

PANEL PACKET

FEBRUARY 2016





NOTICE / AGENDA

MEETING TIME/PLACE

Friday, February 26, 2016 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

- | | | |
|------------|---|--|
| 9:30 a.m. | Call to Order by Chair <ul style="list-style-type: none">• Roll Call• Agenda• Minutes | Barry Broad |
| 9:45 a.m. | Report of the Executive Director <ul style="list-style-type: none">• Legislative/Budget/Other• Request Motion to Delegate in Event of Loss of Quorum/Action• Request Motion to Adopt Consent Calendar Projects/Action | Stewart Knox |
| 10:00 a.m. | Report of General Counsel | Maureen Reilly |
| 10:15 a.m. | Review and Action on Proposals | Gregg Griffin
Creighton Chan
Willie Atkinson |
| 11:45 p.m. | Public Comments | |
| 12:15 p.m. | Public Meeting Adjourns | |

The notice of Panel Meetings is also available on the ETP website (www.etp.ca.gov). The times shown here are estimates, and may be changed at the meeting.

The dollar amounts shown here are subject to change up to and including the date of the Panel Meeting. Other changes may also occur (e.g. withdrawn). Please continue to assess this page for updated information.

If the Panel does not have a quorum, it will meet as a subcommittee of the whole at the same time and place. That subcommittee will hear the items identified on this Agenda, but cannot vote or take action.

Special accommodations (i.e., sign language, interpreter, accessible seating) may be requested by contacting ETP at least seven days prior to the meeting date. Please contact the Executive Office at (916) 327-4485.

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, February 22, 2016 although the Panel may still change the order at the meeting.

North Hollywood Regional Office

American Financial Network, Inc. -----	\$201,075
Los Robles Regional Medical Center-----	\$746,974
P2S Engineering, Inc. -----	\$105,960
The Technical School Inc. dba Technical College -----	\$116,175
US Foodservice, Inc. -----	\$351,300
Virgin Galactic, LLC-----	\$247,200
Wonderful Citrus Packing LLC -----	\$658,264

San Diego Regional Office

H. M. Electronics, Inc. -----	\$352,400
Los Alamitos Medical Center, Inc. dba Los Alamitos Medical Center -----	\$149,760
Service Champions, Inc.-----	\$379,440
South Orange County Regional Chambers of Commerce, Inc.-----	\$1,180,212
The Management Association, Inc. dba The Management Trust -----	\$201,600

San Francisco Bay Area Regional Office

JSR Micro, Inc. -----	\$118,404
TTM Technologies, Inc. -----	\$428,400

Sacramento Regional Office

California Manufacturers and Technology Association -----	\$1,199,812
Covenant Care California, LLC -----	\$749,900
E. & J. Gallo Winery, A Wholly-Owned Subsidiary of Dry Creek Corporation -----	\$740,000
Esurance Insurance Services, Inc.-----	\$204,620
Rabobank, National Association-----	\$240,000
SAFE Credit Union-----	\$749,610

PROPOSALS APPROVED
BY DELEGATION ORDER FOR 01/13/2016 – 02/16/2016

≤ \$100,000	Approved Date	Approved Amount
<u>North Hollywood Regional Office</u>		
Armstrong Garden Centers, Inc.	01/27/16	\$98,234
Cal Net Enterprises, LLC dba Cal Net Technology Group	02/04/16	\$87,600
Four Star Meat Co., Inc.	01/28/16	\$43,680
Hydro Tek Systems, Inc.	02/16/16	\$28,080
Menasha Packaging Company, LLC	02/05/16	\$72,000
<u>San Diego Regional Office</u>		
Cummins Pacific, LLC	02/04/16	\$99,000
Marvin Test Solutions, Inc.	02/11/16	\$12,240
<u>San Francisco Bay Area Regional Office</u>		
MVinx Corporation	02/04/16	\$22,880
Rolls-Royce Engine Services-Oakland, Inc.	02/16/16	\$99,706
<u>Sacramento Regional Office</u>		
Sycamore Healthcare Associates dba Legacy Nursing and Rehabilitation	02/16/16	\$51,272



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Sycamore Healthcare Associates dba Legacy Nursing and Rehabilitation



M e m o r a n d u m

To: Panel Members Date February 26, 2016

From: Stewart Knox Executive Director File: Panel Memo Doc.

Subject: **Directions to Meeting Site**

The Employment Training Panel will meet on FRIDAY, **February 26, 2016 at 9:30 a.m.**

**California Environmental Protection Agency
Sierra Hearing Room, 2nd Floor
1001 I Street
Sacramento, CA 95814**

Telephone (916) 327-5640 (ETP Central Office)
FAX: (916) 445-5972 (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 February 26, 2016

From: Stewart Knox
Executive Director

File: Mtg. Site Memo

Subject: **Future Meeting Sites**

February 26, 2016	California Environmental Protection Agency Time: 09:30 AM Sierra Hearing Room, 2nd Floor 1001 I Street Sacramento, CA 95814
March 25, 2016	California Environmental Protection Agency Time: 09:30 AM Sierra Hearing Room, 2nd Floor 1001 I Street Sacramento, CA 95814
April 2016	NO PANEL MEETING IN APRIL
May 26, 2016	California Environmental Protection Agency Time: 09:30 AM Sierra Hearing Room, 2nd Floor 1001 I Street Sacramento, CA 95814



**STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL MEETING**

California Environmental Protection Agency

1001 I Street

Sierra Hearing Room, 2nd Floor

Sacramento, CA 95814

January 22, 2016

PANEL MEMBERS

Barry Broad
Chair

Janice Roberts
Vice-Chair

Gloria Bell
Member

Sonia Fernandez
Member

Leslie McBride
Ex-Officio Member

Edward Rendon
Member

Sam Rodriguez
Member

Executive Staff

Stewart Knox
Executive Director

Maureen Reilly
General Counsel

STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL MEETING
California Environmental Protection Agency
1001 I Street
Sierra Hearing Room, 2nd Floor
Sacramento, CA 95814
January 22, 2016

I. PUBLIC PANEL MEETING CALL TO ORDER

Chairman Broad called the meeting to order at 9:35 a.m.

II. ROLL CALL

Present

Gloria Bell
Barry Broad
Janice Roberts
Sonia Fernandez
Leslie McBride
Edward Rendon
Sam Rodriguez

Executive Staff Present

Stewart Knox, Executive Director
Maureen Reilly, General Counsel

III. AGENDA

Mr. Knox said, Tab#24 and Tab#28 have been withdrawn. Mr. Broad asked for a motion to approve the Agenda.

ACTION: Ms. Bell moved and Ms. Fernandez seconded the motion that the Panel approve the Agenda.

Motion carried, 7 - 0.

IV. MINUTES

ACTION: Ms. Bell moved and Mr. Rendon seconded the motion that the Panel approve the Minutes from the December 4, 2015 meeting.

Motion carried, 7 - 0.

V. REPORT OF THE EXECUTIVE DIRECTOR

Stewart Knox, Executive Director, said, good morning Panel members, applicants, and stakeholders. Following the last Panel meeting in December, we have a larger Panel meeting today with approximately \$11.7M in projects with an additional \$1.8M in Delegation Orders for a total of just over \$13M. Two projects were withdrawn from this Panel meeting, so our total will be a little bit less. I will also update you on how we are doing on our funds for the Fiscal Year (FY) 2015/16.

Today we have a mix of single employer and multiple employer projects. Regional Office Managers Diana Torres, Greg Griffin, Creighton Chan, and Willie Atkinson are here today to present those proposals.

Regarding the Budget for Alternative Fuels and Vehicle Technology Program in partnership with the California Energy Commission, we started off this year with \$2.8M. Should the Panel approve all of today's projects, we will have about \$200,000 remaining in this FY. The \$2M of the drought funding has been completely encumbered, and we were not allocated additional funds for FY.

In regards to the CORE funding for the FY 2015/16, to date, the Panel will consider an additional \$11.7M in projects with another \$1.8M approved by Delegation Order. Should the Panel approve all the projects for today, the Employment Training Panel (ETP) will have approximately \$18.2M for the remainder of FY 2015/16, which will take us fairly close to the end of the FY.

Under Delegation Order, all project proposals are capped at \$100,000 to be approved by the Executive Director on a continuous flow basis, and as of today we, have approved 41 projects totaling over \$1.8M.

For the FY 2015/16 program funding, to date, we have approximately over 625 projects submitted in the first and second round of applications. This is one of the largest we've had in many years with a value of just over \$130M. The Panel has already approved over \$72.5M in proposals. The plan, at this point, is to have our spring meeting. We will definitely have a meeting in May with the Panel Members to discuss how the funds are allocated, and look at the contingency funding. Financially we look very strong, and we are not cutting out the pre-application. As the applications come in, we will look at funding those proposals for the next FY. Most of the applications that are coming in are repeat contracts, and they are getting in line for next year's funding cycle.

In regards to the FY 2015/16 Fund Status Report, the results are about \$4M more in revenue. However, we have allocated to the previous years an additional \$3.5M. The good news is that the contracts are doing much better than they did in the previous years; they are performing at 75-80%. That does push up the liabilities close to \$31M. Again, revenues look good, and we've increased our appropriations by \$10M. Since the appropriations are higher than last year, we will monitor this closely to make sure each year we are not dipping to the funds at a high rate, and when the economy lapses, we still have funding to smoothly ease off, rather than have a drastic cut. I will continue to work with the Labor Workforce and Development Agency (LWDA) in determining next year's funding level, and we will have a

discussion with the Panel members regarding this matter in May. If the money continues to flow at the current level, we will probably ask for an additional \$5M for contingency plan, if not more.

Regarding applications for contracts that are still in the regional offices: Single Employer Contract requests are at \$25M in demand; \$11.4M in allocations. Multiple Employer Contract (MECs) requests are at \$7M in demand; \$79,000 in allocations. Small Business has \$3.5M in demand; \$3.1M in allocations. Critical Proposals are at \$784,000 in demand; \$2.2M in allocations. Apprenticeships are at \$4.7M in demand; \$1.2M in allocations. Overall demand is approximately \$35M. The demands are very high, and most of the projects are out into the regional offices.

Regarding the number of projects remaining in the regional offices today: Single Employers 121, MECs 15, Small Business 74, Critical Proposals 3, Apprenticeships 1; total of 208. AAU by category: Single Employers 51, MECs 9, Small Business 54, Critical Proposals 0, Apprenticeships 22; total of 142. Some of those numbers that we talked about are in the pre-application stage and will not make it to the Panel meeting. We will continue to monitor that and make sure that the projects processed through this FY will get funded. Staff is currently working very quickly to get those projects out of the Applications and Assessment Unit (AAU) and out into the regional offices.

In regards to the legislative update, AB 1598, Budget Act of 2016, and SB 825, Budget Act of 2016, was introduced in the 2015-16 legislative session. In summary, these are the bill placeholders for this year's budget. The Governor introduced his plan for the budget on January 7, 2016. Our budget is in the act and we are going strong into this FY.

VI. MOTION TO ADOPT CONSENT CALENDAR PROJECTS

Mr. Knox asked for a motion to adopt Consent Calendar Items #1 through #12.

Alliant Techsystems Operations LLC.....	\$212,340
Architects Orange.....	\$212,760
Beach Body.....	\$243,450
Bricklayers & Allied Craftworkers Local #4 California JAC.....	\$99,114
Foster Poultry Farms.....	\$249,840
Galina LLP.....	\$173,190
Lollicup USA Inc.....	\$248,664
NorCal Surveyors JAC.....	\$186,104
PRL Glass Systems, Inc.....	\$55,080
Ready PAC Produce, Inc. dba Ready Pac Foods, Inc.....	\$178,848
Western Electrical Contractors Association, Inc.....	\$73,392
Wonderful Pistachios and Almonds, LLC.....	\$214,200

ACTION: Mr. Rendon moved and Ms. Roberts seconded approval of Consent Calendar Items #1 through #12.

Motion carried, 7 – 0.

VII. REQUEST MOTION TO DELEGATE IN EVENT OF LOSS OF QUORUM

Mr. Knox asked for a motion for the Panel to delegate authority to the Executive Director to approve Proposals and other action items on the Agenda in consultation with the Panel Chair or Vice Chair.

ACTION: Ms. Roberts moved and Mr. Rendon seconded the approval to delegate authority to the Executive Director in event of loss of quorum.

Motion carried, 7 – 0.

Mr. Broad said, I would like to make a comment about the state of our funding. We have been in one of the longer economic recoveries in American history, and all good things come to an end. Month after month, we've had growth in the economy, as opposed to a shrinking economy; that's the difference in recession when the economy starts to shrink. Sometime in the near future, we are probably going to enter into recession again. Clearly, our Governor and leaders understand that that's where we're headed. It's a cyclical feature of the economy, and hopefully it won't be a deep recession. When that happens, our funding level is going to drop, and in theory, that's where the surplus money is supposed to come in. When you have a countercyclical funding, you need to show restraint in tapping into that funding. We need to be careful about how and when to tap into that funding; it's tempting, but it's the wrong way to manage state government. We tend to want our money "today" and then when the funding is depleted, we go into a recession and take a much bigger hit. Generally, the government is the last to feel the effects of recession and benefits of a recovery because the nature of taxation follows the economy and lags behind it by a year. If the economy were to go into recession, tax revenues will increase, just as the economy is going in the opposite direction. That's when we have to show the most restraint, because it would feel like it's not affecting us. We will have to look at where we are in terms of tapping into this money. I suggest that you think long and hard about what is responsible in this kind of situation.

VIII. REPORT OF THE GENERAL COUNSEL

Maureen Reilly, General Counsel, had nothing to report.

IX. REVIEW AND ACTION ON PROPOSALS

Single Employer Proposals

Coca-Cola Refreshments USA, Inc.

Gregg Griffin, Manager of the North Hollywood Regional Office, presented a Proposal for Coca-Cola Refreshments USA, Inc. (Coca-Cola) in the amount of \$361,530. Founded in 1886, Coca-Cola is a producer and distributor of nonalcoholic beverages. The Company qualifies for standard retraining under the out-of-state competition provisions as a manufacturer and is eligible for priority industry reimbursement. This will be Coca-Cola's fourth ETP Agreement within the past five years.

Gregg Griffin introduced Mario Salomon, Quality Assurance Manager.

Mr. Broad said, in looking at the summary of your last three ETP Agreements, the first project had a 75% performance; the second project was 71% and the latest was 41%. You did not achieve ideal performance. You're heading in the wrong direction. What's going to be different with this proposal, and what changes will you make this time to make sure that you are successful with this project?

Mr. Salomon said, the previous projects included two plants that went through a lot of management turnover; they didn't perform as well as we had expected. This current proposal is designed specifically for the Downey production facility, which shows consistent results. The two other plants will only be considered for future proposals after they have shown improvement to their management teams. Right now we are assisting those plants in training their management and bringing them up to speed like our Downey plant. Mr. Broad said, very well.

Ms. Roberts asked, are you going to hire 45 individuals for your Downey plant? Mr. Salomon said, that's what we are currently doing annually. Ms. Roberts asked, have you completed the Polyethylene Terephthalate (PET) project? Mr. Salomon said, our last major PET project was a blow molding installation. We have a new project in place, which is the century taste testing project, and we are installing new conveyors, a catwalk system for our receiving line, and we have an energy efficient packaging machine.

Ms. Fernandez asked, do you have a plan in place to hire veterans? Mr. Salomon said, it's our company goal to look at veterans and bring them in. Ms. Fernandez said, thank you.

Mr. Rodriguez said, in terms of your previous performance, was it a management problem, or was it a workforce system problem? Mr. Salomon said, it was a management turnover. There wasn't a consistent process in place for the two other plants. The Downey management team was assisting them to bring them up to our standards. Mr. Rodriguez asked, did the other plant fail to participate? Mr. Salomon said, it was a management turnover; there were three plants managers in a period of two years. Mr. Rodriguez asked is there an executive sponsorship with this program? Mr. Solomon said, yes. We have our Senior Manufacturing Executive from the west coast, Darin Croston, who is sponsoring this.

Mr. Griffin said, we limited this proposal to the facility that has done well, so it's only one facility that is part of this project. The ones that didn't do well will not be a part of this project.

Ms. Fernandez asked, will you be in charge of this proposal? Mr. Salomon said yes.

Ms. Roberts said, you have right size this project proposal. You had \$1.2M in the past contract, and you have come down quite a bit.

Ms. Bell said, I am also concerned with your previous performance. We are going to monitor you closely. I'm glad that you have right-sized the amount of the project. Please reach out to our staff if you feel like you're not going to be able to reach your goal. We are here to help you, and we want you to be successful.

ACTION: Ms. Roberts moved and Ms. Fernandez seconded approval of the proposal for Coca-Cola Refreshments USA, Inc. in the amount of \$361,530.

Motion carried, 7 – 0.

DreamWorks Animation SKG, Inc.

Mr. Griffin presented a Proposal for DreamWorks Animation SKG, Inc. (DWA) in the amount of \$394,695. Headquartered in Glendale, DWA specializes in computer-generated animation for film and television, visual effects, television specials and series, live entertainment, commercials, and other types of digital products. This will be DWA's eighth ETP Agreement.

DWA is a repeat contractor with payment earned in excess of \$250,000 within the past five years at the Glendale Facility. Based on these earnings, the Company was assessed a Substantial Contribution (SC) at the 50% level under ET11-0110.

DWA is once again subject to a SC based on earnings in excess of \$250,000 for training in Glendale under ET13-0402. In accordance with governing regulation Section 4410, a second SC within five years must begin at the 30% level. From there, it may be adjusted up or down (from a low of 15% to a high of 50%).

Mr. Griffin introduced Antoinette Salvador, Head of Artistic Training and Development.

Ms. Salvador said, I am here today to ask you to consider a reduction in the SC from 30% to 15%. The overall growth that we have had in our industry, and the changes in the language for job creation made it so that we opted to be cautious, and move into continued education. We see growth in almost every sector of our business. However, with the nature of our business, and the way that films and television shows work through the production line, it's hard for us to look at the final net at the end of the day. There will be plenty of jobs created, and there will be a lot of training along the way. We create custom training and hundreds of classes every single year to support the technical growth and aesthetic of our employees, and to make sure that they are relevant as the technology in the industry shifts around the normal job.

Mr. Broad asked, how many new employees are we considering for this training? Ms. Salvador said, under the new definition, it's hard for me to say. I don't have the numbers in front of me.

Mr. Griffin said, Mr. Chairman, for the record, the SC on the prior project was at 50%. The recommendation for this proposal is lower than the prior SC, and there is no job creation as a part of this project; it's all re-trainees.

Mr. Broad said, I would like to accommodate your request if there was a rationale for doing it, but I can't see the rationale. We do have a SC requirement; you've obviously received a significant amount of funding from us in the last couple of years; three projects. Can you please make a stronger argument?

Ms. Roberts said, I think 30% SC is a right amount, if not 50%, since you've already received funding for three contracts from ETP in the past.

Mr. Broad asked, would you like to move forward if the SC is at 30%, or will you withdraw the proposal if the SC is at 50%? Ms. Salvador said, of course not. We are committed to job growth in California, and doing what is right for our employees.

Mr. Rodriguez asked, can you repeat the rationale for your request? Ms. Salvador said, with the way that jobs come up in the film and television entertainment, as the technology shifts and changes, this creates a challenge for us with the new language in the area of job creation. With all the training that we have completed in trying to move forward with our growth, and with our employees, we made the effort to keep the talent in California. Once the employees are trained under continued education, they can roll off from one project to the next. We are about the bigger picture of what's going on in the entertainment industry, not just about what's going on with our individual business. It's for the greater push. We're hoping that that will play into some of the decision.

Ms. Roberts said, there are other manufacturing sectors that can say the same thing about continued education as they come through, but we do have regulations and rules, and it's at our discretion as well. Knowing that you have returned numerous times tells us that the SC should be at 30%, if not 50%. I think 30% is pretty generous.

Mr. Rodriguez said, your company has been around over the last 15 years, and they have readjusted themselves in terms of recruiting and retaining talent. I'm familiar with the executive decision of your top brass. You're a trendsetter in recruiting and retaining talent for not going to Canada or Korea. I agree with my colleagues; 30% SC is reasonable.

ACTION: Ms. Roberts moved and Mr. Rodriguez seconded approval of the proposal for DreamWorks Animation SKG, Inc. in the amount of \$394,695.

Motion carried, 7 – 0.

Golden State Foods Corp.

Mr. Griffin presented a Proposal for Golden State Foods Corporation (GSF) in the amount of \$426,352. GSF is a manufacturer and distributor of diversified products in the food service industry.

Founded in 1947, GSF processes and distributes liquid and meat food products, baked goods, and produce to more than 20,000 quick-service eateries from 20 distribution centers across the country. GSF is a repeat contractor with payment earned in excess of \$250,000 within the past year at the manufacturing plant in the City of Industry.

Mr. Griffin introduced Amber Masri, Safety and Training Manager.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Mr. Rendon seconded approval of the proposal for Golden State Foods Corp. in the amount of \$426,352.

Motion carried, 7 – 0.

SkillServe, Inc.

Mr. Griffin presented a Proposal for SkillServe, Inc. (SkillServe) in the amount of \$295,488. Founded in 1947, SkillServe is an administrative entity that owns and manages 12 skilled nursing facilities located in and around the Los Angeles area. These facilities provide sub-acute and rehabilitation care for the elderly population including medications, treatments and assistance with daily living activities.

Mr. Griffin introduced Clinton Williams, Human Resources Director.

Ms. Roberts said, you chose good wages for training your nursing staff, that's great.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Ms. Bell seconded approval of the proposal for SkillServe, Inc. in the amount of \$295,488.

Motion carried, 7 – 0.

Sturgeon Services International, Inc.

Mr. Griffin presented a Proposal for Sturgeon Services International, Inc. (Sturgeon) in the amount of \$404,984. Founded in 1926, Sturgeon is a family-owned oilfield and commercial construction company. Sturgeon is headquartered in Bakersfield, with nine locations statewide.

Mr. Griffin introduced Kirsten Roberts, Human Resources, Assistant Manager.

Mr. Broad asked, is the oil industry having difficulty because of lower prices? Is this going to affect you, your project, and your ability to train employees? Ms. Roberts said, yes and no. We have 40 different service lines, so we're not confined to one oil fieldwork. We also have our public service department that is substantially growing, and we were awarded an \$800,000 contract through the high school district. We are largely growing in our concrete, sandblasting, and more on the public work side of it. Even though the drop in oil price is affecting us on the oilfield side, we still have different service lines that we are building up. Mr. Broad said thank you.

Mr. Rodriguez said, there's been a big boom in terms of some oil revenues in every company. Ms. Robert said, that is correct. We're pretty steady compared to our competitors in the area. We have about 780 employees and we have lost about 200 employees over the last six to seven months. Mr. Rodriguez asked, is that because of lack of forecasting? Ms. Robert said, yes; lack of work and budget cut. The company was spun off, and that cost about 90 employees. Mr. Rodriguez asked, so you sold the company in the last year to a subsidiary? Ms. Roberts said, yes, that is correct. Mr. Rodriguez asked was it sold to Chevron? Ms. Roberts said, it was sold to a private owner who was our CEO. He split off and bought part of that ownership. Mr. Rodriguez asked, are they fast tracking the diversity business lines? Ms. Roberts said, it is now completely separated. Sturgeon is its own entity, and has its own service line. The other company is completely separate. Mr. Rodriguez asked, so Sturgeon is not up for sale next year? Ms. Roberts said, that's correct.

Vice-Chair, Ms. Roberts asked, between Job Number 1, Job Number 2, and Job Number 3, why is Job Number 1 the only one that has a substantial contribution (SC)? I didn't see a job creation, or a difference between the other two job descriptions. Mr. Griffin said, it would be purely on earnings for employees in that population at a specific facility. If there wasn't \$250,000 earned at a particular facility, then they would not incur the SC. For administration purposes, we separated the SC for that one job number so they can bill off of that.

ACTION: Mr. Rodriguez moved and Ms. Bell seconded approval of the proposal for Sturgeon Services International, Inc. in the amount of \$404,984

Motion carried, 7 – 0.

The Anthem Companies, Inc.

Mr. Griffin presented a Proposal for The Anthem Companies, Inc. (Anthem) in the amount of \$495,000. Anthem is an independent licensee of the Blue Cross and Blue Shield Association (BCBSA) with multiple locations in California and in 13 other states.

