hours, thus increasing the funding request for this new proposal. New staff will undergo an extensive training on all newly implemented software in addition to business skills training to develop their skillset as it applies to Qmerit.
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PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0286	Irvine	10/28/2016 - 10/27/2018	\$25,662	\$20,241 (79%)

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Welsh Advisors	Anaheim, CA	\$3,239
Administrative	Welsh Advisors	Anaheim, CA	Not to Exceed 13%
Training Vendors	TBD		

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Leadership Training
- Project Management
- Communication Skills
- Teambuilding Skills
- Admin Skills
- Organization and Optimization Skills

COMMERCIAL SKILLS

- Agile Software Development
- Product Knowledge
- Sales and Marketing
- Usability Lab
- Emerging Trends in the Marketplace
- Product Development
- Artificial Intelligence (AI) and Machine Learning

COMPUTER SKILLS

- Software System Integration
- Software Tools
- Office 365
- Azure
- Selenium and Python
- Postman
- SoapUI
- LINQPad and SQL
- Salesforce
- Twilio Software

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