Mr. Griffin introduced Maurice Marquis, Learning Program Manager.

Ms. Roberts asked, are the employees on this contract under Well Point, Inc.? Mr. Marquis said, the company changed its name about a year ago to Anthem Companies, Inc. from WellPoint, Inc. Most of our businesses across the country and the state that we operate were Anthem, Anthem Blue, and Blue Shield Cross in California. Most people were not familiar with Well Point, Inc., there was a total disconnect. It was a corporate decision to go with Anthem, so everything is aligned and everyone understands who we are, and what we do.

Ms. Roberts said, you mentioned that WellPoint, Inc. came through in the past, and had a good contract. Where you involved in that project? Mr. Marquis said, I was involved in the second contract. My boss appeared before the Panel for the last contract. I performed all the behind-the-scenes work and monitoring. I will be overseeing this current proposal, and my intention is to use 100% of the funding.

Mr. Rodriguez asked, where is the location of your headquarters? Mr. Marquis said, we are located in Thousand Oaks, California. Mr. Rodriguez asked, where will you conduct the training? Mr. Marquis said, we have multiple sites; seven or eight of them. Most of our employees are in Thousand Oaks, Woodland Hills, and Newberry Park. We also have some employees in Rancho Cordova, but a big portion of our headcount is in southern California.

Mr. Rodriguez asked, do you work for Anthem Companies, Inc.? Mr. Marquis said, Anthem Companies, Inc. is the corporate entity based out of Indianapolis. I work for Anthem Companies, Inc. It is one of our subsidiaries; that's where I get paid out of. We have two legal entities in the state of California. Mr. Rodriguez asked, what are those two entities? Mr. Marquis said, Anthem Companies, Inc., and Anthem of California. Mr. Rodriguez asked, which one does Blue Cross own? Mr. Marquis said, it's basically employees under those two entities that support Blue Cross business in California. I don't know how that is set up legally, other than the employees in California fall under two entities that we have listed.

Mr. Griffin said, our understanding is that they are in dependent licensees; that is the structure. Anthem Companies Inc. is a licensee of Blue Cross and Blue Shield. Mr. Marquis said, yes, that is correct.

ACTION: Ms. Roberts moved and Mr. Rendon seconded approval of the proposal for The Anthem Companies, Inc. in the amount of \$495,000.

Motion carried, 7 – 0.

Edwards Lifesciences LLC

Diana Torres, Manager of the San Diego Regional Office, presented a Proposal for Edwards Lifesciences LLC (Edwards) in the amount of \$472,000. Founded in 1958 and headquartered in Irvine, Edwards develops, manufactures and markets medical devices and technologies used in the treatment of advanced cardiovascular disease and hemodynamic monitoring. This is the fifth proposal between Edwards and ETP within the last five years.

Edwards expects to expand its permanent workforce by 160 employees within the term of the ETP Agreement. All 160 trainees in Job Creation (Job Number 2) will be trained under Panel guidelines for "temporary-to-permanent" employment. Edwards will retain these employees through a temporary agency, with the intention of hiring them into full-time permanent positions after training. These 160 temp-to-perm trainees will all be hired into net new jobs.

Ms. Torres introduced Cynthia Lenahan, Director of Technical Training and Rob Sanger, CMT.

Ms. Roberts asked, did you have any temporary to permanent employees on your last contract, and how many did you hire as permanent employees? Ms. Lenahan said, we did not have any temporary to permanent employees on our last contract. At Edwards, specifically in our nonprofessional career path, we focus on manufacturing and quality. We are regularly on-boarding our temporary employees at six months. We have over 3000 employees on our campus in Irvine, and we are aggressively training our temporary employees to qualify and become permanent employees. We have expanded our training room capacity outside the clean room to get the employees certified by Lean processes. It originally took us nine months to go through the Lean process, breaking down the job operation. We are able to get the work content down to six months, but not everyone is certified and able to meet the criteria in six months. With our training metrics, in 6 to 9 months, there are skills that we have to develop on the campus with our engineers and technicians. Ms. Roberts said, I completely agree with the time period needed, especially in your line of business, it makes perfect sense to me.

Ms. Roberts asked, as far as pay grade, do you pay the temporary employees on probationary pay, or do they get paid equally like the rest of your workers? Ms. Lenahan said, they are paid their minimum wage just like our regular employees. The only thing we can't do is invite them to employee events because of human resources law. The people that I work with, at the floor level and classroom training, they are really treated as part of the culture of meeting the needs of our patients. We start that from day one, regardless if they are temporary or full-time employee, because our aspiration is that they become our permanent employee.

Ms. Bell asked, do you offer any form of medical benefits for your temporary to permanent employees? Ms. Lenahan said, at that point in time, they can choose and select medical benefits that are offered through Ultimate Staffing. Ms. Bell asked, once they are on board, when do they receive the benefits? Ms. Lenahan said, beginning day one. Ms. Bell asked, do you bridge them over with seniority as soon as they are certified? Ms. Lenahan said, I would have to direct that question to our human resources department.

Mr. Broad said, one third of your employees are in California, a thousand in the United States, and another 4000 throughout the world. Does your facility in California basically serve the North American market, and the people employed abroad manufacture materials to the foreign market? Ms. Lenahan said, our Edwards Lifesciences corporate headquarters and center of innovation, R&D, is in Irvine. The products go through our pilot lines in our heart valve manufacturing center. Everything is piloted through our feasibility in human, and then we go to commercialization. We have to get the FDA approval of any product before we can manufacture. Sometimes that may go to the Dominican Republic, as we meet the global market, it may go to Singapore for the Asian market, or it may go to Hor, Europe. 80% of our heart valve therapy product (HVT), trans-catheter heart valve (THV) and mitral valve are manufactured in Irvine because of the innovation and transfer. We cannot operate outside the United States without the new product introduction and validation at the clean room manufacturing level.

Mr. Rodriguez asked, how long have you been employed with Edwards Lifesciences? Ms. Lenahan said, six years, and 30 years in the industry. It's remarkable to see the work that our employees are doing. Mr. Rodriguez said, thank you.

Mr. Sanger asked, on the Panel packet, it says six months to hire, will you consider going nine months? Mr. Rodriguez said, I don't think we would consider that; Mr. Broad said, no, thank you.

Mr. Sanger said, that might impact the performance of the new hire job group. Mr. Rodriguez asked, how would that impact your performance? Ms. Lenahan said, we have a requirement by the FDA. When we are audited, whether it's the FDA, TUV European Regulatory Agency, Canada, or Japan Patent Office, we are required to show the objective evidence that an employee is properly qualified and trained for the job. The first thing that they want to see is a job description of roles statement with competency skills that are required. Then we have to provide them with a quality training record out of our Learning Management System and International Standardization Organization (ISO) 13485, to prove and show compliance. We have to have the traceability of the operation on what that employee is working on. In the event that there is a defect with one of our valve, we have to trace it back to who built it, where it was built, and which line was it built from, and if we have to isolate it immediately. Then there's a whole risk assessment that is done, meaning, do we have to pull the product from the field or hospital it was from. It's a very rigorous process that we go through with our FDA requirements. It's all about the safety and advocacy of our product. We have to prove that our employees are constantly trained and properly qualified to perform their job, even if they hold a 4-year degree, or Master's degree.

Mr. Broad asked, to properly train the employee, are you saying that nine months is enough, but six months isn't? Ms. Lenahan said, it depends on the individual. Some are able to complete the training because we've leaned out the processes, and we've narrowed the work content involved in what they are performing. In some operations, where lower skill acuity is required, we start people there, and then move them to a more complex skilled operational area. On average, our metric shows that not all of the employees can be certified in six months. We cannot move them to the production line and build commercial valves without meeting all the requirements. For those employees who are not certified, we keep them in a training simulated area, which is above the manufacturing line. Once they meet the criteria, they have to be certified three times to meet the quality standard of what is required. Once they do that, then we move them to the production line.

Mr. Rodriguez asked, from a controlled management perspective, and making the case, have you checked with your legal department if there are liability issues? Ms. Lenahan said, yes. Mr. Broad said, let's not get into their conversation with their general counsel, because that's attorney-client privilege, and we can't ask them to waive their privilege. Mr. Rodriguez said, let me clarify myself. I understand both the domestic and international requirements in the extensive bio science product, that's why I asked those questions.

Ms. Roberts said, what you're describing here sounds like advanced technology skills, which would trigger the justification, but I don't see any of that in the Panel packet. Mr. Sanger said, we didn't ask for the higher rate, but it is 200 extensive training hours.

Mr. Broad said, so the issue here is that some employees can be certified in six months. The other possibility is it takes longer than six months, or are we just dealing with the first scenario? Ms. Lenahan said, we know that we've completed enough training and certification that the overall time should be six months with the 200 hours of training. Another thing we

have done is increase our trainer to trainee ratio; we were at 1 to 14. Now we have added more technicians, and we have provided our operators with a stronger pathway. They are now able to move from a senior operator to a line lead trainer role. Because we have a better trainer to trainee ratio, we are able to keep the training down to six months, but there are a few people that need a little more time.

Mr. Broad said, we haven't adopted a specific guideline for temp-to-perm, but we will discuss this later. The recommendation is six months, but we can consider it on a case-by-case basis. Here's my concern, most employees can complete the training in six months, and the others take up to nine months, and still get the job, if we extend the training period, companies could potentially slow down the training process and make it last for nine months before converting the temporary employee to a permanent employee. Our policy goal here is to limit the amount of time that people are temporary employees, so there's a tension there between the companies on a broader scale. Ms. Lenahan said, because of the demand of our market, and our business is very strong; we can't slow the training process down. We are on-boarding them because we need more trainers to meet our forecasting demands in the current manufacturing schedule.

Mr. Broad asked, out of the 160 trainees, can you give me an estimate of how many would not get certified in six months? Ms. Lenahan said, it would be less than 10%; probably less than 5%. Our turnover rate last year was 8%. We know pretty quickly, within six weeks, if an employee can handle the task on hand. In our screening process and selecting candidates, we make sure that they clearly understand the work role and training process. We don't want to invest six months if the employee is not going to succeed, and be able to do the job.

Mr. Broad said, I'm a little bit torn here, to be honest with you. The bottom line is that it's possible for you to earn 90% of the money, instead of 100%, and you will be paying for training the employees that need more time as opposed to us paying for their training, or we'll pay for all the training, instead of you paying for the training. The amount of money is what's at stake. I don't know if we would be creating a perverse incentive for you to let people go who can't complete the training in six months. I would rather you hire these people on the first day as employees of the company rather than this apprenticeship or training. I will leave it up to my fellow Panel members to make a motion, and depending on what they decide, we can discuss further.

Ms. Roberts said, I think 10 to 15 employees is a minimal risk compared to the technology involved in this contract, so I would like to make a motion to approve.

Mr. Rodriguez asked, is this the first time you're bringing up this issue? Mr. Broad said, this is the first time that we've started to really come hard down on this issue; we have this model that we haven't been as harder on the issue. Mr. Rodriguez said, the way I understand this is that you work closely with an agency on-site for training, and once they pass the training, they go into a deeper training for a specific course skill. Ms. Lenahan said, yes. We offer a six month quality certificate program, and depending on the career path that they choose, if it's manufacturing supervisor, then we put them through a manufacturing supervisor certificate program, which is specifically customized for Edwards. Mr. Rodriguez asked, is your average conversion 180 days. Ms. Lenahan said, yes.

Ms. McBride said, I just want to point out that I'm very comfortable with this proposal. ETP is about the employees. Based on what I've heard from you, you're dedicated to training your employees, and making sure they are successful. That extra few months will help them become better employees. The essence of ETP is gaining skilled employees, and allowing those employees opportunities to grow. I'm comfortable with the proposal as it is.

Mr. Broad asked, what is the turnover rate in your company once your employees are certified, including the temporary employees? Ms. Torres said, the formula used for the turnover rate on page 1 only includes permanent employees. Mr. Broad said, so it's 8% of permanent employees. What's the percent of the temporary employees that don't make it through? Ms. Lenahan said, based on what we generally see, it's less than 5%. In Irvine, we have a very dedicated advanced manufacturing center. Mr. Broad said, 95% of those trainees make it. You have a relatively very low turnover rate for temporary employees.

Ms. Robert said, like you mentioned earlier, within six weeks, you would know if the employee can handle the task on hand. You're not going to invest your time and money to train individuals that aren't capable of meeting the certification. Ms. Lenahan said, if we have a candidate who does not want to become certified, we work with our HR business partner, and see if we can place them on a different assignment, because there could be another job within our organization that would fit their talent. Competition for talent in life sciences and what we do is very tough.

ACTION: Ms. Roberts moved and Mr. Rendon seconded approval of the proposal for Edwards Lifesciences LLC in the amount of \$470,000

Motion carried, 7 – 0.

GreatCall, Inc.

Ms. Torres presented a Proposal for a GreatCall, Inc. (GreatCall) in the amount of \$261,000. GreatCall, founded in 2006, and headquartered in San Diego, develops and provides web-based health-related products, software, and services. This will be GreatCall's second ETP Agreement within the last five years.

Ms. Torres introduced with Renan Quimbao, Director of Training.

Ms. Robert said, congratulations on your good performance. This is a good contract and I think that it's right-sized correctly.

ACTION: Ms. Roberts moved and Mr. Rendon seconded approval of the proposal for GreatCall, Inc. in the amount of \$261,000

Motion carried, 7 – 0.

Tenet Healthsystem Medical, Inc.

Ms. Torres presented a Proposal for Tenet Healthsystem Medical, Inc. (Tenet) in the amount of \$590,760. Founded in 1967, Tenet is a diversified healthcare service company, headquartered in Dallas, Texas with more than 112,000 employees nationwide.

Ms. Torres said, I just want to alert the Panel that another affiliated hospital under the Tenet umbrella will be coming before the Panel next month for its own proposal. However, the cumulative between both proposals will fall under the fiscal year with a \$750,000 cap.

Ms. Torres introduced Lani Dickenson, Regional Chief Nursing Executive.

Ms. Roberts said, this is well developed contract.

ACTION: Ms. Roberts moved and Ms. Fernandez seconded approval of the proposal for Tenet Healthsystem Medical, Inc. in the amount of \$590,760.

Motion carried, 7 – 0.

Certified Stainless Service, Inc. dba West-Mark

Willie Atkinson, Manager of the Sacramento Regional Office, presented a Proposal for Certified Stainless service, Inc. dba West-Mark (West-Mark) in the amount of \$340,560. Founded in 1967, and headquartered in Ceres, West-Mark manufactures tanks and trucking equipment used during the transport and delivery of liquids. This will be the second ETP Agreement in the last five years for West-Mark.

West-Mark has committed to training four Veterans (Job Number 4). As a Federal contractor, West-Mark has a Veterans Affirmative Action Program in place to hire and recruit Veterans. The Panel has established a higher reimbursement rate and other incentives for training California veterans.

Mr. Atkinson introduced Jeremy Martinez, Human Resources Manager, and Bill Doughty, CFO.

Ms. Robert said, in the last contract you had multiple facilities. Is it the same for this contract as well? Mr. Doughty said, yes, that's correct. Ms. Roberts asked, do you have the right infrastructure that will help you administer the job classification for this proposal? Mr. Doughty said, yes, and Mr. Martinez is coordinating that, and he's doing a wonderful job.

There were no further questions from the Panel.

ACTION: Ms. Roberts moved and Ms. McBride seconded approval of the proposal for Certified Stainless Service, Inc. dba West-Mark in the amount of \$340,560.

Motion carried, 7 – 0.

Duarte Nursery Inc.

Mr. Atkinson presented a Proposal for Duarte Nursery Inc. (Duarte) in the amount of \$333,000. Founded in 1988, Duarte is a commercial grower located in Hughson. Duarte specializes in growing commercial plants for the farming industry.

Mr. Atkinson introduced Jeff Duarte, Owner.

Ms. Robert said, I want to commend you for taking your staff through the Lean process and Dale Carnegie training. Does your employee base speak English, and do they comprehend all the acronyms involved in the Lean? Mr. Duarte said, our employee base is primarily Hispanic; 80-90%. Half of them are bilingual. It's a blend of first-generation and second-generation. Our training and classes are offered both in English and Spanish.

Ms. Roberts said, since this is your first contract, I want to make sure that you have the right infrastructure and support. Mr. Duarte said, I appreciate your concern. The ETP rosters are picked up by the administration, and we have our three HR staff. Chris Yates, who isn't here today, will be our correspondence lead. Our rosters will be filled out by the supervisor and turned in to Ms. Yates. She will then enter the data, and if not her, we'll cross-train the other staff members.

Ms. Roberts said, we want you to be successful on this contract. Please evaluate this on a quarterly basis and communicate with our staff if you need assistance. Mr. Duarte said, since this is our first project, it's a big deal. Mr. Atkinson, and Karen Smiley, Project Analyst, encouraged us to stay in touch to make sure that we are successful.

Mr. Broad asked, how do you get such a low turnover rate with seasonal employees? Does this mean that 3% of your seasonal employees return every year? Mr. Duarte said, most of them do. We were providing healthcare before, and it was something we have done for 10 years; that was a big piece of it. The playing field is a little bit leveled now. We've always stayed ahead of the wage curve, and this program will help us achieve that. Our basic philosophy, with the tightening labor pool, is bring people in, train them up, pay them well, and retain them. Our biggest challenge in retention is the seasonal portion of it. We like to flatten that out, so that we're covering more of the calendar, and not taking the fall and winter months off. We're looking at other ways to retain the employees year round to lower turnover rate. Crops like citrus trees, which is something we can work with all year, and grape vines, we can only do in the spring. The same goes with almond trees and avocados. We are going to start our research program for growing avocados, which are very frost sensitive, but they'll be grown in a 24 feet tall greenhouse. Mr. Broad said, that is a major investment.

Ms. Robert said, your curriculum seems a bit unclear, but Mr. Atkinson confirmed that there's a lot more involved in what I'm looking at. Mr. Duarte said. I hope to be back and talk about our Excel training, water management in our fields, what we're doing with our drip irrigation, installation and fabrication, and learning how to pulse irrigate, and basically conserve water. A lot of this principle goes out in our farming operations.

Ms. Roberts said, I noticed that you have computer skills in your training plan. Will that be done in-house or will you be hiring an outside agency? Mr. Duarte said, we will be utilizing an outside agency. Ms. Roberts said, make sure you collect all the data.

ACTION: Ms. Roberts moved and Ms. Bell seconded approval of the proposal for Duarte Nursery, Inc. in the amount of \$330,000.

Motion carried, 7 – 0.

E. & J. Gallo Winery, A Wholly-Owned Subsidiary of Dry Creek Corporation

Withdrawn

Multiple Employer Proposals

Westech College

Mr. Griffin presented a Proposal for Westech College (Westech) in the amount of \$948,697. Founded in 1988, Westech is a private vocational institution headquartered in the City of Fontana. Westech provides training programs on the latest computer software utilized in the construction, architectural, manufacturing, and engineering industries. Westech has participated in ETP programs since 1993, and continues to market its programs to employers in surrounding areas.

Mr. Griffin introduced Barry Maleki, Executive Director, and Steve Duscha, Consultant.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Mr. Rendon seconded approval of the proposal for Westech College in the amount of \$948,697.

Motion carried, 7 – 0.

Comprehensive Training Systems Incorporated

Ms. Torres presented a Proposal for Comprehensive Training Systems Incorporated (CTS) in the amount of \$250,243. CTS is a non-profit, community-based organization operating training facilities in the Cities of Imperial Beach and San Diego. CTS has provided comprehensive employment training to unemployed, under-employed, and “hard-to-serve” populations including CalWORKs recipients, limited-English speakers, ex-offenders, and high school drop-outs since 1985. This will be the Company’s fourth ETP Agreement in five years.

Ms. Torres introduced Linda Blair Forth, President.

Mr. Rodriguez asked, since you provide training for “hard-to-serve”, do you know the percentage of folks who, in order to continue receive the employment insurance benefit are also part of your training? Ms. Forth said, the majority of them are. Mr. Rodriguez said, thank you.

ACTION: Mr. Rodriguez moved and Ms. Roberts seconded approval of the proposal for Comprehensive Training Systems Incorporated in the amount of \$250,243.

Motion carried, 7 – 0.

KML Enterprises, Inc. dba New Horizons Computer Learning Centers of Southern California

Ms. Torres presented a Proposal for KML Enterprises, Inc. dba New Horizons Computer Learning Centers of Southern California (New Horizons) in the amount of \$325,860. New Horizons is a private training agency that specializes in Information Technology (IT), offering a wide variety of computer-related courses. New Horizons is a Microsoft IT Academy and a Microsoft Gold Partner and provides Microsoft, Cisco, CompTIA, Corel, Adobe, and Novel courses along with Internet and Security courses.

Ms. Torres introduced Ryan Landry, Vice President and General Manager.

Ms. Roberts said, my company has utilized New Horizons to train some of our employees, and we pay for their services. If I'm an employer, and I come to you for training, will you provide that service to our company with no charge, because you have the grant? Mr. Landry said absolutely, as long as you meet all the requirements.

There were no further questions from the Panel.

ACTION: Ms. Fernandez moved and Mr. Rendon seconded the approval of the proposal for KML Enterprises, Inc. dba New Horizons Computer Learning Centers of Southern California in the amount of \$325,860.

Motion carried, 7 – 0.

South Orange County Regional Chambers of Commerce, Inc.

Withdrawn

Sheet Metal Workers' Local Union No. 104 and Bay Area Industry Apprenticeship and Journeymen Training Fund

Creighton Chan, Manager of the Foster City Regional Office, presented a Proposal for Sheet Metal Workers' Local Union No. 104 and Bay Area Industry Apprenticeship and Journeymen Training Fund (Sheet Metal Trust) in the amount of \$949,932. Sheet Metal Trust is an "umbrella trust" fund created through collective bargaining between Local 104 and the Bay Area Association of Sheet Metal Contractors. The Trust is administered by 10 trustees designated equally by Local 104 and the signatory employers from Bay Area Contractors. These employers are primarily in the construction industry or transportation industries, both of which are Priority Industries for ETP. This will be the fifth ETP Agreement with the Sheet Metal Trust.

In this proposal, Sheet Metal Trust has committed to training 20 Veterans in Job Number 4 at the regular apprenticeship rate, and without additional support costs above the 8 percent. The Trust's training programs are registered with Helmets to Hardhats. They also work with other veteran groups as well.

Mr. Chan introduced Frank Cuneo, Training Coordinator, and Jan Borunda, Cal Labor Federation.

Ms. Fernandez said, I want to commend you for the work that you have done. I'm a veteran myself, and I am excited to see this. I wish you luck and success. If there's anything you need, please utilize the staff. We have a fantastic staff that does a great job and they are here to assist.

ACTION: Ms. Fernandez moved and Mr. Rendon seconded approval of the proposal Sheet Metal Workers' Local Union No. 104 and Bay Area Industry Apprenticeship and Journeymen Training Fund in the amount of \$949,932.

Motion carried, 7 – 0.

Sacramento Area Electrical Workers JATC

Willie Atkinson, Manager of the Sacramento Regional Office, presented a Proposal for Sacramento Area Electrical Workers JATC (Sac JATC or JATC) in the amount of \$738,155. Sac JATC was created through collective bargaining in 1941. Located in Sacramento, the JATC is dedicated to providing up-to-date industry skills that lead to high quality job opportunities.

Mr. Atkinson introduced Matt Nootenboom, Instructor Sac Electrical, and Kimberly Woolsey, Financial Administrator

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Ms. Fernandez seconded approval of the proposal for Sacramento Area Electrical Workers JATC in the amount of \$738,155

Motion carried, 7 – 0.

Amendment

James R. Glidewell, Dental Ceramics, Inc.

Ms. Torres presented an amendment for James R. Glidewell, Dental Ceramics, Inc. (Glidewell) in the amount of \$252,000. Headquartered in Newport Beach, Glidewell is a dental ceramics manufacturer. The Company specializes in the design and manufacture of crown and bridges, dental ceramics, removable dentures, dental implants, snore guards, mouth guards and prosthetic components, and full-cast restorations.

This project was approved at the November 2014 Panel meeting, and training commenced on 11/24/14. Glidewell's new products are, in part, the reason for the rapid growth of the Company; which has increased its overall headcount over 300 workers in the last 12 months. Newly hired Dental Technicians are hired with little or no experience, and thus, need several weeks of class and lab training before moving to the manufacturing/production line.

Ms. Torres introduced Adam Powers, Learning & Development Manager, and Rocio Leon, Manager Strategic Partnerships and Training, CMTc.

Mr. Broad asked, is everything going well? Mr. Powers said, everything is going well.

ACTION: Ms. Roberts moved and Ms. Fernandez seconded approval of the amendment for James R. Glidewell, Dental Ceramics, Inc. in the amount of \$252,000.

Motion carried, 7 – 0.

X. NEW TEMP-TO-PERM POLICY/ACTION

Mr. Knox said, the policy that we currently have is outlined on the **Temp-to-Perm Program** memo on page 1. There are two key factors for analysis:

1. Time Period for Training,

The time period for all training is limited by the term of contract. Typically, this is two years for a standard-size business and one year for a Small Business. The employment retention imposes another limitation. In general, this is the 90 consecutive days, regardless of business size. Both training and retention must be completed within the term. This leaves two "window periods" to complete training: 21-months for a standard size business and 9 months for a Small Business.

Staff invites the Panel to consider a six-month time period, as a reasonable benchmark for use of ETP funds under the Temp-to-Perm Program. This is because less than three months does not give sufficient time for recruitment and training, and more than 21 months (9 months for Small Business) does not leave time for retention.

Furthermore, based on knowledge and experience in monitoring training projects, staff believes six-months is sufficient time for the employers' recruitment and training prior to deciding whether to convert Temporary Agency staff into full-time permanent status.

2. Measurement of Time Period

Measurement could begin at any of three different checkpoints: 1) Start of Contract, 2) Start of Training, and 3) Date of Hire. However, the first one may be too limiting for employers, given their need to schedule and complete training with adjustment for business needs. And, the second checkpoint would be difficult for staff to monitor on a per-trainee basis.

In comparison, Date of Hire by the contracting employer (or participating employer) directly correlates to the completing of training. As such, it shows the value-added by ETP funds

insofar as the training leads to full-time permanent employment. Moreover, Date of Hire is tied to employment in the ETP database; it can be retrieved by ETP on a per-trainee basis prior to their first payment, and monitored at each point in the “progress payment” cycle.

The ETP Fiscal Unit would measure the first day of training against the Date-of-Hire benchmark, for all trainees enrolled under the Temp-to-Perm Program. This measurement would be made after enrollment and prior to the first payment, per trainee. Only those hours delivered and reported within that time period would be eligible for reimbursement. Invoices for training hours delivered outside that period would be denied payment.

Changes in ETP policy or programs that restrict funding are usually implemented on a prospective basis, in keeping with the need for advance planning in the proposal development cycle. This cycle is ordinarily 90 days (60 days for a Small Business).

Staff recommends adopting a six-month (180-day) time period for the use of ETP funds under the Temp-to-Perm Program. As a guideline or benchmark, that time period would be measured from Date of Hire into a full-time permanent position, looking back to the first day of training per trainee. The same time period and measurement process would apply to one-year and two year contract. Staff recommends that this revision should be implemented as a guideline, allowing for case-by-case analysis based on the facts and circumstances of each individual proposal

Staff recommends a prospective effective date for this revision, such that it would only apply to proposals approved on or after April 1, 2016. The same effective date would apply to approval by Delegation Order, as by the full Panel.

Mr. Broad asked, is there anyone in the public that would like to be heard on this subject?

There were no comments from the public.

Mr. Broad said, six-months is our target. It’s generally what we’re going to apply as a maximum. If somebody makes a compelling argument, then we can go beyond that. The general policy for people to understand is that we don’t want to encourage temp-to-perm. The higher the level of skill that is involved, the more it seems to make sense. From what we’ve heard from Edwards Lifesciences today, we’re talking about getting certified by the FDA, and requiring where there is very high level of regulation over the actual individual worker. That is something of a compelling argument; a little bit less from what we’ve heard a few months ago with Siemens. I understand the principle as the skill level goes down. I find it hard to support if they are in a relatively low skill employment and people are using temporary agencies, because they don’t want to commit to an individual who is making \$10 an hour; train them yourself, that’s my point of view, or employ them.

ACTION: Ms. Fernandez move and Ms. Roberts seconded the approval of the Temp-to-Perm Program, adopting a six-month (180-day) time period for use of ETP funds, and apply to proposals approved on and after April 1, 2016.

Motion carried, 7 – 0.

XI. PUBLIC COMMENTS

Steve Duscha

Steve Duscha said, I disagree with Mr. Broad about the surplus. I just want to state my opinion, and this will play out for a long time. The employment training fund had a \$20M surplus in the last three years. I agree with Mr. Broad's statement that money should, in a perfect world, sit and wait to be appropriated when the economy goes down, and use it to even out the ups and downs of the business cycle and tax collections. However, I have to point out that since 1983 that has never happened. Every single time ETP has had a surplus; it's been ripped off for something else. I think we need to find a good purpose for that \$20M, and put it to work before somebody else takes it for some other purpose. I think there are a lot of things that ETP could do with it; use it for some new and old things, and that ought to be looked at through the budget cycle.

Mr. Broad said, by way of defense, I will say there's one exception to your argument. It didn't happen. In the wake of 2008, the biggest recession in the history of America since the Great Depression, that's when we got the money back. So there is an argument on the other side, that's when they appropriated it back in that period of years. Mr. Duscha said, but it's been appropriated in good times, not bad times. Mr. Broad said, they could've taken half of our money like they did in 2009-10, but they didn't. Mr. Duscha said, true; but we were down to a small level, we didn't have that much left to take. Mr. Broad said, I understand, but that didn't stop them. I would say that I am a bit more optimistic that we have reached the point with the legislature that they understand the value of the training during an economic downturn. Hopefully, we won't see that. Your point is well taken. It's a question of optimism versus pessimism. I'm willing to be a bit more optimistic about our legislature and Governor. I would have agreed with you completely, had I not seen what occurred in the last 7-8 years, in which we actually were not hassled and received more funding, so we may have to agree to disagree. Mr. Duscha said, thank you.

There were no further comments from the public.

XII. MEETING ADJOURNMENT

Mr. Broad adjourned the meeting at 11:28 a.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 \$750,000.

These features apply to core program funding.

Multiple Employer Contractor

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

- Up to 8% of program costs may be approved as additional funding for recruitment, placement and assessment activities. For New Hire training, the MEC may receive up to another 4% (total 12%). These costs must be justified.
- The project may be retraining or new hire training, or a combination of both. Training may take place at the worksite or a training center, or both.
- All MECs are capped at \$950,000. MECs with Small Business are capped at \$1.2M (\$950,000 for any size employer; \$250,000 for Small Business only)

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 \$100,000 or less, and (2) single and multiple employer proposals for \$100,000 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.



RETRAINEE - JOB CREATION

Training Proposal for:

American Financial Network, Inc.

Agreement Number: ET16-0370

Panel Meeting of: February 26, 2016

ETP Regional Office: North Hollywood

Analyst: M. Reeves

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative	Industry Sector(s):	Financial Services Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 621	U.S.: 1,010	Worldwide: 1,010
<u>Turnover Rate:</u>	17%		
<u>Managers/Supervisors:</u> (% of total trainees)	10%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$201,075		\$0	\$0		\$201,075

In-Kind Contribution:	100% of Total ETP Funding Required	\$267,393
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee	Business Skills, Commercial Skills, Computer Skills, Continuous Imp.	611	8-200	0-28	\$225	\$15.60
				Weighted Avg: 15			
2	Retrainee Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills, Continuous Imp.	212	8-200	0-28	\$300	\$12.77*
				Weighted Avg: 15			

*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 Number 1: \$17.02 for Alameda, Contra Costa, and Santa Clara counties; \$16.51 for Orange; \$16.48 for Los Angeles; \$16.46 for San Diego; \$16.10 for Sacramento; and \$15.60 for Fresno, Kern, Monterey, Placer, Riverside, San Benito, San Bernardino, San Luis Obispo, Santa Barbara, Santa Cruz, Shasta and Sonoma counties.

Job Number 2 (Job Creation): \$14.19 for Alameda, Contra Costa, and Santa Clara counties; \$13.76 for Orange; \$13.73 for Los Angeles; \$13.72 for San Diego; \$13.42 for Sacramento; and \$12.77 for Fresno, Kern, Monterey, Placer, Riverside, San Benito, San Bernardino, San Luis Obispo, Santa Barbara, Santa Cruz, Shasta and Sonoma 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 \$2.57 per hour (Job Number 1 and 2) may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Servicing/Secondary Marketing/Compliance Staff		13
Administrative Staff		21
Loan Officer		168
Operations Staff		264
Sales Staff		74
Supervisor/Manager		71
Job Number 2 (Job Creation)		
Servicing/Secondary Marketing/Compliance Staff		10
Administrative Staff		20
Loan Officer		80

Operations Staff		52
Sales Staff		40
Supervisor/Manager		10

INTRODUCTION

Founded in 2001, American Financial Network, Inc. (AFN) (www.afncorp.com) is a national mortgage banking firm that serves the lending needs of real estate professionals, builders, and individual homebuyers throughout the United States. AFN is a direct lender with delegated authority to underwrite, fund, and service Fannie Mae, Federal Housing Administration, U.S. Department of Agriculture, U.S. Department of Veterans Affairs, and Jumbo loan products in-house. Headquartered in Brea, the Company has over 90 branches in California and various locations throughout the country. All California locations will participate in training.

AFN's approval to sell and service Fannie Mae and Ginnie Mae loans has expanded the Company's business capacity, while opening up credit to new borrowers. AFN has experienced a significant increase in business volume over the past two years, and the Company must prepare new and existing staff with the skills to serve this growth. Specifically, AFN has seen departmental growth in the following areas:

- **Call Center Retail Lending** (inbound service calls) – The Company has seen a dramatic increase in business from the internet, direct mail, and other proprietary marketing channels.
- **Outside Retail Lending** – AFN is seeing an increase in loan business from realtors and other referral networks that lack sufficient resources and talent to handle their volume.
- **Wholesale Lending** – The Company has expanded its wholesale lending to service brokers around the country.
- **Loan Servicing** – AFN has grown its servicing book from \$0 to approximately \$28 million in just over a year.
- **Overseas Operation** – AFN has begun hiring more employees to form additional Compliance and Junior Underwriting teams in California to bring certain business functions back from overseas.

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 and trainees will be subject to a lower post-retention wage.

In this proposal, AFN has committed to hiring 212 new employees (Job Number 2) to support the Company's aggressive expansion efforts in California. AFN has significantly expanded the products and programs available to its customers, and has increased its marketing plan to sustain three times the business compared to two years ago. The Company plans to open 10-15 new offices, specifically in Northern California. This expansion will help support AFN's larger goal to increase its footprint from 23 states to over 42 states where the Company is approved to provide lending services.

The newly-hired employees will be hired across multiple occupations within the term of the Contract, and will require extensive training to develop the skills needed to support these growth plans.

The date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract.

PROJECT DETAILS

AFN has identified the following areas of emphasis that are driving the current need for training and improvement:

- **Loan Products:** With the increase in new and existing loan products, the Company must provide training to ensure that employees and customers fully understand product benefits and drawbacks.
- **Sales Systems:** AFN is developing new Mobile/Web applications designed to automate the loan origination process. Training is vital to ensure this process is performed correctly and in compliance with regulatory requirements.
- **Originating Systems:** The Company is constantly improving/upgrading its loan originating software (Encompass) to ensure that business processes continue to follow AFN standards and regulatory requirements. Employees at all levels of the organization require computer skills training to stay current on system upgrades and improvements.
- **Standard Process Flow:** The Company has identified a need to establish a business structure that provides complete, detailed steps towards improving operational efficiencies. This formalized approach comprises quality improvements, problem solving, reporting procedures, new branch start-ups processes, and change management.

The process of buying and financing a home is shifting more towards Mobile/Web platforms and AFN has taken steps to adapt to this change in order to attract and maintain business through new sources of technology. The Company utilizes multiple software tools (iConnect, AFNListed, AFN On-the-Go and Encompass360) to sell and service its products, and the proposed computer skills training is designed to improve worker productivity and operational efficiency. However, AFN continues to provide customer service at its various branches located throughout California.

Training Plan

Training will take place at AFN locations throughout California, and will be provided by both in-house subject matter experts and outside vendors to be identified during the contract term. The majority of training will be delivered via class/lab; however, some training will be conducted via E-learning and/or computer-based training (CBT). CBT training will consist of industry-specific modules to reinforce learning.

Business Skills (30%) - Training will be offered to all occupations. These modules are designed to help employees improve communication skills, loan product knowledge and customer service skills. Trainees will learn to perform business-related tasks with greater confidence and efficiency, while interacting effectively with internal and external customers.

Commercial Skills (30%) - Training will be offered to all occupations. Training will cover industry-specific topics relating to loan origination/processing, lending guidelines and homebuyer qualifications. CBT modules will capture the appraisal process, underwriting and general mortgage knowledge.

Computer Skills (15%) - Training will be offered to all occupations. This training will help staff become proficient in business software solutions (proprietary and nonproprietary) in key areas of

appraisal management, automated underwriting, sales presentations, loan administration, customer relationship management and mortgage servicing.

Continuous Improvement (25%) - Training will be offered to all occupations. This training will focus on process improvements and problem solving methodologies that enhance productivity and promote teambuilding. Trainees will develop skills to make informed decisions and provide practical solutions to customer-related issues.

Commitment to Training

AFN spends approximately \$200,000 annually on training for its California facilities. Ongoing company-funded training consists of new-hire onboarding, management/leadership skills, sales, marketing and industry regulation topics. ETP funds will not displace the existing financial commitment to training.

➤ Training Infrastructure

AFN has identified internal lead personnel to centralize the management of this project, and the Company is prepared to commence training upon approval of this proposal. The Company plans to hire additional staff to assist with tracking, scheduling and reporting. AFN has also retained an outside administrative consultant to ensure that training administration and documentation adheres to ETP requirements.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Training Funding Source in Seal Beach assisted with development of this proposal for a flat fee of \$12,900.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

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

8 - 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Communication Skills
- Customer Service
- Leadership Skills
- Performance Management
- Process, Policies and Procedures
- Product/Service Knowledge
- Time Management

COMMERCIAL SKILLS

- Lending Guidelines
- Loan Origination, Processing, Funding
- Locking Loans
- Qualifying Homebuyers
- Secondary Marketing
- How to Handle Operational Challenges
- Bank Secrecy Act Requirements
- Fraud Prevention Training

COMPUTER SKILLS

- ADP Payroll Systems
- Automated Underwriting Engines
- Appraisal Management Company Sites
- iConnect CRM (Proprietary Marketing Tool)
- Encompass (Sales, Processing, Underwriting, Funding, Post Closing, Accounting)
- Loan Administration
- Local Area Network/Wide Area Network
- Mavent
- Mortgage Servicing Platform
- MS Office Sales Presentations
- Network Admin & Management

CONTINUOUS IMPROVEMENT

- Problem Solving
- Process and Performance Improvement
- Process Audit
- Profit and Productivity Improvement
- Quality Improvement
- Sales
- Team Building

CBT Hours

0 – 28

COMMERCIAL SKILLS

- Loan Origination in the World of Fair Lending (1 Hour)
- Processing Loans Considering Anti Money Laundering Policies and Procedures (1 Hour)
- Originating Mortgages and Avoiding Unfair Deceptive Abusive Acts or Practices (1 Hour)
- Red Flags when Processing and Originating Mortgage Loans (1 Hour)
- Customer Service Representative Training Program (1 Hour)
- Home Mortgage Processing after the Financial Crisis (2 Hours)
- Uniform Residential Loan Applications (2 Hours)
- Residential Mortgage Banking & Finance (2 Hours)
- Mortgage Loan Processing 101 (2 Hours)
- Understanding the Appraisal Process (1 Hour)
- The FHA Factor in Mortgage Lending (2 Hours)
- Underwriting Home Mortgages (2 Hours)
- Understanding How to Originate Loans around The Truth in Lending Act (1 Hour)
- Protecting Consumers through the Fair Credit Reporting Act (1.0 Hours)
- Plain & Simple-Step by Step New Integrated Disclosure to Consumers (1 Hour)
- How to Process a Title Insurance Report (1 Hour)
- Ethical Dilemmas, The Fight Against Fraud (1 Hour)
- How to Originate Loans Considering the Equal Credit Opportunity Act (1 Hour)
- General Mortgage Industry Knowledge (2 Hours)
- Privacy of Consumer Financial Info (2 Hours)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per trainee.



RETRAINEE - JOB CREATION

Training Proposal for:

Esurance Insurance Services, Inc.

Agreement Number: ET16-0382

Panel Meeting of: February 26, 2016

ETP Regional Office: Sacramento

Analyst: K. Smiley

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Veterans	Industry Sector(s):	Insurance Services Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	San Francisco, 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: 2,846	U.S.:35,135	Worldwide: 38,343
<u>Turnover Rate:</u>	14%		
<u>Managers/Supervisors:</u> (% of total trainees)	18%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$204,620		\$0	\$0		\$204,620

In-Kind Contribution:	100% of Total ETP Funding Required	\$250,000
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Mgmt Skills	700	8-200	0-7	\$210	\$18.00
				Weighted Avg: 14			
2	Retrainee Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Mgmt Skills	50	8-200	0-7	\$1,060	\$18.00
				Weighted Avg: 53			
3	Retrainee Veterans	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Mgmt Skills	15	8-200	0-7	\$308	\$18.00
				Weighted Avg: 14			

Minimum Wage by County: Job Numbers 1 & 3: \$15.60 per hour for Placer County; \$17.02 per hour for San Francisco County. Job Number 2: \$12.77 per hour for Placer County; \$14.19 per hour for San Francisco County.

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

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

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		
Claims Associate		160
Manager		155
Sales Associate		75
Administrative Staff		150
Information Technology Staff		105
Marketing Staff		55
Job Number 2		
Claims Associate		9
Manager		5
Sales Associate		5
Administrative Staff		5

Information Technology Staff		24
Marketing Staff		2
Job Number 3		
Claims Associate		5
Manager		1
Sales Associate		3
Administrative Staff		1
Information Technology Staff		4
Marketing Staff		1

INTRODUCTION

Esurance Insurance Services, Inc., a Subsidiary of the Allstate Corporation (Esurance) (www.esurance.com), was started in 1998. The company provides personal auto, motorcycle, renters and homeowners insurance directly to consumers online and through select online agents, nationwide. The Company has three locations in California. Two will participate in training: San Francisco and Rocklin. Although these two locations participated in prior ETP Agreements, training will not be repeated.

The facilities in San Francisco and Rocklin, employing some 2,000 persons, provide significant internal support services to Esurance locations in other states (greater than 25% of workload). As such, this proposal qualifies for standard retraining for "corporate support" under out-of-state competition regulations. (Title 22, California Code of Regulations, Section 4416(e).)

PROJECT DETAILS

This will be Esurance's third Agreement in the last five years. The first Agreement (ET11-0254) focused on increasing product knowledge and customer satisfaction. The last Agreement (ET13-0408) focused on business expansion into renters', homeowners' and Motorcycle insurance services.

This proposal will focus on increasing software knowledge and improving employee skills to open up promotion opportunities within. Esurance recently set an in-house goal of promoting incumbent staff to fill 70% of vacancies. Trainees will receive diversified skills through cross-training and software skills to improve help with transitioning to new software.

Additionally, Esurance is dedicated to using technology to improve customer service experience. The Company recently implemented the Life Cycle Management System. This system allows staff to manage accounts more effectively and efficiently. Training is needed to fully employ this new system. Also, the Company developed an "insurance app" for smart phones in 2015. This software application app allows clients greater access to accounts, pending claims, and policy information. It also allows clients to file a claim, track a claim and receive roadside assistance. In August 2015, Esurance developed and released the Video Appraisal tool portion for this app in two states. This tool allows clients to upload photos and videos necessary for appraisals as well as receive step-by-step instructions to file claims. The Company plans to release this tool nationwide in March of 2016. This new tool requires that staff receive training to understand and properly market this new feature.

Retrainee - Job Creation

In support of job creation, training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

Esurance is increasing existing business capacity, hiring employees to manage the new Video Appraisal tool described above. As well, the Company is anticipating increased business with the nationwide release. The Company has committed to hiring 165 new employees (Job Number 2). These trainees must be hired within the three-month period prior to Panel approval or during the term of the Contract. The Company represents that these trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Business Skills (25%): Training will be offered to all occupations. Training will improve management of accounts and increase flexibility among incumbent staff. Course topics will include Project Management, Change Management and Coaching for Success.

Commercial Skills (38%): Training will be offered to all occupations to enhance product knowledge and skills that will lead to more promotional opportunities for incumbent staff. Course topics will include Auto Fundamental Skills, Fraud Training and Liability Training.

Management Skills (8%): Training will be offered to Managers to enhance communication. Course topics will include Situational Leadership, Emerging Leader and Coaching Skills.

Computer Skills (18%): Training will be offered to all occupations to ensure that trainees understand and properly use Life Cycle Management System and Video Appraisal software. Topics will include Claims Technology, Video Appraisal and Life Cycle Management System.

Continuous Improvement (11%): Training will be provided to all occupations to increase client satisfaction and service and diversify trainee skill sets. Topics will include Consulting Skills, Cross Training and Presentation Skills.

Computer Based Training (CBT)

Esurance plans to utilize the CBT delivery method along with class/lab training. This delivery method will allow employees to train at their own pace.

Commitment to Training

Esurance spends \$1,100,000 annually on training in California. The Company normally provides training in company orientation, general safety, labor laws, employment laws and regulations, anti-harassment training and similar subjects. ETP funding will not displace the Company's existing financial commitment to training. Safety training will continue to be provided in accordance with the law.

LMS

Staff has reviewed and approved the Company's use of a Learning Management System (LMS) for recordkeeping.

Veterans Program

Esurance will train 15 veterans (Job Number 3). Esurance actively recruits veterans through their in-house EVETS program (<https://www.esurance.com/company/community>). This program

was designed to create career development opportunities for former military personnel and promote awareness of veterans' issues in the community.

Substantial Contribution

Substantial contribution is not being assessed in this contract because one facility did not earn over \$250,000 in funding.

Out-of-State Training

Esurance sends all Claims Representatives to its Dallas, TX facility for two weeks of training. The facility houses corporate trainers, training software, and simulated training environments that is vital to successful Claims Representatives. The Company will cover travel expenses.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0408	Rocklin, San Francisco, Los Angeles	06/24/2013– 06/23/2015	\$494,480	\$180,118 (36%)
ET11-0254	Rocklin, San Francisco	05/01/2011– 04/30/2013	\$199,500	\$199,500 (100%)

The training plan for ET13-0408 Agreement was based on a new facility scheduled to open in California. Esurance intended to promote incumbent staff into new roles, which was going to make up the bulk of training for their incumbent staff. The other trainees included Job Creation for anticipated new hires. However, after the ETP Agreement was executed, the Company decided against this new location. Due to this set back, Esurance did not complete much of the intended training.

Under the proposed Agreement, Esurance has created a conservative training plan that will focus on recently developed products and services. Also, incumbent training has been right-sized, in keeping with the amount earned in ET13-0408.

Esurance has three fulltime employees charged with administering the proposed Agreement, including a "lead" who is familiar with the ETP program and helped successfully administer the ET11-0254 project.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Coaching for Success
- Negotiation Skills
- Project Management
- Diversity & Inclusion
- Change Management

COMMERCIAL SKILLS

- Liability Training
- Auto Fundamentals Skills
- Motorcycle Knowledge
- Material Damage
- Fraud Training
- Claims Overview

COMPUTER SKILLS

- Esurance Systems and Application
- File Handling & Documentation
- Advanced Safety Systems
- Claims Technology
- Video Appraisal
- Life Cycle Management System

CONTINUOUS IMPROVEMENT

- Driving Performance
- Consulting Skills
- Avoiding And Resolving Conflict
- Interpersonal Skills
- Presentation Skills
- Cross Training

MANAGEMENT SKILLS (for Managers only)

- Situational Leadership
- Emerging Leader
- New Manager Program
- Leadership and Team Building
- Coaching Skills

CBT Hours

0-7

COMMERCIAL SKILLS

- | | |
|------------------------------|--------------|
| • Material Damage | (30 Minutes) |
| • Policy and Claims Overview | (1 hour) |
| • Fraud Awareness Training | (1 hour) |
| • Insurance terms | (30 Minutes) |
| • Automotive Training | (1 hour) |

COMPUTER SKILLS

- Microsoft Office (Intermediate) (1 hour)
- Esurance Systems (1 hour)
- Java, C++, SQL (2 hour)
- SharePoint, Oracle and Cisco (1 hour)

BUSINESS SKILLS

- Project Scope (2 hour)
- Project Management (2 hour)
- Diversity and Inclusion (1 hour)
- Sales and Service Overview (1 hour)
- Business Planning (1 hour)

CONTINUOUS IMPROVEMENT

- Coaching For Success (1 hour)
- Consulting Training (30 minutes)
- Negotiation Essentials (1 hour)
- Talent Management (1 hour)

MANAGEMENT SKILLS (for Manager/Supervisors only)

- New Manager Training (1 hour)
- Leading Teams (1 hour)
- Managing Virtual Teams (1 hour)
- Mentoring Skills (1 hour)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per trainee.



Training Proposal for:

JSR Micro, Inc.

Agreement Number: ET16-0364

Panel Meeting of: February 26, 2016

ETP Regional Office: San Francisco Bay Area

Analyst: R. Jackson

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Nanotechnology Manufacturing 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: 151	U.S.:171	Worldwide: 171	
Turnover Rate:	4%			
Managers/Supervisors: (% of total trainees)	16%			

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$118,404		\$0	\$0		\$118,404

In-Kind Contribution:	100% of Total ETP Funding Required	\$150,000
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Impr, OSHA 10/30, HAZWOPER, HazMat, Mfg Skills	143	8-200	0	\$828	\$17.02
				Weighted Avg: 46			

Minimum Wage by County: \$17.02 for Santa Clara County.

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

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

Up to \$0.52 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Staff		45
Technical Staff		50
Supervisor		13
Manager		10
Production Staff		25

INTRODUCTION

Established in 1990, JSR Micro, Inc. (JSR) (www.jsrmicro.com), a US-based subsidiary of JSR Corporation, is a manufacturer of materials sold to large Original Equipment Manufacturers (OEM). The customer base includes companies in the semiconductor and electronic-related industries; and energy and life sciences laboratories and research facilities. Products include advanced photo resists, Chemical Mechanical Polishing and stored-energy components, bio-process components, research and diagnostic re-agents, and polymers prepared for customers across multiple industries.

JSR's high-performance materials and components are used in OEM for advanced materials, specialty chemicals, and packaging materials. In addition, the Company provides research and development, custom design, and engineering to its customers which include domestic and international companies such as Samsung, IBM, Micron, and Intel.

PROJECT DETAILS

This will be JSR's second agreement in the last five years with total earnings under \$250,000. Therefore, no substantial contribution is applied.

This training plan is different from the previous Agreement (ET14-0256) due to new work-related equipment and technology-based skills upgrades (software, manufacturing processes, and ISO requirements). New products such as EUV Lithography, Novel Multilayer Material, Micron CMS-AC01 & Intel JIN-032C Cleaners and Exocap Serum & Plasma Testing Kits are presenting customer requirements. Also, new products require new equipment. The Company has spent over \$1 Million on manufacturing tools and software, which prompts the need for further training.

The proposed training will develop employee skills and cross-train on different processes to improve efficiency, increase production, and boost sales. Some courses were delivered in earlier agreements; however, the contents have been refreshed. Trainees will not repeat the same subject matter. All training will occur at JSR's sole location in Sunnyvale.

Training Plan

JSR is delivering Class/Lab and E-learning training. Of the 143 employees participating, 41 have not trained in previous Agreements.

Business Skills (20%) – Training will be offered to Administrative Staff, Supervisors, Managers, and Technical Staff. Training in Performance Management and Strategic Growth Development will allow the Company to plan and manage growth. Additionally, training will expand overall sales and increase productivity.

Computer Skills (30%) – Training will be delivered company-wide. Trainees will be able to create databases, spreadsheets, reports, charts, graphs and professional presentation materials for clients. The training will also provide an understanding of Cloud Computing, project management tools, online meeting tools, customer management software, several database tools, and analysis tools. Topics include Bizagi (Business Process Modeling), Expensify (Accounting Software), FAS (Factory Automation System), Hyperion 2 (Cost Analysis Software), LIMS (Lab Information Management Software) and Sharepoint (Cloud-Based Document Sharing Platform).

Continuous Improvement (25%) – Training will be delivered company-wide to advance quality management and assurance techniques. Additionally, new Lean processes and new equipment prompts training to fulfill recent changes related to new Electronic materials and IVD Life Science research. Training topics include Quality Management Skills for New Integrated Processes.

Manufacturing Skills (20%) – Training will be offered to Technical and Production Staff for the design and fabrication of new products. Training will focus on the development and launch of new products and ISO 9001:2015 certificates (upgrading from ISO:2008) to remain competitive. Trainees will also receive cross-training in equipment operation, assembly, testing, inspection technologies, and packaging advancements for new products. Topics include EUV Lithography Exocap Kit for Serum & Plasma, Semi-Conductor Cleaners & Novel Multi-Layered Nano Composites.

Certified Safety Training

Training will be provided to Production Staff, Technical Staff, Managers, and Supervisors.

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

expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is 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. JSR represents that trainees will not receive 40 hours unless they work full time onsite at the clean-up location.
3. Hazardous Materials (HAZMAT). This training is also a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Production Staff, Technical Staff, Managers, and Supervisors will receive up to 24 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, the certification entity is CalTrans.

E-Learning

While the majority of the training being delivered will be in-house instructor led classroom training, JSR does intend to deliver some training topics as E-learning. JSR understands original instructor signatures are required and trainer-to-trainee ratios must be within the ETP required 1:20 ratio. E-learning methods of training offer the Company additional ways to deliver training at the convenience of the training population.

Green/Clean Operations

JSR employs “green technology” methods including environmental protection; energy generation and efficiency; distributed renewable energy; and other green business practices, processes, and products. JSR performs environmental and safety related evaluations during new product development, from research to end. Additionally the Company employs many strategies, including the use of nanotechnology, to make conservation and waste reduction measures routine.

Nanotechnology

ETP funding will allow workers to improve skill sets and learn the newest technologies related to electronics and life sciences. JSR uses nanotechnology to develop solutions for various industries including mobile device and medical equipment. The training is related specifically to meeting the demand for new biotechnology research services and manufacturing of new electronics and/or medical products. Enhancements to more traditional semi-conductor or medical device manufacturing are being driven by consumer demands, innovation, and a broad marketplace shift to reduce the costs, size, and weight of products, and to maximize the ability to offer new products or services in order to adapt to market pressures.

Commitment to Training

JSR uses training to express their on-going commitment to employee advancement and recognition in an effort to retain employees and equip them with skills to optimize service delivery and product development and improve customer satisfaction.

JSR's past training efforts included new hire orientation, regulatory training, on-the-job training, seminars and conferences, and basic computer skills (budget permitting).

JSR represents that ETP funds will not displace the existing financial commitment to training. The Company's training budget has increased from \$80,000 to \$95,000, an increase of almost 20% from prior years. The Company will continue to provide safety training in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The ETP-funded program will be managed by a dedicated internal training staff and an internal administrator who managed JSR's recently completed ETP Agreement. They also have a subcontracted consultant to assist with program administration.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

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

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET14-0256	\$155,548	02/03/2014– 02/02/2016	136	102	TBD

Based on ETP Systems, 6,518 reimbursable hours have been entered into ETP Online Tracking, sufficient to support earnings of \$117,443 (75% of approved amount). The Contractor also projects final earnings of 75% based on training delivered through November 2, 2015.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET12-0128	Sunnyvale	10/03/2011- 10/02/2013	\$145,800	\$124,600 (85%)

DEVELOPMENT SERVICES

JSR retained Sallyanne Monti Consulting in San Francisco to assist with development of this proposal for a flat fee of \$5,200.

ADMINISTRATIVE SERVICES

JSR also retained Sallyanne Monti Consulting in San Francisco to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

Learn iT of San Francisco has been retained for \$25,000 to provide Computer Skills training. Other trainers will be identified for ETP record-keeping purposes, as they are retained by JSR.

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

8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

- + Performance Management
- + Strategic Growth Development

COMPUTER SKILLS

- + Bizagi (Business Process Modeling)
- + Esker/Readsoft (Sales Software)
- + Expensify (Accounting Software)
- + FAS (Factory Automation Software)
- + Hologen 2 – (HR & Performance Management Software)
- + Hyperion 2 (Cost Analysis Software)
- + Italio BPMS (Business Process Mapping & Signoffs) & Create
- + LIMS (Lab Information Management Software)
- + Microsoft Office 365 (Intermediate & Advanced)
- + Production Maintenance 2 (Process Mapping Proprietary)
- + Production Operator 2 (Process Mapping Proprietary)
- + Porquis (Document Control Software)
- + SAP
 - o BI (Business Intelligence Reporting Module)
 - o GTS (Compliance Management Module)
 - o R/3 (Process Management Module)
- + Sharepoint (Document Sharing Platform)
- + Starlims (Quality Management Software)
- + Online Meeting Skills
 - o Facetime
 - o GoTo Meeting
 - o Skype

CONTINUOUS IMPROVEMENT

- + Quality Management Skills for Newly Integrated Processes

OSHA: Provided by Certified OSHA Instructor

- + OSHA 10 (must complete 10 hours)
- + OSHA 30 (must complete 30 hours)

HAZWOPER

- + HAZWOPER Refresher (must complete 8 hours)
- + HAZWOPER (24-Hour Course)
 - o 24 & 40 Hour HAZWOPER Training Overview
 - o Chemical Protective Clothing
 - o Confined Space Overview
 - o Containment & Spill Management
 - o Decontamination
 - o Gas Detection Basics
 - o General Safety Hazards
 - o Hazardous Materials Recognition & Sources of Reference
 - o HAZWOPER Emergencies
 - o Introduction to HAZWOPER Overview

- Regulatory Overview
- Medical Considerations for Chemical Protective Clothing
- Medical Surveillance
- Personal Protective Equipment
- Physical & Chemical Properties
- Respiratory Protection Program
- Safety & Health Program
- Sampling Methods & Procedures
- Site Characterization & Analysis
- Site Control
- The Hazard Communication (HAZCOM) Standard
- Toxicology



HAZWOPER (40 Hour Course)

- 40 Hour HAZWOPER Training Overview
- Chemical Protective Clothing
- Chemical Protective Clothing (CPC) Classifications
- Chemical Protective Clothing (CPC) Overview
- Chemical Protective Clothing (CPC) Program
- Chemical Protective Clothing (CPC) Selection
- Colorimetric Tubes & Diffusion Tubes
- Confined Space Overview
- Containment & Spill Management
- Decontaminating Chemical Protective Clothing
- Doffing Chemical Protective Clothing
- Decontamination
- Donning Chemical Protective Clothing
- Flammability & Combustible Gas Indicators
- Gas Detection Basics
- General Safety Hazards
- Hazardous Materials Recognition & Sources of Reference
- HAZWOPER Emergencies
- Introduction to HAZWOPER Overview
- Introduction to Respiratory Protection
- Inspection, Storage and Maintenance of CPC
- Other Detection Devices
- Personal Protective Equipment
- Medical Considerations for Chemical Protective Clothing
- Medical Surveillance
- Physical and Chemical Properties
- PIDs (Photo Ionization Detector) and FIDs (Flame Ionization Detector)
- Preventing Sparks
- Regulatory Overview
- Respirator Fit Testing
- Respirator Maintenance & Care
- Respirator Medical Evaluation
- Respiratory Protection Program
- Respirator Selection & Use
- Respirator Training & Program Guidelines
- Safety & Health Program
- Sampling Methods & Procedure
- Sensor Technology

- Site Characterization & Analysis
- Site Control
- The Hazard Communication (HAZCOM) Standard
- Toxicology
- Training & Monitoring CPC
- Types of Gas Detection Systems
- Types of Respiratory Protection

MANUFACTURING SKILLS

- ✚ Advanced Production Tools & Technology for Growth
 - Electronic Materials
 - Energy & Environment
 - Life Sciences
- ✚ Advanced New Product Manufacturing Techniques
 - EUV Lithography
 - Exocap Kit for Serum & Plasma
 - Semi-Conductor Cleaners
 - Intel JIN-032
 - Micron CMS-AC010
 - Novel Multi Layered Nano Composites
- ✚ Environmental Health & Safety
 - Controlled Material Purchasing, Recordkeeping, Inventory & Storage
 - Corporate Social Responsibility (CRM)
 - Dangerous Goods Training for Warehouse Employees (Certification)
 - Emergency Response Techniques
 - Environmental Health & Safety Change Forum
 - Environmental Protection Across All Services
 - Equipment Safety in a Production Environment
 - Job Safety Analysis
 - Risk Management
 - Safe Behavior Observation, Improvement & Recognition
- ✚ ISO 9001:2015 Upgrade

HAZMAT (Certified by Cal Trans)

- ✚ Awareness Training (no min.)
- ✚ Operation Training (Min. 8 hours)
- ✚ Technician Training (Min. 24 hours)
- ✚ Specialist Training (Min. 24 hours)
- ✚ Incident Commander Training (Min. 24 hours)

E-Learning Hours

8–200 Trainees may receive any of the following:

BUSINESS SKILLS

- ✚ Performance Management
- ✚ Strategic Growth Development

COMPUTER SKILLS

- ✚ Bizagi (Business Process Modeling)
- ✚ Esker/Readsoft (Sales Software)

- ✚ Expensify (Accounting Software)
- ✚ FAS (Factory Automation Software)
- ✚ Hologen 2 – (HR & Performance Management Software)
- ✚ Hyperion 2 (Cost Analysis Software)
- ✚ Italo BPMS (Business Process Mapping & Signoffs) & Create
- ✚ LIMS (Lab Information Management Software)
- ✚ Microsoft Office 365 (Intermediate & Advanced)
- ✚ Production Maintenance 2 (Process Mapping Proprietary)
- ✚ Production Operator 2 (Process Mapping Proprietary)
- ✚ Porquis (Document Control Software)
- ✚ SAP
 - BI (Business Intelligence Reporting Module)
 - GTS (Compliance Management Module)
 - R/3 (Process Management Module)
- ✚ Sharepoint (Document Sharing Platform)
- ✚ Starlims (Quality Management Software)
- ✚ Online Meeting Skills
 - Facetime
 - Go-To Meeting
 - Skype

CONTINUOUS IMPROVEMENT

- ✚ Quality Management Skills for Newly Integrated Processes

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

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



Training Proposal for:

Los Alamitos Medical Center, Inc. dba Los Alamitos Medical Center

Agreement Number: ET16-0363

Panel Meeting of: February 26, 2016

ETP Regional Office: San Diego

Analyst: M. Ray

PROJECT PROFILE

Contract Attributes:	Medical Skills Training SET Priority Rate Retrainee	Industry Sector(s):	Healthcare Services Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No California Nurses Association (CNA)		
Number of Employees in:	CA: 48,811	U.S.: 112,387	Worldwide: 112,387
<u>Turnover Rate:</u>	18%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$149,760		\$0	\$0		\$149,760

In-Kind Contribution:	100% of Total ETP Funding Required	\$322,566
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET Priority Rate Medical Skills Training	MS - Didactic, MS - Preceptor, Computer Skills, Cont. Imp.	160	8 - 200	0 - 100	\$936	\$38.77
				Weighted Avg: 52			

Minimum Wage by County: Statewide Average Hourly Wage (SET): \$28.37

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Registered Nurse		150
New Graduate Registered Nurse		10

INTRODUCTION

Founded in 1968, Los Alamitos Medical Center, Inc. dba Los Alamitos Medical Center (LAMC) (www.losalamitosmedctr.com) is an accredited, full-service acute care facility that provides 24-hour emergency room patient services. Located in Los Alamitos, the 167-bed Hospital primarily serves over 750,000 residents in the Los Alamitos, Cypress, Seal Beach, Cerritos, Artesia, as well as portions of Long Beach and Lakewood (Los Angeles County) communities. The Hospital provides a myriad of specialty services to its patients, as well as operates a health care clinic in Seal Beach Leisure World, a senior residential community, with over 9,000 residents.

LAMC is owned by Tenet Healthsystem Medical, Inc. (Tenet) (www.tenethealth.com). Headquartered in Texas, Tenet owns a total of 13 affiliated hospitals in California, all of which operate autonomously. Tenet currently has an active ETP contract (ET16-0333, approved at the January 2016 Panel meeting) to train workers from eight of its northern and southern California affiliate hospitals. At the January meeting, Tenet requested a separate agreement for LAMC due to differences in start-of-training and administration. Given that LAMC has prior experience with ETP, it will administer its own agreement. Tenet and LAMC's combined ETP funding will not exceed the SEC cap of \$750,000 for the 15/16 Fiscal Year.

This will be LAMC's fifth ETP Agreement, fourth in the last five years. This proposal is targeted to train approximately 160 Registered Nurses, including 10 New Graduate Registered Nurses, at the LAMC facility only. LAMC is eligible for ETP funding under Special Employment Training (SET) for frontline workers.

PROJECT DETAILS

In its previous projects, LAMC focused on overall upgrade of clinical services and systems through numerous updates to current systems, expansion of existing specialty units, and addition of new departments to meet quality goals and training for patient care. In addition, ETP funding from previous projects allowed the Hospital to provide its nurses with skills necessary to service rapidly increasing and clinically-complex geriatric patient population.

Proposed training in this Agreement will differ from, and expand on training delivered in the previous projects. In addition to the continuous increase in demand for patient services, the Hospital must keep pace with changing clinical protocols brought by various legislative regulations and standards. To support increasing patient volumes and remain in compliance with regulatory requirements, LAMC must develop hospital-specific and company-wide initiatives that promote best practices based on national standards for pneumonia, congestive heart failure, sepsis care, and other types of common illnesses. To this end, the Hospital has committed to expanding programs and services as well as implementing technological advances including:

- Addition of a clinical unit for orthopedic joint replacement patients;
- Expansion of the neurosurgical service line for emergency neurosurgical treatments;
- Addition of new patient tracking boards to monitor clinical care of patients for earlier discharge (TEMPO);
- Implementation of new software programs such as Everbridge Communication and PolicySat Management, as well as transition to the new Electronic Medical Record, First Net for the Emergency Department.

In addition, LAMC has internally assessed training needs and developed a plan which reflects increased employee training in early mobility, fall risk assessment, skin/wound assessment, and neurological treatment advances. Overall, the proposed training will reduce or eliminate hospital readmissions, improve staff's knowledge of new advanced technologies, and train staff on current protocols and procedures to remain in compliance with national clinical standards and company-wide patient safety initiatives.

Training Plan

In this proposal, some nurse training curriculum will be repeated from prior ETP Agreement. However, the training will not be delivered to any trainee who received the training under the prior Agreement. The proposed project will include several newly-hired nurses, including New Graduate nurses who have not received any ETP training in the past.

Medical Skills (MS) Training (75%)

All nurses will receive one or more modules of MS Didactic training (classroom) in advanced medical care to ensure competency. Didactic training will be provided in conjunction with Clinical Preceptor training to enhance the learning environment. Training will allow nurses to better understand clinical processes in order to prepare them for work in specialty areas of the hospitals.

MS training will provide nurses with advanced skills training in critical care, cardiac life support, care of stroke patients, central line management, chemotherapy and biotherapy, conscious sedation, care of diabetic patients, cardiac dysrhythmia, sepsis, pain management, and palliative care. Training will increase skill level, allowing them to obtain positions with greater responsibility. Training will also enable nurses to improve patient care and outcomes.

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

The rate of \$22 applies to both the Didactic and Clinical with Preceptor modes of delivery. The standard Class/Lab rate for priority industries (\$18 per hour) will apply to Computer Skills and Continuous Improvement training.

Computer Skills (10%)

All RNs will be provided with classroom and hands-on training to fully utilize various software systems to allow accurate and efficient information sharing. Training will be in intermediate and advanced application skills in software programs such as Patient Billing and Accounts Receivable, MediTech Order Entry, various Electronic Medical Records, and Microsoft Office/Excel.

Continuous Improvement (10%)

All nurses will receive continuous improvement training. Course topics in Customer Service Skills, Communication Skills, and Conflict Resolution Skills training will focus on performance and quality of care improvements. Charge Nurse Training/Frontline Leadership Skills training will provide frontline leaders with skills necessary to ensure they are aware of their role, responsibility, and accountability to enhance patient experience by ensuring excellent quality care.

Computer-Based Training (CBT) – Medical Skills (5%)

Training will be delivered as Computer-Based Training (CBT) as a supplement to the Medical Skills training either as a prerequisite or as a follow-up to ensure trainee's competency in the subject matter. CBT will allow trainees to train at their own pace and will be provided prior to or subsequent to a Class/Lab training to ensure learning/skills transfer has occurred. All trainees may receive up to 100 hours of CBT training (reimbursed at \$8 per hour). CBT will not exceed 50% of a trainee's total training hours.

Commitment to Training

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

The Hospital's current annual training budget is approximately \$900,000. The current training method consists of classroom, on-the-job, and computer-based training. Mandatory training includes corporate-directed Infectious Disease and some Cardiac/Stroke. Ongoing training also includes Emergency Medical Treatment and Active Labor Act, Management of Assaultive Behavior, Ethics/Compliance, Sexual Harassment Prevention, California Waste Management, ICD10, Clinical Research, Finance/Billing, Labor Budget, InterQual Clinical, Annual Influenza for Healthcare Workers, Basic Computer Skills, Regulatory Compliance for both clinical and non-clinical staff, and Privacy and Security Awareness.

Impact/Outcome

With the decreasing amount of funding for overall hospital costs, the training budget is under constant review to maximize training. ETP funding will substantially contribute to LAMC's ability to provide specialty skills training programs as well as rollout hospital and company-wide initiatives to help meet increased customer demands while complying with legislative regulations. Overall, funding will be a primary financial catalyst for the Hospital to implement extensive didactic and clinical training for newly-hired and incumbent trainees.

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.

Substantial Contribution

A substantial contribution does not apply to this proposal because LAMC has not earned \$250,000 or more within five years in prior agreements at the same facility.

Union Support

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

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0175	Los Alamitos	9/23/13 – 9/22/15	\$172,500	\$151,698 (88%)*
ET12-0309	Los Alamitos	2/20/12 – 2/19/14	\$99,450	\$99,450 (100%)
ET10-0131	Los Alamitos	10/5/09 – 10/4/11	\$74,700	\$74,564 (99%)

*ET14-0175: The last day of ETP training was 6/23/15. A total of 7,947 eligible training hours for 165 trainees who completed training and retention have been documented in ETP's MIS. The Final Closeout, submitted on 10/23/15 is currently being processed by ETP.

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:

MEDICAL SKILLS TRAINING – DIDACTIC

- Acute Abdomen
- Acute Psychiatric Care
- Acute Myocardial Infarction
- Acute Renal Failure
- Acute Respiratory Distress Syndrome (ARDS)
- Acute Spinal Cord Injury
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Assessment & Diagnostic Tests for AMI
- Assessment & Diagnosis of Cardiovascular Emergencies
- Behavioral Health Nursing Skills
- Basic Life Support (BLS)
- Body Mechanics
- Cardiovascular Status Assessment
- Care of Bariatric Patient
- Care of the Cardiac Patient
- Care of the Burn Patient
- Care of the Neurosurgical Patient
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Chronic Renal Failure
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Management
- Diagnosis of Shock
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginning, Intermediate, & Advanced)
- Emergency Care of the Burn Patient
- Emergency Room Nursing Skills
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds and mattresses, etc.)
- Evidence-Based Practices
- Fall Prevention/Patient Safety
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Hypertensive Disorders
- Infection Control
- Intra-Aortic Balloon Pump Therapy (IABP)
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous (IV) Insertion & Therapy □ Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Management of the Renal Transplant Surgical Patient

- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support (NALS)
- Neonatal/Infant Pain Scale (NIPS)
- Neonatal Intensive Care Unit (NICU) Nursing Skills
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider (NRP)
- New Graduate Nursing Skills
- Nurse Orientation Training **(For New Grads Only)**
- Nursing Diagnosis Skills
- Nursing Process Skills
- Nursing Strategies for Patient/Family Support during Critical Care
- OB Trauma
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric-Operative Nursing Skills
- PICC Line Insertion
- Pre- and Post-Operative Care
- Psychiatric Nursing Skills
- Psychotropic Medications
- Radiation Safety
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Safe Patient Transfer skills
- Seclusion &/or Restraints
- Sepsis
- Sleep Alterations in Critical Care
- Surgical Nursing Skills
- S.T.A.B.L.E.
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Treatment & Management of AMI
- Transfer Techniques
- Triage Nursing Skills
- Trauma Nursing Skills
- Trauma Overview
- Ventilator and Tracheotomy Care
- Versant New Graduate Program Skills
- Wound & Skin Care

MEDICAL SKILLS – CLINICAL PRECEPTOR

- **Behavioral Health/Psychiatric Acute Care Services Unit**
 - Patient Assessment & Care
 - Acute Psychiatric Care
 - Behavioral Health Nursing Skills
 - Care of Pediatric/Adolescent Psychiatry Patient
 - Geriatric Nursing Skills

- **Emergency Department Training**
 - Abdominal GU, Limb & Vascular Injuries
 - Chest Pain Examination & Assessment
 - Disaster Management o Emergency Room Nursing Skills
 - Emergency Care of the Burn Patient
 - Moderate Sedation
 - OB Trauma
 - Transplants, Overdose & Burns
 - Trauma Nursing Skills
 - Triage Nursing Skills
 - Care of Pediatric patients
 - Shock Assessment and Care
 - Pain Assessment & Management
 - Care of the Cardiovascular Patient
 - Assessment of the Critically Ill Patient
 - Care of the Stroke Patient
- **Intensive Care Unit/Critical Care Unit Training**
 - Critical Care Nursing Skills
 - Patient Assessment & Care
 - Intra-Aortic Balloon Pump (IABP) Therapy
 - Intracranial Pressure Monitoring & Ventriculostomy
 - Hemodynamic Monitoring
 - Pre- and Post-Operative Care
 - Care of Trauma Patient
 - Management of the Renal Transplant Surgical Patient
 - Ventilator & Tracheotomy Care
 - Hemodynamic Monitoring
 - Total Parenteral Nutrition
 - Early/Aggressive Mobility
- **Medical/Surgical Unit Training**
 - Patient Assessment & Care
 - Medical/Surgical Nursing Skills
 - Pre- and Post-Operative Care
 - Orthopedic Nursing Skills
 - Management of the Renal Transplant Surgical Patient
 - Oncology Nursing Skills
 - Hospice/Palliative Care Nursing Skills
 - Geriatric Nursing Skills
 - Pain Management
- **Obstetrics Unit Training**
 - Application of Chain of Command
 - Patient Assessment & Care
 - Antepartum, Labor, Delivery and Postpartum Skills
 - Neonatal Nursing Skills
 - S.T.A.B.L.E.
 - Advanced & Electronic Fetal Monitoring
 - Neonatal, Assessment, & Care
 - Intravascular Hemorrhage
 - Nutrition
 - Pain Management
 - Respiratory Disease
 - Seizures
 - Newborn Assessment after Birth
 - Newborn Assessment 1-4 hours After Birth

- Newborn Physiology & Adaptation to ExtrauterineLife
- Neonatal Resuscitation Provider (NRP)
- Neonatal Advanced Life Support
- Neonatal Intensive Care Unit (NICU) Nursing Skills
- Nursing management of the Laboring Mother
- Mother/Child Nursing Skills
- Post-Partum Complications
- Post-Partum Pain control
- Assessment & Care of Perinatal Patient
- Pre and Post Delivery Care
- **Operating Room and Post-Anesthesia Care Unit (PACU)**
 - Patient Assessment & Care
 - Trauma Nursing Skills
 - Care of the Burn Patient
 - Peri-Operative Nursing Skills
 - Pre- and Post-Operative Care
 - Neptune Waste Management Program
- **Rehabilitation Services Unit Training**
 - Patient Assessment & Care
 - Medical/Surgical Nursing Skills
 - Pre- and Post-Operative Care
 - Post-Orthopedic Surgery Nursing Skills
 - Post-Trauma Injury Nursing Skills
 - Post-Neurological Injury Nursing Skills
 - Gait Training
- **Surgical Services Unit Training**
 - Patient Assessment & Care
 - Trauma Nursing Skills
 - Surgical Nursing Skills
 - Pre- and Post-Operative Care
- **Telemetry Unit Training**
 - Care of the Cardiac Patient
 - EKG & Cardiac Monitoring
 - Dysrhythmia Interpretation
 - Telemetry Nursing Skills
 - Pre- and Post-Operative Care
 - Care of the Neurosurgical Patient
 - Intravenous (IV) Therapy
 - Oncology Nursing Skills
 - Care of the Cardiovascular Patient
 - Cardiac Assessment

COMPUTER SKILLS

- Microsoft Office/Excel (Intermediate and Advanced)
- Patient Billing and Accounts Receivable (PBAR)
- MediTech Order Entry
- Electronic Medical Records Applications (including First Net & CliniComp & Cerner Applications)

CONTINUOUS IMPROVEMENT

- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills

- Communications Skills
- Conflict Resolution Skills
- CORE Measures
- Crisis Prevention Intervention (CPI)
- Critical Thinking Skills
- Culturally Appropriate Care
- Cultural Competence: Providing Culturally Competent Care
- Customer Service Skills
- Documentation Skills
- Generational Diversity □ Leadership skills
- Lean Six Sigma
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Preceptor Skills (train-the-trainer)
- Performance and Quality Improvement and Procedures Skills
- Problem Solving skills
- Team Building Skills
- Therapeutic Communication
- Utilization Review

CBT Hours

0 - 100

MEDICAL SKILLS

- Abdominal GU, Limb & Vascular Injuries (1)
- AACN (Critical Care Nursing)
- Acute Spinal Cord Injury (1.5)
- Acute Abdomen (1.5)
- Assessment & Diagnosis of Cardiovascular Emergencies (1)
- Assessment of Multisystem Trauma (1.2)
- Assessment & Care of Nose, Throat and Facial Emergencies (1)
- Assessment of Lungs and Thorax (1.5)
- Acute Renal Failure (1.5)
- Acute Respiratory Distress Syndrome (ARDS) (0.5)
- Adult Liver Transplant (2)
- Agitation in the Critically Ill (2)
- Assessment & Diagnostic Tests for Acute Myocardial Infarction (AMI) (1)
- Advanced Life Support Overview (1)
- Anticoagulation Safety (2)
- Application of Chain of Command in Clinical Settings (1)
- Alterations of Labor & Birth (1)
- Application of Chain of Command in Perinatal Settings (1)
- Blood Bank & Blood Components (0.5)
- Brain Injury & Disease Diagnosis & Intervention (1.3)
- Care & Monitoring of Patient using PCA (Patient Controlled Anesthesia) (0.5)
- Cardiac Rhythms & Dysrhythmias (1.5)
- Cardiovascular Alterations (1)
- Cardiovascular Pharmacotherapy (1)
- Cardiovascular Status Assessment (1)
- Catheter Associated Bloodstream Infections & Occlusions (1)
- Catheter Associated Urinary Tract Infections (CAUTI) (0.5)

- Cerebral Vascular Accidents (1.5)
- Chest Pain Examination & Assessment (0.5)
- Concepts of Infection Control (1)
- Competencies in Neurological Emergencies (1)
- Complications Intra-Aortic Balloon Pump Therapy (1)
- Coronary Artery Disease (1)
- Chronic Renal Failure (3)
- Comfort Measures & Pain Management (0.5)
- Diagnosis of Shock (1.5)
- Diagnosis & Treatment of CAD (Cardiovascular Disease) (1)
- Diagnostic Intervention for Multiple Trauma Patients (1)
- Diagnosis of Premature Rupture of Fetal Membranes (1.25)
- Ear Emergencies (1)
- Emergency Ocular Care (1)
- End of Life & Palliative Care (1.5)
- ER Disaster Management (1)
- GI Cancers (1)
- Guillain-Barre Syndrome & Myasthenia Gravis (1)
- Hematologic System & Disease for Intermediate Care (1.5)
- Hemodynamic Monitoring: Pulmonary Artery (1)
- Hypertensive Emergencies & Cardiac Injuries (1.5)
- Identifying Treating Malignant Hyperthermia (1)
- Intra-Arterial Hemodynamic Monitoring (1.5)
- Inadequate Pain Management (1)
- Managing ICP-Monitored Patients (0.5)
- Managing Patient Pain (1.5)
- Measurement, Determinants, Manipulation of Cardiac (1)
- Moderate Sedation (1.5)
- Modified Rankin Scale (0.5)
- Neonatal Intravascular Hemorrhage (1)
- Neonatal Neurological Development & Assessment (1.5)
- Neonatal Nutrition (1)
- Neonatal Pain Management (1)
- Neonatal Respiratory Disease (1.5)
- Neonatal Seizures (1)
- Newborn Assessment After Birth (1)
- Newborn Assessment 1-4 Hours After Birth (1)
- Newborn Physiology & Adaptation to Extrauterine Life (1)
- Neurological Assessment of Unconscious Patients (1)
- NIH Stroke Scale (3)
- Nurses Introduction to Knowing Sepsis (1.5)
- Nursing Strategies for Patient/Family Support During Critical Care (2)
- Nursing Management of the Laboring Mother (1)
- Organ & Tissue Donation (1)
- Overview Trauma in Pediatric, Pregnant and Geriatric (2)
- Pacemaker Therapy (1.5)
- Pressure Ulcer Training (1.5)
- Pain Medication & Non-Pharmacological Pain Management (1.5)
- Patient Handoffs (0.5)
- Post-Partum Complications (1)
- Post-Partum Pain Control (1)
- Precepting & Communication (1.5)
- Prevention of Aspiration – Dysphagia Screen (0.5)
- Prevention of VTE (anticoagulation safety) (1)

- Preventing the Spread of Infection (1)
- Proper use of Order Communication Types (0.5)
- Pulmonary Aspirations (2)
- Principles of Cancer Treatment (1)
- Radiation & MRI Safety (0.75)
- Restraints (0.5)
- Shoulder Dystocia- Nursing Management (0.5)
- Shoulder Dystocia- Mock Drill (0.5)
- Sinus Tachy Management (1.5)
- Sleep Alterations in Critical Care (2)
- Strategies to Prevent Surgical Site Infections-Clinical (0.5)
- Strategies to Prevent Surgical Site Infections-Surgical (0.5)
- Stroke Characteristics (2)
- Teaching (Preceptor) Skills (1.5)
- THC – Tissue Plasminogen Activator (tPA) (0.75)
- Treatment & Management of AMI (1)
- Treatment of Stroke Patients (1)
- Treatment Increased Intracranial Pressure (2)
- Transplants, Overdose, & Burns (1.5)
- Ventilator Associated Pneumonia (VAP) (1)
- Your Role in Preventing the Spread of MDRO (Multiple Drug Resistant Organisms) (1)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per trainee.



A Voice for Nurses. A Vision for Healthcare.



OAKLAND

2000 Franklin Street
Oakland CA 94612

phone: 510-273-2200

fax: 510-663-2771

LOS ANGELES

225 West Broadway
Suite 500

Glendale CA 91204

phone: 818-240-1900

fax: 818-240-8336

November 16, 2015

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

Re: Los Alamitos Medical Center's Application for ETP Funding

To Whom It May Concern:

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

Sincerely,

A handwritten signature in blue ink that reads 'Erik Macatuno'.

Erik Macatuno
CNA Labor Representative

cc: Andrew Prediletto
Director, Tenet Division



**Retrainee – Job Creation
Training Proposal for:
P2S Engineering, Inc.**

Agreement Number: ET16-0374

Panel Meeting of: February 26, 2016

ETP Regional Office: North Hollywood

Analyst: M. Webb

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Engineering Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Los Angeles, 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: 116	U.S.: 116	Worldwide: 116	
<u>Turnover Rate:</u>	8%			
<u>Managers/Supervisors:</u> (% of total trainees)	2%			

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$105,960		\$0	\$0		\$105,960

In-Kind Contribution:	100% of Total ETP Funding Required	\$228,045
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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 Improvement, Advanced Technology	113	8-200	0	\$720	\$16.48
				Weighted Avg: 40			
2	Retrainee Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Advanced Technology	30	8-200	0	\$820	* \$13.72
				Weighted Avg: 41			

* 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 Number 1: \$16.48 per hour for Los Angeles County; \$16.46 per hour for San Diego County. Job Number 2 (Job Creation): \$13.73 per hour for Los Angeles County and \$13.72 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 \$2.48 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		
Engineer I		73
Engineer II		11
Administration Staff		20
Manager		4
Supervisor		5
JOB NUMBER 2		
Engineer I		16
Engineer II		12
Administration Staff		1
Supervisor		1

INTRODUCTION

Founded in 1991, P2S Engineering, Inc. (P2S) is a consulting, engineering, and commissioning company that provides services in construction planning, design, and project management. Clients include commercial buildings and government facilities. Consulting services include the electrical, mechanical, plumbing, telecommunications and industrial fields.

Training will take place at its Long Beach and San Diego locations. This will be the fourth ETP Agreement for P2S.

PROJECT DETAILS

Training provided under prior ETP Agreements included Computer Software, Project Management, and Leadership Skills. Although training in these areas will continue to be delivered to P2S staff, no trainee will repeat the same course under the new Agreement. To remain competitive, P2S must provide clients with the latest in technologies and consulting services.

A new division, Construction Management, has been created to expand the services identified above. Employees in this division will provide contract administration; maintain plans; and review designs and plans to ensure conformity with county and state standards. Staff in this division will receive Commercial Skills training to increase knowledge to design and manage projects efficiently.

P2S has also restructured its management and engineering departments. Employees are taking on leadership roles in order to increase skills in project management, teambuilding, and communication. With a heavy focus on new-hires over the next two years, incumbent staff will receive managerial training to ensure they are equipped with the skills required to lead and give direction to newly-hired employees.

Training Plan

Business Skills (20%): Training will be offered to all occupations to increase efficiencies and improve overall skill sets. Staff will participate in Communication Skills, Client Relationships, and Risk Management training.

Commercial Skills (30%): Training will be offered to Engineers and Supervisors to improve staff knowledge on building codes and standards and new energy systems. Training in these areas will ensure P2S Engineers are familiar with new programs and technologies that are often requested from clients while designing and managing newly acquired projects.

Computer Skills (25%): Training will be offered to all occupations to improve staff capability to execute daily job duties using MS Office, accounting, and advanced computer programming.

Continuous Improvement (15%): Training will be offered to all occupations to ensure staff is utilizing best measures to complete work tasks. Courses to be provided include Process and Quality Improvement.

Advanced Technology (10%):

Engineers to receive training in this Agreement will participate in Advanced Technology training (AT) in computer programming topics such as CAD, REVIT and BIM. These are highly technical training sessions that requires advanced skills to design with 3-dimensional multimedia computer programs. AT instructors charge higher fees, and the Company must enter licensing and maintenance contracts for the training programs.

Engineers may receive up to 50 hours of AT training under this Agreement. The trainer-to-trainee ratio is 1:10 for AT, to allow in-depth coverage and personal attention from the instructor.

Commitment to Training

P2S Engineering spends approximately \$368,045 in training at their California locations. Training being provided by the Company includes process improvement, engineering technology, and safety and risk 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**

P2S has appointed personnel staff to schedule and track training that will be delivered under this Agreement. The Company has also hired a third party administrator to provide the following administrative duties: enrollment, tracking of training hours, and data entry into ETP Online Systems.

Retrainee - Job Creation

In support of job creation, the Panel offers incentives to companies that commit to hiring new employees. Under the Retrainee-Job Creation program, training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

P2S has committed to hiring 30 new employees (Job Number 2). Occupations to be hired include Engineers, Administration Staff, and a Supervisor. All newly-hired staff members will need training on computer programs utilized by the Company such as REVIT and BIM (advanced technology). These programs are used on a daily basis to design and develop building plans for P2S clients. In order to provide sufficient consulting and design services, trainees must participate in training to ensure they are well versed and capable of advising customers on construction plans.

Staff will also learn skills in project and time management, building codes, and quality improvement. Training to be delivered to newly-hired staff will also bring them up-to-date with incumbent workers to prepare them to meet high performance levels that are expected of them while working alongside more experienced counterparts.

The date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by P2S under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET15-0168	\$106,600	07/07/14-07/06/16	102	95	TBD

To date, some 4,390 reimbursable hours have been entered into ETP Online Tracking. This is sufficient to support \$106,600 (100% of approved amount). Progress payments in the amount of \$75,503 have been paid to the contractor and final payments will be submitted for 95 trainees by February 2016. A total of \$105,406 is in the process of being approved by Fiscal Unit.

[Note: No substantial contribution will be required under the new Agreement because prior contract earnings under ET15-0168 included Job Creation. As a result, the Company will not exceed the \$250K threshold for a substantial contribution in Job Number 1. ET15-0168 earnings excluding job creation = \$76,125; Total amount earned in the last five years: \$76,125+ \$99,840+ \$44,525 = \$220,490]

PRIOR PROJECTS

The following table summarizes performance by P2S under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET12-0446	Long Beach	06/30/12-06/29/14	\$99,840	\$99,840 (100%)
ET11-0284	Long Beach	05/13/11-05/12/12	\$48,048	\$44,525 (92%)

DEVELOPMENT SERVICES

P2S retained Training Funding Source in Seal Beach to assist with development of this proposal for a flat fee of \$6,000.

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

N/A

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Administrative Processes
- Business Development
- Client Relationships
- Communication
- Financial Management
- HR & Administration
- Leadership
- Project Management
- Risk Management
- Time Management
- Work Policies and Procedures

COMMERCIAL SKILLS

- Acute Care Design
- Commissioning
- Construction Management
- Energy Systems
- Engineering MEP
- Infection Control
- Leadership Energy Environmental Design (LEED)
- Office of Statewide Health Planning and Development Standards/Codes (OSHDP)
- Power System
- Sustainable Building Design
- Sustainable MEP Design

COMPUTER SKILLS

- Customer Relationship Management
- Computer Operations
- Financial Accounting
- MS Office
- Project Management

CONTINUOUS IMPROVEMENT

- Meeting Management
- Process Improvement
- Quality Improvement

AT Hours

0-50

ADVANCED TECHNOLOGY

- AutoCAD (Computer Aided Design)
- Building Information Modeling (BIM)
- REVIT MEP

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



Training Proposal for:
Rabobank, National Association
Agreement Number: ET16-0385

Panel Meeting of: February 26, 2016

ETP Regional Office: Sacramento

Analyst: Mark Mazzone

PROJECT PROFILE

Contract Attributes:	SET HUA	Industry Sector(s):	Financial Services Priority Industry: <input type="checkbox"/> Yes <input checked="" 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			
Number of Employees in:	CA: 1,600	U.S.:2,800	Worldwide: 55,000	
<u>Turnover Rate:</u>	19%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$240,000		\$0	\$0		\$240,000

In-Kind Contribution:	100% of Total ETP Funding Required	\$350,000
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET	Business Skills, Commercial Skills, Computer Skills, Continuous Impr	200	8-200	0-20	\$600	\$28.37
				Weighted Avg: 40			
2	Retrainee SET HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Impr	200	8-200	0-20	\$600	\$15.60
				Weighted Avg: 40			

Minimum Wage by County: Job Number 1(SET): Statewide hourly wage of \$28.37.

Job Number 2 (SET/HUA): \$17.02 per hour for Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Santa Clara Counties; \$16.48 per hour for Los Angeles County; \$16.51 per hour for Orange County; \$16.46 per hour for San Diego County; \$16.10 per hour for Sacramento County; \$15.91 per hour for Alpine County; and \$15.60 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 \$7.74 per hour for Job Number 1 and up to \$3.02 per hour for Job Number 2 may be used to meet the Post-Retention Wages.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Support Staff		25
Central Operations Representative		35
Credit Specialist		65
Customer Service Representative		75
Financial Analyst		40
Premier Client Service Representative		60
Relationship Analyst		80
IT Staff		20

INTRODUCTION

In this proposal, Rabobank, National Association (Rabobank), a subsidiary of Rabobank Group, seeks funding to train employees at its California branches.

Rabobank is a financial institution that meets the financial needs of local families, businesses and organizations with banking products including dairy and livestock loans, inventory financing, business loans, equipment leasing, personal banking, and retirement.

PROJECT DETAILS

This will be Rabobank's second Agreement. The previous Agreement enabled the Company to design and establish a structured in-house training program focused on hard and soft skills training. This proposal will continue training from the previous Agreement. Trainees require more extensive topics to build skills. Although some training topics under this proposal may be similar to those in the previous Agreement, training in this proposal is built upon previously learned material. Trainees will not receive duplicate training.

Rabobank has built long-term partnerships based on its strategic plan of understanding businesses, markets, and unique financial needs of customers. The strategic plan calls for growth in agricultural and commercial banking to increase customer base. To achieve these goals, Rabobank will need to continue to be a high performance workplace. This proposal will upgrade employee skills, develop effective sales skills, and improve customer satisfaction.

Training Plan

In this proposal Rabobank proposes to train 400 incumbent workers in Class/Lab and CBT training as follows:

Business Skills (30%) – All occupations will receive training in Customer Service, Identity Theft, Sales Coaching for Team Success, and Business Development. Training will enable employees to deliver the best possible customer experience and protect customer and bank assets.

Commercial Skills (40%) – All occupations will receive training in Consumer Lending, Account Analysis, Loan Structuring and Documentation, and Financial Statements and Cash Flow Analysis. Training will enable the bank to move to a high performance workplace and meet the Company's strategic goals.

Computer Skills (20%) – All occupations will receive training in Teller Insight, IBSDO – New Account Platform, IBS - Inquiry Platform, Microsoft Office, and Synergy.

Continuous Improvement (10%) – All occupations will receive training in Performance Management.

Commitment to Training

Rabobank spent \$500,000 in 2015 on training and currently has six dedicated full-time trainers. Company training previously provided includes new hire orientation, regulatory training, management skills, sales, and customer service.

ETP funds will not displace the Company's existing financial commitment to training. ETP training will allow the bank to broaden the scope of sales and customer service training to occupations who have not received this training.

LMS

Staff has reviewed and approved Rabobank's Learning Management System for recordkeeping.

SET/HUA

Under Special Employment Training (SET), the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period. Job Number 1 SET trainees will meet the statewide average hourly wage.

Job Number 2 SET trainees work in High Unemployment Areas (HUA) of the state with unemployment exceeding the state average by 25%. These trainees qualify for the ETP Standard Minimum Wage per county instead of the SET statewide average wage.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET12-0394	Statewide	5/7/2012– 5/6/2014	\$240,000	\$113,278 (47%)

ET12-0394 was Rabobank's first ETP Agreement. During the first year of the Agreement term, the Company faced challenges which included delivering and coordinating training to multiple locations, having a limited learning team Staff, and getting accustomed to ETP guidelines. During the second year of the Agreement term, the Company re-evaluated how they administered ETP training. The Company made adjustments accordingly and training progressed as originally planned. However, the term expired before all training was conducted and completed.

To address the prior Agreement challenges, Rabobank has hired an additional six employees to help administer the project including scheduling and delivering training. To address the challenge of coordinating the delivery of training at multiple locations, the Company has added online learning and virtual (WebEx) sessions so trainees from multiple locations can easily participate in the same training sessions. This project has been right-sized with consideration to prior performance and contractor's having addressed prior challenges to ensure success in this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- + Customer Service
- + The Business Development Workshop
- + The Business Development Workshop Follow-Up
- + Sales Coaching the Rabobank Way
- + Selling the Rabobank Way
- + Referring the Rabobank Way
- + Lobby Management
- + Activities that Drive Results During Non-Peak Times
- + Effectively Referring at the Drive-Up
- + Cross-Selling Opportunities
- + Addressing Customer Objections
- + The Triple 3 Follow-Up Checklist
- + Sales Coaching for Team Success
- + Overcoming Sales Development Challenges
- + Effective Sales Management Tools
- + Interviewing for Sales Positions
- + Consumer Lending Disclosures
- + CIP/BSA – New Accounts
- + Rate Disclosures – Business and Consumer
- + Fraud
- + Identity Theft
- + Legal Structure of New Accounts

COMMERCIAL SKILLS

- + Financial Writing
- + Sales Development Process
- + Sales Leadership Process
- + Financial Statement and Cash Flow Analysis
- + Loan Structuring and Documentation
- + ABL Skills
- + SBL Lending for Branch Managers
- + SBL Lending for FSRs
- + Commercial Visa Card
- + Consumer Lending
- + Account Analysis
- + Advance Financial Analysis Training
- + Credit Skills

COMPUTER SKILLS

- + Microsoft Office Suite Skills
- + Operating Systems
- + Learning Management System
- + Adobe Intuition
- + CoreTrac & the Sales Process (Retail)
- + CoreTrac & the Sales Process (Non-Retail)
- + CoreTrac & the Referral Process

- + Teller Insight
- + IBSDO – New Account Platform
- + Synergy
- + Bakerhill
- + CMSE
- + IBS – Inquiry Platform
- + CRM Documenter
- + Deluxe Check Ordering

CONTINUOUS IMPROVEMENT

- + Performance Management

CBT Hours

0 – 20

COMMERCIAL SKILLS

- + Compliance Training (1.5)
- + Information Security (1.5)
- + Vendor Management (2)
- + Performance Management (4)
- + Commercial Lending (2)
- + Retail Systems (1.5)
- + Retail Lending (1.5)
- + Customer Service (3)
- + Products & Services (3)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per trainee



RETRAINEE - JOB CREATION

Training Proposal for:

The Management Association, Inc. dba The Management Trust

Agreement Number: ET16-0365

Panel Meeting of: February 26, 2016

ETP Regional Office: San Diego

Analyst: J. Davey

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative	Industry Sector(s):	Services Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Orange, Los Angeles, San Diego, Riverside, Ventura, San Bernardino, Santa Barbara, San Luis Obispo, Kern, Fresno, San Joaquin, Sacramento, Placer, Contra Costa	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: 275	U.S.: 550	Worldwide: 550
<u>Turnover Rate:</u>	18%		
<u>Managers/Supervisors:</u> (% of total trainees)	3%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$201,600		\$0	\$0		\$201,600

In-Kind Contribution:	100% of Total ETP Funding Required	\$294,480
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee	Business Skills, Commercial Skills, Computer Skills, Cont. Imp.	48	8-200	0-20	\$600	\$16.51
				Weighted Avg: 40			
2	Retrainee SET	Business Skills, Commercial Skills, Computer Skills, Cont. Imp.	163	8-200	0-20	\$600	\$28.37
				Weighted Avg: 40			
3	Retrainee Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills, Cont. Imp.	38	8-200	0-20	\$1,000	*\$13.76
				Weighted Avg: 50			
4	Retrainee Job Creation Initiative SET	Business Skills, Commercial Skills, Computer Skills, Cont. Imp.	37	8-200	0-20	\$1,000	*\$12.77
				Weighted Avg: 50			

*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 Number 1: Orange County - \$16.51/hr.; Job Number 2 (SET/Statewide): \$28.37/hr.; Job Number 3 (Job Creation): Orange County – 13.76/hr.; Job Number 4 (SET/Job Creation): Orange County: \$13.76/hr.; Los Angeles – \$13.73/hr.; Contra Costa – \$14.19/hr.; San Diego – \$13.72/hr.; Sacramento – \$13.42/hr.; Fresno, Kern, Placer, Riverside, San Bernardino, San Joaquin, San Luis Obispo, Santa Barbara, Ventura – \$12.77/hr.

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

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

Up to \$2.77 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		
Accounting Staff		32
Administrative Support Staff		2
IT Specialist		5
Managers/Supervisors		5
Professional Specialists		4
Job Number 2		
Professional Specialists		140
Accounting Staff		23

Job Number 3		
Accounting Staff		25
Administrative Support Staff		1
IT Specialist		5
Managers/Supervisors		3
Professional Specialists		4
Job Number 4		
Professional Specialists		35
Accounting Staff		2

INTRODUCTION

Headquartered in Tustin and founded in 1966, The Management Association, Inc. dba The Management Trust (TMT), provides property management services such as billing, maintenance, security, and property improvement. The California client base includes some 500 communities or “common interest” developments (community associations, homeowner associations and commercial-condo associations). It currently operates in California, Arizona, Nevada, Colorado, Oregon and Washington. TMT is a 100% employee-owned company.

As a service provider, this proposal will be funded under Special Employment Training (SET), but for the corporate headquarters in Tustin (Job Numbers 1 & 3). This office is eligible for standard retraining because it supports company facilities located both inside and outside of California.

PROJECT DETAILS

TMT is facing competition from multiple property management organizations. In order to stay competitive and grow, the Company must improve the performance of its systems, technology and people – all of which requires training in new skills for its frontline workers.

TMT is committed to process improvement for the organization as a whole. The Company has grown through the acquisition of smaller firms, resulting in a great deal of variability in the quality and consistency of the services provided. TMT must establish a unified set of policies, procedures, and quality methods to operate efficiently and provide value to its clients.

Moreover, the Company has begun to upgrade and improve existing software applications and purchasing new equipment. TMT is currently upgrading workstations, software and networks. The company is investing more than \$250K in the next year on these improvements.

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 and trainees will be subject to a lower post-retention wage.

In this proposal, TMT has committed to hiring 75 new employees (Job Numbers 3 and 4). The Company represents that the date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term of contract. The

Company also represents that these trainees will be hired into “net new jobs” as a condition of the contract.

TMT is expanding marketing, sales and operations (capacity) in all its California divisions, including its corporate office in Tustin. Additional personnel are needed to meet strategic goals and objectives for business growth and improved service. With the upgrades and expansion additional personnel are needed due to the special skills required for these new positions. TMT has adequate workspace to employ these new workers.

Training Plan

Training will be provided by in-house training experts, with some specialized training provided by outside vendors. Each occupation will receive some training from each of the types of training listed below, depending on the specific needs of the occupation or individual trainee.

Business Skills (20%): Training will be offered to all occupations. Trainees will receive job-specific training in Customer Service, Communication and Leadership.

Commercial Skills (30%): Training will be offered to all occupations. Training will include Community Planning/Partnership services, Builder Clients, On-Site Customer Management and Industry Knowledge/Financial Responsibility.

Computer Skills (20%): Training will be offered to all occupations. Training will include TMT Dashboard, Accounting Software, Trustlink software and MS Office.

Continuous Improvement (10%): Training will be offered to all occupations and include Critical Thinking/Problem Solving/Decision Making, and Teamwork and Collaboration.

Computer-Based Training – Computer Skills (20%)

TMT will provide up to 20 hours of ancillary Computer-Based Training (CBT) in Computer Skills in a combination of the following skills: TMT Dashboard, Accounting Software, Trustlink software and MS Office. CBT will allow trainees to reinforce the skills taught in class at their workstations.

Special Employment Training

Trainees in the remaining 27 TMT locations will be funded under SET in (Job Number 2) earning the statewide average hourly wage. Or, they will be Job Creation trainees (Job Number 4) meeting the ETP minimum wage requirements by county. Most of the training will take place at these TMT locations throughout the state and at several client locations where TMT staff work.

Commitment to Training

TMT spent approximately \$370,000 training costs for internal training and approximately \$200,000 for IT and other outsourced training expenses in 2015. These costs were for mandatory training for new employees and job-specific training. TMT represents that ETP funds will not displace the existing financial commitment to training.

➤ Training Infrastructure

Program administration will be managed in-house using two Professional Staff on a part time basis.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Business Growth Group in Laguna Beach assisted with development for a flat fee of \$12,000.

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Customer Service Skills (Internal/External)
- Communication Skills:
 - Written
 - Interpersonal
 - Presentations
 - Protocols
 - Confidentiality
 - Politics
 - Conflict Management
- Performance Management
- Leadership:
 - Product Knowledge
 - Accountability
 - Strategy
 - Planning
 - Plan Implementation
- Sales/Marketing Processes and Practices (new clients/retention)
- Quality & Project Management
- Time, Priority and Workspace Management

COMMERCIAL SKILLS

- Community Planning/Partnerships & Services
- Association Management & Ethics
- Builder Clients
- On-Site Customer Management
- Commercial and Residential Client Management
- Reserve/Escrow
- TMT Policies and Confidentiality
- Industry Knowledge/Financial Responsibility

COMPUTER SKILLS

- Trustlink
- Trust Accounting Payable System (TAPS)
- Smartweb
- TMT Dashboard/Office Equipment Operation
- MS Office/windows 10 (Intermediate/Advanced)
- Accounting Software
- Hubspot CRM software

CONTINUOUS IMPROVEMENT

- Critical Thinking/Problem Solving/Decision Making
- Teamwork and Collaboration

CBT Hours

0 – 20

COMPUTER SKILLS

- Trustlink (6 hrs.)
- TAPS (4 hrs.)
- Smartweb (10 hrs.)
- TMT Dashboard (5 hrs.)
- Windows 10/MS Office 2016 (Intermediate/Advanced) (8 hrs.)
- Microsoft Networks (12 hrs.)
- Trust Employee database (8 hrs.)
- Office Equipment Operation (4 hrs.)
- Accounting Software (12 hrs.)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per trainee.



Training Proposal for:

The Technical School Inc. dba Technical College

Agreement Number: ET16-0369

Panel Meeting of: February 26, 2016

ETP Regional Office: North Hollywood

Analyst: M. Reeves

PROJECT PROFILE

Contract Attributes:	New Hire SET Multiple Barriers At-Risk Youth	Industry Sector(s):	Services Healthcare 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		
Turnover Rate:	N/A		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$106,000		\$10,175 12%		\$116,175

In-Kind Contribution:	50% of Total ETP Funding Required	N/A
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	New Hire SET Multiple Barriers At-Risk Youth	Commercial Skills, Other Titles (Job Readiness Skills)	25	8-260	0	\$4,647	\$10.30*
				Weighted Avg: 212			

*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: \$10.30 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

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

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Certified Restorative Nurse Assistant		25

INTRODUCTION

Founded in 1994, The Technical School Inc. dba Technical College (Technical College) (www.technicalcollegeonline.com) is a for-profit vocational training institution with four locations serving the Los Angeles area. Technical College offers programs in several fields of study including Nurse Assistant. The College is eligible for ETP funding as a private for-profit training agency. This is Technical College's second ETP Agreement.

Technical College has a long history of providing training and placement services for California Workforce Investment Boards, WorkSource and America's Job Centers of California, private businesses, and community organizations. Students come from diverse backgrounds including dislocated workers, refugees, immigrants, and individuals receiving CalWorks or General Relief.

Technical College representatives report that healthcare employers are experiencing record high average daily census numbers, and with this trend projected to continue, the College has identified a need for Certified Restorative Nurse Assistants (CRNA) in the Los Angeles area. The need for CRNAs is being driven by the increase in demand for care of the elderly, long-term care, and convalescent and rehabilitative medical services. The College expects demand for skilled health workers to increase as the aging population continues to expand, and as the Affordable Care Act provides more citizens access to healthcare services.

PROJECT DETAILS

Training Plan

Commercial Skills (92%) – Training will be provided in theory and practical application skills required for employment as a CRNA. Trainees will learn to help patients achieve and maintain optimal physical activity. Trainees will learn to assist nursing staff with patients' daily living practices and personal care, as well as respond to restorative needs such as physical therapy, mobility techniques, and rehabilitation.

Job Readiness Skills (8%) – Training will be provided in the skills needed to find jobs, including interview and resume skills.

Curriculum Development

Technical College's CRNA Curriculum is based on the Nurse Assistant Training and Assessment Program. The guidelines were approved by the California Department of Public Health, and were developed by the Chancellor's Office of California Community Colleges, the California Health Workforce Initiative, and the Quality Care Health Foundation. The Curriculum is regularly reviewed by a board consisting of the Executive Director, Chief Academic Officer, Director of Nursing Programs, hospital administrators, instructors, and student representatives to ensure training is comprehensive and incorporates current methods and standards of the healthcare industry. The Curriculum consists of 180 hours for State CNA Certification, 16 hours for CRNA Certification, and an additional 16 hours of Job Readiness training.

Training Infrastructure

Training will be provided by qualified instructors with a minimum of three years field experience. All Nursing Department instructors are Licensed Vocational Nurses and are supervised by a Registered Nurse who serves as the Director of Nursing Programs. All instructional activities are overseen by the Chief Academic Officer.

Technical College will administer this ETP project under the supervision of its Executive Director. Four full-time Workforce Development Specialists will be responsible for assessing participants' eligibility and training needs, scheduling training, and coordinating job placement.

Impact/Outcome

Successful participants will receive certification as a Nurse Assistant from the California Department of Public Health, and certification as a Restorative Nurse Assistant authorized by the Quality Care Health Foundation (QCHF). The QCHF is the educational arm of California Association of Health Facilities created to provide quality training and resource materials to individuals working in long-term care throughout California. The added CRNA certification translates directly into higher wages, improved work environment, and is an immediate first step on the career ladder.

This will prepare participants to meet state requirements for employment in the field, and deliver skills that will lead to placement with companies that provide secure, long-term employment. ETP reimbursement is contingent upon receiving a certification and employment as a CRNA.

SET Multiple Barriers - At-Risk Youth

All training will be funded as Special Employment Training/Multiple Barriers under the At-Risk Youth Guidelines. Employers are not required to demonstrate out-of-state competition and trainees are exempt from standard eligibility requirements. Technical College will be responsible for documenting the eligibility criteria for this program based on special standards outlined below.

Young adults between 18 and 23 years of age may be deemed to be at-risk if they are not in school or employed full-time at the time of recruitment, and meet one or more of the following criteria:

- Previously involved in or heavily exposed to gang activities
- Homeless
- History of drug addiction
- Have child on public assistance
- Emancipated foster youth
- Physical or mental disability
- Parent is incarcerated
- High school dropout

Wage and Retention Modification

Technical College is requesting a wage modification for trainees to 25% below the ETP New Hire Minimum Wage from \$13.73 per hour to \$10.30 per hour. This modification is permissible under the At-Risk Youth Project Guidelines with good cause.

The existing job market for CRNAs limits the starting wage of applicants with no experience. As individuals gain experience and increase their efficiency, employers increase wages. CRNAs will also be able to progress through the built-in career ladder. Employer-based training beyond this proposal, as well as certifications in areas such as Alzheimer's & Dementia, Sub-Acute care, and Respiratory care can create additional opportunities for advancement and future wage gains.

Retention may be satisfied by employment of at least 30 hours a week for at least 90 days. 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 with one or more participating employers.

Incidental Placement

Incidental placement with public and non-profit entities is permissible, not to exceed 35% of the total number of trainees retained in employment.

Marketing and Support Costs

Technical College's marketing program consists primarily of referrals by the EDD, Los Angeles County Department of Social Services, Los Angeles County Office of Education, WorkSource centers, America's Job Centers of California, religious and community organizations, extended care facilities, skilled nursing care centers, and convalescent hospitals. The College recruits prospective students using a combination of resources including a peer referral system, fliers, brochures, and catalogs. Workforce Development Specialists actively participate in outreach programs through various community organizations and events. Technical College has an

existing network of over 530 employers that actively hire nursing graduates. These employers operate licensed skilled nursing facilities, long term care facilities, convalescent hospitals, nursing homes, and assisted living facilities.

The At-Risk Youth Guidelines allow Support Costs of up to 12% for trainee/employer recruitment, eligibility assessment, and job placement. Staff recommends 12% Support Costs.

Training Agency Certification

Technical College is certified the Bureau of Private Postsecondary Education (BPPE).

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 made a condition of the Agreement.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Technical College under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0121	Los Angeles	09/03/13 – 09/02/15	\$65,058	\$64,706 (99%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

8 - 260 Trainees may receive any of the following:

COMMERCIAL SKILLS

- Rules, Roles, Responsibilities and Requirements of a Nurse Assistant
- Patients' Rights
- Interpersonal Skills
- Prevention and Management of Catastrophe and Unusual Occurrences
- Body Mechanics
- Medical and Surgical Asepsis
- Weights and Measures
- Patient Care Skills
- Patient Care Procedures
- Vital Signs
- Nutrition
- Emergency Procedures
- Long-Term Care Patient
- Rehabilitative Nursing
- Observing Charting
- Death and Dying
- Professional Development
- Leadership and Teamwork
- Medical Overview: Anatomy and Physiology
- Dysphagia and Eating; Joint Mobility; Functional Mobility
- Principles of Education for Nurse Assistants

OTHER TITLES (JOB READINESS SKILLS)

- Interviewing Skills
- Employment Applications
- Work Place Etiquette
- Pre-Employment Examinations

Note: Reimbursement for new hire training is capped at 260 total training hours per trainee, regardless of the method of delivery.



RETRAINEE - JOB CREATION

Training Proposal for:

Virgin Galactic, LLC

Agreement Number: ET16-0377

Panel Meeting of: February 26, 2016

ETP Regional Office: North Hollywood

Analyst: L. Vuong

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative Veterans HUA	Industry Sector(s):	Engineering Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Kern	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 558	U.S.: 574	Worldwide: 583
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	9%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$247,200		\$0	\$0		\$247,200

In-Kind Contribution:	100% of Total ETP Funding Required	\$546,300
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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	Adv. Technology, Business Skills, Computer Skills, Continuous Impr., Haz. Materials, Mfg. Skills	175	8-200	0-200	\$630	\$15.60
				Weighted Avg: 35			
2	Retrainee Job Creation Initiative	Adv. Technology, Business Skills, Computer Skills, Continuous Impr., Haz. Materials, Mfg. Skills	100	8-200	0-200	\$1,100	*\$12.77
				Weighted Avg: 55			
3	Retrainee Veterans	Adv. Technology, Business Skills, Computer Skills, Continuous Impr., Haz. Materials, Mfg. Skills	35	8-200	0-200	\$770	*\$12.77
				Weighted Avg: 35			

* 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 Number 1: \$16.48 per hour for Los Angeles County and \$15.60 per hour for Kern County;

Job Number 2 (Job Creation): \$13.73 per hour for Los Angeles County and \$12.77 for Kern County; and

Job Number 3 (Job Creation - Veterans): \$13.73 per hour for Los Angeles County and \$12.77 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 \$1.98 per hour for Job Number 1 and up to \$0.73 per hour for Job Numbers 2 and 3 may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Support Staff		20
Manufacturing Staff/Technician		70
Engineering Design/Information Technology Staff		35

Sr. Engineering Design/Information Technology Staff		35
Supervisor/Manager		15
Job Number 2 (Job Creation)		
Support Staff Level 1		7
Manufacturing Staff/Technician		54
Engineering Design/Information Technology Staff		20
Sr. Engineering Design/Information Technology Staff		14
Supervisor/Manager		5
Job Number 3 (Veterans)		
Support Staff		5
Manufacturing Staff/Technician		10
Engineering Design/Information Technology Staff		10
Sr. Engineering Design/Information Technology Staff		5
Supervisor/Manager		5

INTRODUCTION

Virgin Galactic, LLC (Virgin Galactic) (www.virgingalactic.com) requests funding for its employees and those of its close affiliate, The Spaceship Company, LLC (TSC) (www.thespaceshipcompany.com). Both Virgin Galactic and TSC are wholly owned by Galactic Ventures, LLC (Galactic), a holding company.

Virgin Galactic designs, develops and manufactures commercial spaceships, carrier aircrafts and small satellite launch rockets. Headquartered in New York, Virgin Galactic has four facilities in California (one in Long Beach and three in Mojave). TSC is co-located in the same facilities, and provided the same type of manufacturing in alignment with Virgin Galactic. This will be Virgin Galactic's first ETP Agreement.

Virgin Galactic's goal is to "define the future of space exploration" and ultimately make space-travel accessible. The Company plans to continue to leverage its development of a human spaceflight program, and bring low-cost satellite launch systems to realization. Virgin Galactic's customer base includes individuals, commercial satellite companies, universities and schools.

The Company has several challenges that drive the need for training: new business, new products, customer demands, industry requirements, complex testing, and continued training.

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 and trainees will be subject to a lower post-retention wage.

As business growth and services expand, Virgin Galactic has committed to hiring 100 new employees over the next two years. This growth includes the hiring of 100 Job Creation trainees (Job Number 2). Virgin Galactic will train these employees to accommodate various

business needs and services. Trainees will learn to operate sophisticated equipment and technology systems, and have a better understanding of business operations.

The date-of-hire for all trainees in Job Number 2 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 Company is currently building and testing two spaceflight vehicles, WhiteKnightTwo and SpaceShipTwo; and designing LauncherOne, a satellite system. In addition, Virgin Galactic was recently awarded a \$4.7 million contract from NASA to launch a dozen experimental satellites using LauncherOne. The addition of these projects, coupled with existing demand, the Company has developed an internal training program to improve overall business functions to keep up with technological changes and support continued growth.

Virgin Galactic’s goal is to provide workers with the technical skills required to meet industry standards, and customer specifications, including all requisite certifications. Training will enable workers to perform their jobs effectively and efficiently.

Training Plan

ETP funds will help Virgin Galactic deliver formalized training to upgrade job skills and adapt to new technologies and systems to its workers and those of its affiliate. Training will take place at the Company’s facilities in Long Beach and Mojave. Training will be provided by in-house subject matter experts, and outside vendors identified during the term of the proposed Agreement.

Training will be delivered via Class/Lab, Videoconference and Computer-Based Training (CBT) as outlined below:

Advanced Technology (AT) (20%): This training will be offered to Engineering Design/Information Technology Staff, Sr. Engineering Design/Information Technology Staff and Supervisors/Managers. This training will provide staff with highly technical skills to effectively utilize the Companies’ advanced hardware and software programs/systems. Courses will be offered to trainees responsible for design, operation, administration, security and troubleshooting networks, systems, hardware and software.

- Virgin Galactic is requesting the AT reimbursement rate for this training. Training requires the use of expensive and sophisticated equipment and specialized trained instructors. Due to the highly technical nature, the trainer-to-trainee ratio will not exceed 1:10 to allow in-depth coverage and personal attention from the instructor.

Business Skills (15%): This training will be offered to all occupations. Trainees will gain the knowledge and skills to improve customer service through Business Acumen, Customer Service/Support, Logistics/Supply Chain, Product Knowledge, and Train-the-Trainer Skills courses in support of its engineering and manufacturing activities.

Computer Skills (15%): This training will be offered to all occupations in the skills necessary to support the business operations. Training will allow trainees to effectively use the Companies’ complex systems to provide efficient and effective customer service.

Continuous Improvement (20%): This training will be offered to all occupations to improve quality and service to customers. Trainees will gain the necessary skills to increase

performance in the following areas: Agile Product Lifecycle Management/Agile Project Management Skills, Engineering Change Processes, Lean Manufacturing Skills, and Process/Quality Improvement Skills.

Hazardous Materials (10%): This training will be offered to Manufacturing Staff/Technician and Supervisors/Managers to learn the proper knowledge and techniques for handling hazardous materials and toxic substances.

Manufacturing Skills (20%): This training will be offered to Manufacturing Staff/Technician and Supervisors/Managers. Training will focus on the Companies' day-to-day operations, manufacturing practices and testing skills, which will upgrade workers' production efficiency, increase productivity and meet customers' expectations.

Computer-Based Training (CBT)

Normally, CBT hours are capped at 50% of total training hours per-trainee. However, under this proposal, Virgin Galactic is requesting reimbursement of up to 100% CBT (See Exhibit B). If approved, it will allow the Company the flexibility to provide training based on stages of development and production, throughout the two year term of the Agreement.

As technology advances, CBT is becoming a major part of Virgin Galactic's training practices and policies design to prepare and support its high-skilled workforce. This self-paced CBT delivery method will allow workers to participate in training during the work day when it best suits their job schedule or demand.

CBT is typically used to supplement/complement planned instructor-led learning in an effort to ensure a solid understanding of the concepts presented. However, a small number of trainees in all occupations may receive all of their ETP training via CBT. The majority of the training in this proposal will be delivered via classroom/laboratory method.

Commitment to Training

Virgin Galactic provides anti-harassment, diversity, basic computer skills, basic safety/OHSA, and new employee orientation training. Training is delivered via class/lab, E-Learning, CBT and on-the-job training; and all training is both job specific and Company-wide. Virgin Galactic has a current annual training budget of approximately \$632,000 for both Virgin Galactic and TSC.

ETP funding will allow Virgin Galactic to implement new curriculum, related to new products and technologies, and to expand its training to its growing workforce.

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 is scheduled to begin upon Panel approval. Virgin Galactic has designated staff to oversee ETP training and administrative responsibilities including managing, scheduling, delivery and documentation of training. Virgin Galactic will also utilize a third party administrator for enrollment, data tracking and invoicing. (See Administrative Services below)

Veterans Program

Virgin Galactic is currently working to attract veterans into its workforce through Job Fairs and other forms of outreach. As such, Virgin Galactic is including a separate Veteran Job Number (Job Number 3) for training 35 Veterans. The Panel has established a higher reimbursement rate and other incentives for training California veterans, as will be reflected in the contract.

➤ **Retention Modification**

Retention for trainees in Job Number 3 may be satisfied by employment of at least 30 hours a week during the consecutive 90-day or at least 500 hours within 272 days with one or more employers, consistent with ETP Veterans Guidelines.

Individuals with Disabilities

The IWD program, recently adopted by the Panel, is designed to encourage California employers in their effort to “recruit, hire, train and retain” workers with disabilities. ETP funding will be available to train these workers, along with other staff who support the effort. Virgin Galactic has an existing program for outreach and training workers with disabilities. These workers will receive training in multiple courses under Job Numbers 2 and 3.

High Unemployment Area

All trainees in Job Numbers 1, 2 and 3 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by 15%. The Company’s location in Mojave qualifies for HUA status under these standards. However, Virgin Galactic is not asking for an HUA wage modification.

Trainees in Job Numbers 2 and 3 qualify for the ETP Job Creation wage of \$13.73 per hour for Los Angeles County and \$12.77 for Kern County. This is reflected in the Training Plan Table.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Virgin Galactic retained Training Funding Partners (TFP) in Fountain Valley to assist with development of this proposal for a flat fee of \$10,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

ADVANCED TECHNOLOGY

- Advanced Aerospace/Aircraft Design
- Advanced Design Project Management and Processes
- ANSYS Engineering Software
- CAD/CAM Design Software for Components and Structures
- Computer Aided Three-dimensional Interactive Application (CATIA)
- Composites Fabrication
- Computational Fluid Dynamics
- Computer Maintenance Management System (CMMS)
- Configuration Management
- Cryogenic Engineering and Safety
- Data Acquisition/Data Management System
- Database Administrator Skills (Includes Development, Performance, Tuning)
- Design Review
- Engineering Methods/Processes
- Enterprise Resource Planning (ERP) System Design and Implementation
- Finite Element Modeling And Postprocessing (FEMAP) Software
- Finite Element/ Flight Dynamics Modeling
- Flight Sciences/Technology/Software Skills
- Handling Qualities/Performance
- Mass Properties
- Mechanical Design
- Metal Part Design
- Non-destructive Testing
- Software Design and Programming
- Software Testing and Automation
- Solidworks CAD Software
- Structured Query Language (SQL)

BUSINESS SKILLS

- Accountability Skills
- Business Acumen
- Business/Technical Writing Skills
- Communication Skills
- Conflict Resolution Skills
- Customer Service/Support Skills
- Effective Meeting Management
- Finance/Accounting Skills
- Goal Setting/Motivation Skills
- Inventory Management Skills
- Logistics/Supply Chain Skills
- Marketing/Sales Skills

- Metrics Management
- Presentation Skills
- Preventative Maintenance Skills
- Product Knowledge
- Scheduling Skills
- Train the Trainer Skills

Individuals with Disabilities

- Accessibility
- Disability Culture: Sensitivity, Awareness, and Hiring Practices
- Skills Development for People with Disabilities

COMPUTER SKILLS

- Digital Literacy Skills
- HRIS System Skills
- Intermediate/Advanced Microsoft Office Skills
- Inventory Control Skills
- Learning Management System Skills
- NX Teamcenter Software Skills
- Oracle System Skills
- Quality System Skills
- Ultipro Software Skills
- Ultramain Software Skills
- Virgin Galactic Proprietary System Skills
- Web Application Skills

CONTINUOUS IMPROVEMENT

- Agile Product Lifecycle Management (PLM)/Agile Project Management Skills
- Capability Maturity Model Integration (CMMI)
- Decision Making/Problem Solving Skills
- Design of Experiments
- Engineering Change Process
- Failure Mode and Effects Analysis
- ISO Standards
- Kanban Skills
- Leadership/Coaching Skills
- Lean Manufacturing Skills
- Performance/Program Management
- Process Flow Analysis
- Process/Quality Improvement Skills
- Program/Project Management
- Root Cause Analysis
- Six Sigma
- Statistical Process Control
- Teambuilding Skills
- Time Management Skills

HAZARDOUS MATERIALS

- Hazard Analysis & Critical Control Point (HACCP)
- Hazardous Communication Skills
- High-Voltage Electronics
- Toxic and Hazardous Substances

MANUFACTURING SKILLS

- Advanced Safety Skills
 - Crane Safety
 - Electrical Safety
 - Environmental Control
 - Ground Operations
 - Ground Operations
 - Motorized Vehicle and Mechanized Equipment
 - Tools, Machinery and Machine Guarding
 - Welding, Cutting and Brazing
- Aerospace Manufacturing Skills
- Aircraft Structures/Operation/Assembly
- Aircraft Systems Integration
- CNC Machine Operation
- CNC Programming
- Cross-Functional Equipment/Production Skills
- Forklift/Forktruck Skills
- Gauges/Calibration
- Geometric Dimension and Tolerances (GD&T)
- Good Manufacturing Practices
- Inspection/Integration
- Manufacturing/Technical Process Skills
- Manufacturing Best Practices/Process Improvements
- Manufacturing Testing skills
- Production Equipment and Tools/Preventative Maintenance

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

CBT Hours

0-200

BUSINESS SKILLS

- Basics of Manufacturing Costs 140 (1.5 hours)
- Conflict Resolution for Different Groups 155 (1.5 hours)
- Conflict Resolution Principles 150 (1.5 hours)
- Essentials of Communication 120 (1.5 hours)
- Intro to Managerial Accounting 145 (1.5 hours)

CONTINUOUS IMPROVEMENT

- Essentials of Leadership 110 (1.5 hours)
- Managing Performance: Best Practices 130 (1.5 hours)
- Managing Performance: Corrective Actions 135 (1.5 hours)
- Team Leadership 160 (1.5 hours)

MANUFACTURING SKILLS**Adhesives**

- Basics of the Bonding Process 120 (1.5 hours)
- Intro to Adhesive Bonding 110 (1.5 hours)
- Intro to Adhesive Properties 130 (1.5 hours)
- Steps for Adhesive Application 220 (1.5 hours)
- Surface Preparation 210 (1.5 hours)
- Types of Adhesives 140 (1.5 hours)

Coatings

- Coating Defects 150 (1.5 hours)
- Intro to Coating Composition 110 (1.5 hours)
- Processes for Applying Coatings 140 (1.5 hours)
- Surface Preparation for Coatings 120 (1.5 hours)
- Troubleshooting Coating Defects 170 (1.5 hours)

Composites

- Advanced Materials for Composites 135 (1.5 hours)
- Advanced Thermoset Resins for (1.5 hours)
- Bagging 230 (1.5 hours)
- Composite Inspection and Defect (1.5 hours)
- Composites 130 (1.5 hours)
- Intro to Composites 110 (1.5 hours)
- Intro to Compression Molding 170 (1.5 hours)
- Intro to Lay-up and Spray-up Molding 140 (1.5 hours)
- Overview of Composite Processes 120 (1.5 hours)
- Prevention 240 (1.5 hours)
- Repair Methods for Composites 250 (1.5 hours)
- Safety for Composite Processing 115 (1.5 hours)
- Surface Finishing Composites 190 (1.5 hours)
- Traditional Composites 125 (1.5 hours)
- Vacuum Bagging Technique: Single-sided (1.5 hours)

Computer Numerical Control

- Basics of the CNC Machining Center 130 (1.5 hours)
- Basics of the CNC Swiss-Type Lathe 135 (1.5 hours)
- Basics of the CNC Turning Center 120 (1.5 hours)
- CAD/CAM Overview 160 (1.5 hours)
- Canned Cycles 310 (1.5 hours)
- CNC Coordinates 140 (1.5 hours)
- CNC Manual Operations 200 (1.5 hours)
- CNC Offsets 210 (1.5 hours)
- CNC Specs for the Lathe 225 (1.5 hours)
- CNC Specs for the Mill 220 (1.5 hours)
- Creating a Mazatrol Program for the Lathe 289 (1.5 hours)
- Creating a Mazatrol Program for the Mill 288 (1.5 hours)
- Creating a Milling Program 290 (1.5 hours)
- Creating a Turning Program 280 (1.5 hours)
- Creating an EIA/ISO Program for the Mazak (1.5 hours)
- Creating an EIA/ISO Program for the Mazak (1.5 hours)
- GE Fanuc Lathe: Control Panel Overview 255 (1.5 hours)
- GE Fanuc Lathe: Entering Offsets 265 (1.5 hours)
- GE Fanuc Lathe: First Part Runs 325 (1.5 hours)

- GE Fanuc Lathe: Locating Program Zero 275 (1.5 hours)
 - GE Fanuc Lathe: Program Execution 285 (1.5 hours)
 - GE Fanuc Lathe: Program Storage 315 (1.5 hours)
 - GE Fanuc Mill: Control Panel Overview 250 (1.5 hours)
 - GE Fanuc Mill: Entering Offsets 260 (1.5 hours)
 - GE Fanuc Mill: First Part Runs 320 (1.5 hours)
 - GE Fanuc Mill: Locating Program Zero 270 (1.5 hours)
 - GE Fanuc Mill: Program Execution 280 (1.5 hours)
 - GE Fanuc Mill: Program Storage 310 (1.5 hours)
 - Haas Lathe: Control Panel Overview 255 (1.5 hours)
 - Haas Lathe: Entering Offsets 265 (1.5 hours)
 - Haas Lathe: First Part Runs 325 (1.5 hours)
 - Haas Lathe: Locating Program Zero 275 (1.5 hours)
 - Haas Lathe: Program Execution 285 (1.5 hours)
 - Haas Lathe: Program Storage 315 (1.5 hours)
 - Haas Mill: Control Panel Overview 250 (1.5 hours)
 - Haas Mill: Entering Offsets 260 (1.5 hours)
 - Haas Mill: First Part Runs 320 (1.5 hours)
 - Haas Mill: Locating Program Zero 270 (1.5 hours)
 - Haas Mill: Program Execution 280 (1.5 hours)
 - Haas Mill: Program Storage 310 (1.5 hours)
 - History and Definition of CNC 100 (1.5 hours)
 - Lathe 287 (1.5 hours)
 - Mazak Lathe: Control Panel Overview 255 (1.5 hours)
 - Mazak Lathe: Entering Offsets 285 (1.5 hours)
 - Mazak Lathe: First Part Runs 325 (1.5 hours)
 - Mazak Lathe: Locating Program Zero 275 (1.5 hours)
 - Mazak Lathe: Program Execution 295 (1.5 hours)
 - Mazak Lathe: Program Storage 315 (1.5 hours)
 - Mazak Lathe: Safety for the Lathe 265 (1.5 hours)
 - Mazak Mill: Control Panel Overview 250 (1.5 hours)
 - Mazak Mill: Entering Offsets 280 (1.5 hours)
 - Mazak Mill: First Part Runs 320 (1.5 hours)
 - Mazak Mill: Locating Program Zero 270 (1.5 hours)
 - Mazak Mill: Program Execution 290 (1.5 hours)
 - Mazak Mill: Program Storage 310 (1.5 hours)
 - Mazak Mill: Safety for the Mill 260 (1.5 hours)
 - Mechanics of CNC 110 (1.5 hours)
 - Mill 286 (1.5 hours)
 - Milling Calculations 295 (1.5 hours)
 - Part Program 150 (1.5 hours)
 - Turning Calculations 285 (1.5 hours)
- Electrical Power
- AC Fundamentals 210 (1.5 hours)
 - AC Power Sources 235 (1.5 hours)
 - Battery Selection 250 (1.5 hours)
 - Conductor Selection 240 (1.5 hours)
 - DC Circuit Components 140 (1.5 hours)
 - DC Power Sources 230 (1.5 hours)
 - Electrical Instruments 220 (1.5 hours)

- Electrical Print Reading 225 (1.5 hours)
- Electrical Units 110 (1.5 hours)
- Intro to Circuits 120 (1.5 hours)
- Intro to Magnetism 130 (1.5 hours)
- NEC Overview 150 (1.5 hours)
- Parallel Circuit Calculations 205 (1.5 hours)
- Safety for Electric Work 115 (1.5 hours)
- Series Circuit Calculations 200 (1.5 hours)

Fasteners

- Intro to Assembly 100 (1.5 hours)
- Intro to Fastener Ergonomics 130 (1.5 hours)
- Intro to Fastener Threads 110 (1.5 hours)
- Overview of Non-Threaded Fasteners 125 (1.5 hours)
- Overview of Threaded Fasteners 117 (1.5 hours)
- Properties for Fasteners 200 (1.5 hours)
- Safety for Assembly 105 (1.5 hours)
- Threaded Fastener Selection 215 (1.5 hours)
- Tools for Threaded Fasteners 120 (1.5 hours)
- Understanding Torque 210 (1.5 hours)

Hydraulics and Pneumatics

- Actuator Applications 240 (1.5 hours)
- Basic Hydraulic Circuit Design 310 (1.5 hours)
- Basic Pneumatic Circuit Design 315 (1.5 hours)
- Contamination and Filter Selection 330 (1.5 hours)
- Fittings for Fluid Systems 135 (1.5 hours)
- Fluid System Print Reading 220 (1.5 hours)
- Hydraulic Control Valves 230 (1.5 hours)
- Hydraulic Fluid Selection 320 (1.5 hours)
- Hydraulic Power Sources 210 (1.5 hours)
- Hydraulic Power Variables 200 (1.5 hours)
- Hydraulic Principles and System Design 340 (1.5 hours)
- Intro to Fluid Conductors 130 (1.5 hours)
- Intro to Fluid Systems 100 (1.5 hours)
- Intro to Hydraulic Components 120 (1.5 hours)
- Intro to Pneumatic Components 125 (1.5 hours)
- Pneumatic Control Valves 235 (1.5 hours)
- Pneumatic Power Sources 215 (1.5 hours)
- Pneumatic Power Variables 205 (1.5 hours)
- Preventive Maintenance for Fluid Systems 140 (1.5 hours)
- Safety for Hydraulics and Pneumatics 105 (1.5 hours)
- The Forces of Fluid Power 110 (1.5 hours)

Inspection Skills

- Basic Measurement 110 (1.5 hours)
- Basics of the CMM 120 (1.5 hours)
- Basics of the Optical Comparator 130 (1.5 hours)
- Calibration Fundamentals 210 (1.5 hours)
- Hardness Testing 260 (1.5 hours)
- Hole Inspection 240 (1.5 hours)
- Inspecting with CMMs 220 (1.5 hours)
- Inspecting with Optical Comparators 230 (1.5 hours)

- Interpreting GD&T 310 (1.5 hours)
- Intro to GD&T 200 (1.5 hours)
- Linear Instrument Characteristics 115 (1.5 hours)
- Measuring System Analysis 300 (1.5 hours)
- Overview of Threads 150 (1.5 hours)
- Surface Measurement 140 (1.5 hours)
- Thread Inspection 250 (1.5 hours)

Manufacturing Process Skills

- Basics of the Engine Lathe 115 (1.5 hours)
- Basics of the Manual Mill 110 (1.5 hours)
- Basics of Tolerance 120 (1.5 hours)
- Benchwork and Layout Operations 210 (1.5 hours)
- Blueprint Reading 130 (1.5 hours)
- Centerless Grinder Operation 260 (1.5 hours)
- Concepts of Calculus 310 (1.5 hours)
- Cylindrical Grinder Operation 250 (1.5 hours)
- Dressing and Truing 230 (1.5 hours)
- Engine Lathe Operation 225 (1.5 hours)
- Geometry: Circles and Polygons 185 (1.5 hours)
- Geometry: Lines and Angles 155 (1.5 hours)
- Geometry: Triangles 165 (1.5 hours)
- Grinding Processes 120 (1.5 hours)
- Grinding Variables 200 (1.5 hours)
- Grinding Wheel Geometry 220 (1.5 hours)
- Grinding Wheel Materials 210 (1.5 hours)
- Holmaking on the Mill 230 (1.5 hours)
- Interpreting Blueprints 230 (1.5 hours)
- Intro to Abrasives 100 (1.5 hours)
- Manual Mill Operation 220 (1.5 hours)
- Math: Fractions and Decimals 105 (1.5 hours)
- Math: Fundamentals 100 (1.5 hours)
- Math: Units of Measurement 115 (1.5 hours)
- Overview of Engine Lathe Setup 205 (1.5 hours)
- Overview of Manual Mill Setup 200 (1.5 hours)
- Setup for Centerless Grinders 320 (1.5 hours)
- Shop Algebra Overview 200 (1.5 hours)
- Shop Geometry Overview 170 (1.5 hours)
- Shop Trig Overview 210 (1.5 hours)
- Statistics 220 (1.5 hours)
- Surface Grinder Operation 240 (1.5 hours)
- Taper Turning on the Engine Lathe 240 (1.5 hours)
- Threading on the Engine Lathe 235 (1.5 hours)
- Trig: Pythagorean Theorem 205 (1.5 hours)
- Trig: Sine Bar Applications 225 (1.5 hours)
- Trig: Sine, Cosine, and Tangent 215 (1.5 hours)
- What Is Grinding? 110 (1.5 hours)

Materials Processing

- Ceramics 250 (1.5 hours)
- Ferrous Metals and Alloys 210 (1.5 hours)

- Heat Treatment of Steel 230 (1.5 hours)
- Intro to Materials 100 (1.5 hours)
- Mechanical Properties of Metals 120 (1.5 hours)
- Metal Classification 150 (1.5 hours)
- Metal Manufacturing 140 (1.5 hours)
- Nonferrous Metals and Alloys 220 (1.5 hours)
- Overview of Plastic Materials 115 (1.5 hours)
- Overview of Plastic Processes 145 (1.5 hours)
- Overview of Properties for Plastics 135 (1.5 hours)
- Physical Properties of Metals 130 (1.5 hours)
- Plastics 240 (1.5 hours)
- Principles of Injection Molding 255 (1.5 hours)
- Principles of Thermoforming 265 (1.5 hours)
- Structure of Metals 110 (1.5 hours)

Mechanical Systems

- Bearing Applications 210 (1.5 hours)
- Belt Drive Applications 230 (1.5 hours)
- Clutch and Brake Applications 250 (1.5 hours)
- Forces of Machines 110 (1.5 hours)
- Gear Applications 245 (1.5 hours)
- Gear Geometry 240 (1.5 hours)
- Intro to Mechanical Systems 100 (1.5 hours)
- Lubricant Fundamentals 130 (1.5 hours)
- Mechanical Power Variables 200 (1.5 hours)
- Power Transmission Components 120 (1.5 hours)
- Safety for Mechanical Work 105 (1.5 hours)
- Spring Applications 220 (1.5 hours)

Metal Stamping Press/Metalworking

- ANSI Insert Selection 250 (1.5 hours)
- Band Saw Blade Selection 215 (1.5 hours)
- Carbide Grade Selection 230 (1.5 hours)
- Chucks, Collets, and Vises 110 (1.5 hours)
- Clamping Basics 108 (1.5 hours)
- Cutting Fluids 210 (1.5 hours)
- Cutting Processes 140 (1.5 hours)
- Cutting Tool Materials 220 (1.5 hours)
- Cutting Variables 200 (1.5 hours)
- Drill Bushing Selection 230 (1.5 hours)
- Drill Geometry 247 (1.5 hours)
- Fixture Body Construction 200 (1.5 hours)
- Fixture Design Basics 210 (1.5 hours)
- Hard Turning 315 (1.5 hours)
- High-Speed Machining 310 (1.5 hours)
- Intro to Screw Machining 160 (1.5 hours)
- Intro to Workholding 104 (1.5 hours)
- Locating Devices 107 (1.5 hours)
- Machines for Metal Cutting 130 (1.5 hours)
- Machining Titanium Alloys 325 (1.5 hours)
- Metal Removal Processes 110 (1.5 hours)
- Milling Geometry 245 (1.5 hours)

- Optimizing Insert Life 305 (1.5 hours)
- Safety for Metal Cutting 115 (1.5 hours)
- Sawing Fundamentals 155 (1.5 hours)
- Speed and Feed Selection 300 (1.5 hours)
- Supporting and Locating Principles 106 (1.5 hours)
- Tool Geometry 240 (1.5 hours)
- Toolholders for Turning 260 (1.5 hours)
- What Is Cutting? 120 (1.5 hours)

Motor Controls

- AC Motor Applications 240 (1.5 hours)
- Acceleration Methods 385 (1.5 hours)
- Contactors and Motor Starters 250 (1.5 hours)
- Control Devices 260 (1.5 hours)
- DC Motor Applications 230 (1.5 hours)
- Deceleration Methods 380 (1.5 hours)
- Distribution Systems 320 (1.5 hours)
- Electronic Semiconductor Devices 350 (1.5 hours)
- Intro to Electric Motors 200 (1.5 hours)
- Limit Switches and Proximity Sensors 360 (1.5 hours)
- Logic and Line Diagrams 220 (1.5 hours)
- Photoelectric and Ultrasonic Devices 365 (1.5 hours)
- Photonic Semiconductor Devices 355 (1.5 hours)
- Reduced Voltage Starting 370 (1.5 hours)
- Reversing Motor Circuits 310 (1.5 hours)
- Solenoids 235 (1.5 hours)
- Solid-State Relays and Starters 375 (1.5 hours)
- Specs for Servomotors 330 (1.5 hours)
- Symbols and Diagrams for Motors 210 (1.5 hours)
- Timers and Counters 340 (1.5 hours)

Press Brakes

- Bending Fundamentals 120 (1.5 hours)
- Die Bending Operations 130 (1.5 hours)
- Operating the Press Brake 200 (1.5 hours)
- Press Brake Components 110 (1.5 hours)
- Press Brake Safety 100 (1.5 hours)
- Press Brake Specifications 220 (1.5 hours)

Programmable Logic Controllers

- Basic Programming 250 (1.5 hours)
- Basics of Ladder Logic 220 (1.5 hours)
- Data Manipulation 360 (1.5 hours)
- Hand-Held Programmers of PLCs 280 (1.5 hours)
- Hardware for PLCs 210 (1.5 hours)
- Intro to PLCs 200 (1.5 hours)
- Math for PLCs 320 (1.5 hours)
- Networking for PLCs 270 (1.5 hours)
- Numbering Systems and Codes 230 (1.5 hours)
- Overview of PLC Registers 305 (1.5 hours)
- PID for PLCs 350 (1.5 hours)
- PLC Diagrams and Programs 300 (1.5 hours)
- PLC Inputs and Outputs 240 (1.5 hours)

- PLC Installation Practices 340 (1.5 hours)
- PLC Program Control Instructions 310 (1.5 hours)
- PLC Timers and Counters 260 (1.5 hours)
- Sequencer Instructions for PLCs 330 (1.5 hours)
- Shift Registers 370 (1.5 hours)

Quality and Testing

- 5S Overview 155 (1.5 hours)
- Approaches to Maintenance 120 (1.5 hours)
- Approaches to Quality Management 255 (1.5 hours)
- Cell Design and Pull Systems 160 (1.5 hours)
- Conducting an Internal Audit 200 (1.5 hours)
- Conducting Kaizen Events 260 (1.5 hours)
- Effects 182 (1.5 hours)
- Intro to Machine Rigging 110 (1.5 hours)
- Intro to Six Sigma 170 (1.5 hours)
- Intro to Supply Chain Management 140 (1.5 hours)
- ISO 9000 Overview 110 (1.5 hours)
- Lean Manufacturing Overview 130 (1.5 hours)
- Lifting and Moving Equipment 130 (1.5 hours)
- Managing Practices for Total Quality 320 (1.5 hours)
- Metrics for Lean 230 (1.5 hours)
- Process Flow Charting 240 (1.5 hours)
- Quality Overview 100 (1.5 hours)
- Rigging Equipment 120 (1.5 hours)
- Rigging Inspection and Safety 210 (1.5 hours)
- Rigging Mechanics 220 (1.5 hours)
- Six Sigma Goals and Tools 310 (1.5 hours)
- SPC Overview 210 (1.5 hours)
- Strategies for Setup Reduction 250 (1.5 hours)
- Total Productive Maintenance Overview 150 (1.5 hours)
- Troubleshooting: Identifying Problems 180 (1.5 hours)
- Troubleshooting: Taking Corrective Actions 184 (1.5 hours)
- Troubleshooting: Understanding Causes and (1.5 hours)
- TS 16949:2002 Overview 220 (1.5 hours)
- Value Stream Mapping: The Future State 305 (1.5 hours)
- Value Stream Mapping: The Present State 300 (1.5 hours)

Robotics

- Applications for Robots 130 (1.5 hours)
- Concepts of Robot Programming 210 (1.5 hours)
- End Effectors 125 (1.5 hours)
- Industrial Network Integration 260 (1.5 hours)
- Intro to Robotics 110 (1.5 hours)
- Robot Axes 140 (1.5 hours)
- Robot Components 120 (1.5 hours)
- Robot Installations 230 (1.5 hours)
- Robot Maintenance 170 (1.5 hours)
- Robot Safety 115 (1.5 hours)
- Robot Sensors 150 (1.5 hours)
- Robot Troubleshooting 160 (1.5 hours)
- Robotic Control Systems 240 (1.5 hours)

- Robotic Drives, Hardware, and Components 220 (1.5 hours)
- Vision Systems 250 (1.5 hours)
- Soldering/Welding
 - Arc Welding Aluminum Alloys 310 (1.5 hours)
 - Arc Welding Power Sources 260 (1.5 hours)
 - Arc Welding Processes 120 (1.5 hours)
 - Arc Welding Safety 115 (1.5 hours)
 - Arc Welding Symbols and Codes 250 (1.5 hours)
 - Coil Handling Equipment 140 (1.5 hours)
 - Coil Loading Procedures 250 (1.5 hours)
 - Die Components 130 (1.5 hours)
 - Die Cutting Variables 200 (1.5 hours)
 - Die Setting Procedures 300 (1.5 hours)
 - Electrical Power for Arc Welding 140 (1.5 hours)
 - Electrode Selection 270 (1.5 hours)
 - FCAW Applications 230 (1.5 hours)
 - Ferrous Metals for Welding 200 (1.5 hours)
 - GMAW Applications 220 (1.5 hours)
 - GTAW Applications 240 (1.5 hours)
 - Guiding System Components 230 (1.5 hours)
 - Intro to Submerged Arc Welding 160 (1.5 hours)
 - Lead-Free Soldering 230 (1.5 hours)
 - Monitoring Press Operations 220 (1.5 hours)
 - Nonferrous Metals for Welding 205 (1.5 hours)
 - Overview of Weld Types 130 (1.5 hours)
 - Oxyfuel Welding Applications 207 (1.5 hours)
 - Oxyfuel Welding Safety 105 (1.5 hours)
 - Plasma Cutting 265 (1.5 hours)
 - Press Basics 110 (1.5 hours)
 - Punch and Die Operations 120 (1.5 hours)
 - Safety for Soldering 115 (1.5 hours)
 - SAW Applications 255 (1.5 hours)
 - SMAW Applications 210 (1.5 hours)
 - Solder and Flux Selection 210 (1.5 hours)
 - Soldering Applications 200 (1.5 hours)
 - Soldering Equipment 130 (1.5 hours)
 - Soldering PCBs 220 (1.5 hours)
 - Stamping Safety 115 (1.5 hours)
 - Stripper System Components 235 (1.5 hours)
 - Visual Inspection of Welds 280 (1.5 hours)
 - What Is Arc Welding? 110 (1.5 hours)
 - What Is Oxyfuel Welding? 100 (1.5 hours)
 - What Is Soldering? 110 (1.5 hours)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 100% of total training hours.



RETRAINEE - JOB CREATION

Training Proposal for:

Los Robles Regional Medical Center

Agreement Number: ET16-0376

Panel Meeting of: February 26, 2016

ETP Regional Office: North Hollywood

Analyst: J. Romero

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SET Job Creation Initiative	Industry Sector(s):	Healthcare Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Ventura and Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No SEIU-UHW and SEIU 121 RN			
Number of Employees in:	CA: 7,800	U.S.: 199,000	Worldwide: 199,000	
Turnover Rate:	7%			
Managers/Supervisors: (% of total trainees)	0%			

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$746,974		\$0	\$0		\$746,974

In-Kind Contribution:	100% of Total ETP Funding Required	\$1,700,000
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate Medical Skills Training SET	MS Didactic; MS Clinical with Preceptor; Computer Skills; Continuous Improvement	737	8-200	0-24	\$882	\$21.28
				Weighted Avg: 49			
2	Job Creation Priority Rate Medical Skills Training	MS Didactic; MS Clinical with Preceptor; Computer Skills; Continuous Improvement	37	8-200	0-24	\$2,620	\$37.75
				Weighted Avg: 131			

Minimum Wage by County: Job Number 1 (SET/Priority Industry): \$21.28 per hour;

Job Number 2 (Job Creation): \$12.77 per hour for Ventura County

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

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

Up to \$1.61 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		
Registered Nurse		630
Respiratory Therapist		36
Radiology Technician		9
CT Technician		7
Imaging Specialist		13
Certified Nursing Assistant		42
Sub Total:		737
JOB NUMBER 2		
Registered Nurse		37
TOTAL:		774

INTRODUCTION

Los Robles Regional Medical Center (Los Robles) (www.losrobleshospital.com) is a 354-bed acute care hospital that provides medical services to the residents of Ventura and Los Angeles Counties, the Greater Conejo Valley and surrounding communities.

Los Robles offers a full array of medical services including a 24-hour emergency department/Level II trauma center; medical ICU/surgical ICU/CCU; maternity, neonatal intensive care unit; medical and surgical departments; comprehensive cancer center; heart & cardiovascular center; same day surgery; transitional care unit; and rehab center. The hospital has over 500 board certified physicians representing more than 35 specialties, and is the only Level II trauma center in East Ventura County. It is also an accredited STEMI Center (S-T Segment Elevation Myocardial Infarction [Heart Attack]) for Ventura and Los Angeles Counties, a Joint Commission-Accredited Stroke Center, and an EDAP Center (Emergency Department Approved for Pediatrics) for northern Los Angeles County.

Founded in 1968, Los Robles belongs to the Far West Division of its parent company, the Healthcare Corporation of America, Inc. (HCA), a private, for-profit organization based in Nashville, Tennessee. The hospital complex is comprised of three principal sites. The Main Campus on Janss Road in Thousand Oaks is the largest facility. The Thousand Oaks Surgical Hospital (TOSH) (3 miles away) provides outpatient and inpatient surgery. The East Campus in West Lake Village provides post-operative, 24/7 nursing care for patients who have undergone joint replacement surgery. The Inpatient Rehabilitation staff work with patients and their families to achieve optimal functioning levels prior to discharge; the Outpatient Rehabilitation staff provides Physical Therapy, Occupational Therapy, Speech-Language Pathology, Pulmonary Rehabilitation, and Cardiac Rehabilitation.

This proposal is eligible to be funded under the Special Employment Training provision for a Panel priority industry (Nursing and Allied Healthcare). Training will begin upon contract approval, and will be center-based at all three hospital facilities. Classes will be provided mainly by the Education Department and clinical educators.

This is Los Robles' third Agreement. In this proposal, Los Robles will train both newly-hired and incumbent employees in preparation for the new services that the hospital has been approved by the CA Department of Public Health (CDPH) to offer by March 2016. Los Robles will open three new units/service lines:

- 1) Neurovascular Program which utilizes minimally invasive procedures to treat complex diseases that affect the brain and spine such as aneurysms, arteriovenous malformations, arteriovenous fistulas, and stroke;
- 2) Adult Care for Elders (ACE) unit which is a general medical unit that provides medical services plus geriatric interventions for patients from 70 and above. The unit meets the needs of older adult patients and employs an interdisciplinary team that provides care based on proven, effective practices; and,
- 3) Pediatric Intensive Care Unit (PICU), a four-bed unit that provides a full range of medical care services for severely ill and sick infants and children from newborn through the thirteenth year of age.

These new units/service lines will create new jobs and positions as well as for existing employees within the facility which will necessitate initial and ongoing training that will focus on skills required to care for patients in existing departments as well as for patients that will be serviced in the new units. The SEIU-UHW and SEIU 121RN represents 565 employees who will be participating in this ETP Agreement and have provided letters of support for this proposal.

PROJECT DETAILS

ETP funding will help Los Robles staff its current clinical departments, as well as the new service units, namely, Neurovascular Program, ACE unit, and PICU. Los Robles will hire and train 37 Registered Nurses and retrain a diverse range of nursing staff and allied health employees from other existing units, for a combined training population of 737 incumbent employees.

This proposal will help facilitate successful transition of the newly hired nurse to the fast-paced acute care environment; prepare nurses with standardized skill sets to provide competent and safe patient care; and, increase the commitment and retention of new nurses within the organization resulting in a reduced rate of nurse turnover.

Training Plan

Training in this proposal will focus on nurse and clinical staff skills required to care for patients in their current clinical departments as well as cross-trained in other departments. The training will also provide education and skills to meet the needs of a constantly changing healthcare system, such as in areas of new high-technology equipment and electronic medical records. This proposed training plan targets Medical (Didactic and Clinical Preceptor), Computer and Continuous Improvement skills training.

MS Didactic (35%): Training will be offered to Registered Nurses (RNs) in a classroom setting. New Graduate Nurses will receive extended classroom training specific to caring for patients utilizing the new menu of patient services. In order to maintain the many accreditations and certifications (Stroke, Stemi, Breast Cancer, Trauma, Hip & Joint, etc.) the Hospital must provide ongoing education to new and incumbent staff. Trainees will benefit from the education and training by staying current with new trends in practice. The ongoing education also helps the staff remain proficient in their specialty.

MS Clinical with Preceptor (35%): Training will be offered to New Graduate RNs in an extended preceptorship in the unit of their employment prior to being authorized to work independently. Combined with didactic instruction, the clinical preceptorship provides the newly graduated RN's the opportunity to learn new essential skills under the supervision of the preceptor. By observing the experienced nurse in action, the newly-graduated RN learns by hands-on experiences, validated by an experienced preceptor. This type of training benefits both the Hospital & the new graduate RN by providing the necessary training to practice competently, and confidently as an independent RN in the hospital setting.

Computer Skills (10%): Training will be offered to all occupations. As technology evolves, new programs are developed to assist with patient care and quality metrics. Trainees will receive new and continuous training in computer skills to remain proficient in the care they administer and document. This type of training benefits the Hospital by keeping the workforce proficient in documentation and the electronic healthcare recordkeeping.

Continuous Improvement (20%): Training will be offered to all occupations. This training will enhance, maintain and/or introduce new skills, equipment training, patient care and assessment education to the trainee. This type of training benefits the Hospital and its workforce by improving the skills of its employee and improving patient care.

Medical Skills Training

The Panel has established a reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model. For this project, approximately 667 RNs and a group of allied medical workers will participate in clinical skills training. Recognizing a higher cost of delivery for clinical skills training, the \$22 per hour rate, will apply to both Didactic

and Preceptor modes of delivery. The standard class/lab rate for priority industries, \$18 per hour, will apply to Computer and Continuous Improvement Skills training.

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, and trainees will be subject to a lower post-retention wage.

Los Robles has committed to hiring 37 new employees (Job Number 2). The date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. Trainees will be hired into "net new jobs" as a condition of contract. As a feature of this program, the Substantial Contribution requirement will be waived for Job Number 2.

Los Robles will recruit, hire, and train 37 RNs, to staff the three new service units that are scheduled to begin in March 2016. The training in this proposal will help newly-hired nurses transition into the acute care environment and work in specialty units which is very costly for the hospital to deliver on its own. Although not included in the new-hire Job Number 2 of this proposal, over the next two years, Los Robles projects to hire and onboard an additional 144 new nurses to support growth and backfills within the Hospital.

Special Employment Training (SET) Wage Modification

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 of \$28.37 at the end of retention. Trainees employed in a priority industry qualify for a SET wage modification up to 25% below the statewide average hourly wage. Los Robles Medical requests this wage modification of \$21.28 for trainees in Job Number 1.

Substantial Contribution

Los Robles is a repeat contractor with payment less than \$500,000 earned at the Los Robles facilities within the past five years. Therefore, Substantial Contribution does not apply.

Commitment to Training

Los Robles' annual training budget is approximately \$1.3M annually for training in different areas such as employee orientation, department skills training, safety training, equipment training and patient assessment and care 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 begin upon contract approval, and will be center-based at all three hospital facilities. Classes will be provided mainly by the Education Department and clinical educators. Since this is Los Robles' third ETP Agreement, the Hospital has developed internal administrative procedures to capture training using rosters completed according to ETP guidelines, which help maximize earnings and performance. Los Robles has contracted with Altus Group US, Inc.

(Altus Group) to provide administrative support and recordkeeping throughout the term of this ETP Agreement.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Los Robles under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
ET13-0321	Thousand Oaks	04/01/13-03/31/15	\$439,500	*\$439,500	(100%)

* Only \$247K earned is for incumbent training

DEVELOPMENT SERVICES

Altus Group in Maryland assisted with development for a flat fee of \$7,500.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

N/A

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

8 - 200 Trainees may receive any of the following:

MEDICAL SKILLS TRAINING - DIDACTIC

- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Behavioral Health Nursing Skills
- Basic Life Support (BLS)
- Body Mechanics
- Care of Bariatric Patient
- Care of the Cardiac Patient
- Care of the Burn Patient
- Care of the Neurosurgical Patient
- Care of Pediatric Patients (Acute Care)
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginning & Advanced)
- Emergency Care of the Burn Patient
- Emergency Room Nursing Skills
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds and mattresses)
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Infection Control
- Intra-Aortic Balloon Pump Therapy (IABP)
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous (IV) Insertion & Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Management of the Renal Transplant Surgical Patient
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support (NALS)
- Neonatal/Infant Pain Scale (NIPS)
- Neonatal Intensive Care Unit (NICU) Nursing Skills
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider (NRP)

- New Graduate Nursing Skills
- Nurse Orientation Training (New Grads only)
- Nursing Diagnosis Skills
- Nursing Process Skills
- OB Trauma
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support (PALS)
- Pediatric Critical Care
- Pediatric Critical Care Assessment
- Pediatric Critical Care Cardiac Monitoring
- Pediatric Critical Care Respiratory Monitoring/Ventilator Support
- Peri-operative Nursing Skills
- Pre and Post-Operative Care
- Psychiatric Nursing Skills
- Psychotropic Medications
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Surgical Nursing Skills
- S.T.A.B.L.E.
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Triage Nursing Skills
- Trauma Nursing Skills
- Ventilator and Tracheotomy Care
- Wound & Skin Care

MEDICAL SKILLS TRAINING – CLINICAL PRECEPTOR

- **Emergency Department Training**
 - Emergency Room Nursing Skills
 - Emergency Care of the Burn Patient
 - OB Trauma
 - Trauma Nursing Skills
 - Triage Nursing Skills
 - Care of Pediatric Patients
 - Care of Burn Patients
- **Imaging Department Training**
 - Radiation Safety Parameters for Patients and Staff
 - Quality Control
 - Procedural Knowledge & Skills for Radiologic Imaging, CT Imaging, Nuclear Imaging, MRI Imaging
 - Magnet Safety for MRI Staff

- **Intensive Care Unit/Critical Care Unit Training**
 - Critical Care Nursing Skills
 - Patient Assessment & Care
 - Intra-Aortic Balloon Pump (IABP) Therapy
 - Intracranial Pressure Monitoring & Ventriculostomy
 - Hemodynamic Monitoring
 - Pre and Post-Operative Care
 - Care of Trauma Patient
 - Management of the Renal Transplant Surgical Patient
 - Ventilator & Tracheotomy Care
 - Maintaining and Stabilizing the Organ Donor Patient
- **Laboratory and Phlebotomy Department Training**
 - Knowledge and Skills Related to Infection Prevention Before, During, and After Phlebotomy Procedures
 - Knowledge of Vascular Anatomy and Physiology
 - Safe Identification and Labeling of All Specimens
 - Knowledge and Demonstrated Skills Regarding OSHA Sharps Safety
 - Knowledge and Skills Required for Determining Venous Access Sites
- **Long Term Care Unit (Subacute, Skilled Nursing, Transitional Care & Hospice)**
 - Patient Assessment & Care
 - Geriatric Nursing Skills
 - Med/Surg Nursing Skills
 - Pre and Post-Operative Care
 - Orthopedic Nursing Skills
 - Oncology Nursing Skills
 - Hospice Nursing Skills
- **Medical/Surgical Unit Training**
 - Patient Assessment & Care
 - Medical/Surgical Nursing Skills
 - Pre and Post-Operative Care
 - Orthopedic Nursing Skills
 - Management of the Renal Transplant Surgical Patient
 - Oncology Nursing Skills
- **Acute Care – Elderly Unit Training (ACE)**
 - Geriatric Patient Assessment & Care
 - Geriatric Medical/Surgical Nursing Skills
 - Pre and Post-Operative Care of the Geriatric Patient
 - Geriatric Orthopedic Nursing Skills
 - Progressive Mobility for the Geriatric Patient
- **Neonatal Intensive Care Unit (NICU) Training**
 - Patient Assessment & Care
 - Neonatal Resuscitation Provider (NRP)
 - Neonatal Advanced Life Support
 - Neonatal Intensive Care Unit (NICU) Nursing Skills
 - Neonatal/Infant Pain Scale (NIPS)
 - Palliative Care

- **Obstetrics Unit Training**
 - Patient Assessment & Care
 - Antepartum, Labor, Delivery and Postpartum Skills
 - Neonatal Nursing Skills
 - S.T.A.B.L.E.
 - Advanced & Electronic Fetal Monitoring
 - Neonatal Resuscitation Provider (NRP)
 - Neonatal Intensive Care Unit (NICU) Nursing Skills
- **Operating Room and Post-Anesthesia Care Unit (PACU) Training**
 - Patient Assessment & Care
 - Trauma Nursing Skills
 - Care of the Burn Patient
 - Peri-operative Nursing Skills
 - Pre and Post-Operative Care
- **Pediatric Services Unit**
 - Care of Pediatric Patients (Acute Care, Intensive Care)
 - Patient Assessment & Care
 - Pre & Post-Operative Care
- **Rehabilitation Services Unit Training**
 - Patient Assessment & Care
 - Medical/Surgical Nursing Skills
 - Pre and Post-Operative Care
 - Post-Orthopedic Surgery Nursing Skills
 - Post-Trauma Injury Nursing Skills
 - Post-Neurological Injury Nursing Skills
- **Progressive Care Unit (PCU) Training**
 - Patient Assessment and Care
 - Critical Care Nursing Skills
 - Ventilator & Tracheotomy Care
 - Hemodynamic Monitoring
 - Total Parenteral Nutrition
- **Surgical Services Unit Training**
 - Patient Assessment & Care
 - Trauma Nursing Skills
 - Surgical Nursing Skills
 - Pre and Post-Operative Care
- **Telemetry Unit Training**
 - Care of the Cardiac Patient
 - EKG & Cardiac Monitoring
 - Dysrhythmia Interpretation
 - Telemetry Nursing Skills
 - Pre and Post-Operative Care
 - Care of the Neurosurgical Patient
 - Intravenous (IV) Therapy

COMPUTER SKILLS

- Microsoft Office/Excel Skills (Intermediate and Advanced)
- Patient Billing and Accounts Receivable (PBAR) tracking Skills
- MediTech Order Entry Skills
- Electronic Medical Records Application Skills

CONTINUOUS IMPROVEMENT

- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Communications Skills
- Conflict Resolution Skills
- CORE Measures
- Crisis Prevention Intervention (CPI)
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Service Skills
- Documentation Skills
- Continuous Quality Improvement
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Preceptor Skills (train-the-trainer)
- Performance and Quality Improvement and Procedures Skills
- Team Building Skills
- Utilization Review

CBT Hours

0-24

COMPUTER BASED TRAINING (CBT)**Health Stream**

- Ethics – Code of Conduct (1 hour)
- Nursing Orientation (4 hours)
- Patient Safety Initiative Training (1 hour)

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. CBT is capped at 50% of total training hours, per trainee.



UNITED HEALTHCARE
WORKERS WEST
SERVICE EMPLOYEES
INTERNATIONAL
UNION, CLC

November 24, 2015

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

To Whom It May Concern:

SEIU-UHW supports Los Robles Hospital and Medical Center's efforts to provide training programs for our bargaining unit members. By making these programs available, Los Robles is helping staff to develop skills and abilities which will improve patient care and patient safety. Well trained staffs are a needed resource. We believe this training will be beneficial to all.

If you have any questions, please contact me at the numbers below.

Sincerely,

Betty Trist,
Union Representative – Hospital Division
SEIU United Healthcare Workers-West
5480 Ferguson Drive
Los Angeles, California 90022
Cell: (805) 415-5320
Fax: (805) 604-7646 / (323) 721-3538
E-mail: etrist@seiu-uhw.org

Dave Regan - President
Stan Lyles - Vice President

560 Thomas L. Berkley Way
Oakland, CA 94612
510-251-1250
FAX 510-763-2680

5480 Ferguson Drive
Los Angeles, CA 90022
323-734-8399
FAX 323-721-3538



December 3, 2015

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

RE: Los Robles Hospital and Medical Center's Application for Training Funds

To Whom It May Concern;

We are submitting this letter to confirm our support of the proposal and application for funds submitted by Los Robles Hospital and Medical Center related to the Employment Training Fund.

SEIU Local 121RN and Los Robles Hospital and Medical Center are jointly committed to the delivery of safe, quality patient care. This requires continuing education and training of the nursing workforce, and providing these professional development opportunities takes financial resources that the Employment Training Fund can assist with.

Thank you for your consideration.

Should you require additional information, please don't hesitate to contact me at (626) 375-9976 or via email at carranzas@seiu121rn.org.

Respectfully Submitted,

Sandra Carranza

Sandra Carranza
Union Representative
SEIU Local 121RN

Cc: Sue Weinstein, RN, Executive Director, SEIU Local 121RN
Rosanna Mendez, Chief of Staff, SEIU Local 121RN

1040 Lincoln Ave.
Pasadena, CA 91103
Phone: (626) 639-6200
Fax: (626) 395-7538



FIGHT FOR SAFE STAFFING AND QUALITY PATIENT CARE



RETRAINEE - JOB CREATION

Training Proposal for:

US Foodservice, Inc.

Agreement Number: ET16-0373

Panel Meeting of: February 26, 2016

ETP Regional Office: North Hollywood

Analyst: M. Webb

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Goods Movement Transportation/Logistics Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Riverside, and San Diego County	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Teamsters Locals 87, 495, 542, 630, 848, 986		
Number of Employees in:	CA: 1,980	U.S.:24,500	Worldwide: 25,000
<u>Turnover Rate:</u>	13%		
<u>Managers/Supervisors:</u> (% of total trainees)	16%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$351,300		\$0	\$0		\$351,300

In-Kind Contribution:	100% of Total ETP Funding Required	\$375,000
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Mfg Skills, OSHA 10/30	270	8-200	0	\$990	\$15.60
				Weighted Avg: 55			
2	Retrainee Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Mfg Skills, OSHA 10/30	120	8-200	0	\$700	\$13.50
				Weighted Avg: 35			

Minimum Wage by County: Job Number 1: \$16.48 per hour for trainees in Los Angeles County; \$15.60 per hour for trainees in Riverside County; and \$16.46 per hour for trainees in San Diego County. Job Number 2: \$13.73 per hour for trainees in Los Angeles County; \$12.77 per hour for trainees in Riverside County; and \$13.72 per hour for trainees in San Diego County.

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

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

Up to \$0.98 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		
Administrative/Support Staff		87
Technical Staff		60
Production Staff		75
Supervisors/Managers I		28
Supervisors/Managers II		20
Job Number 2		
Administrative/Support Staff		25
Technical Staff		35
Production Staff		45
Supervisors/Managers		15

INTRODUCTION

Established in 1989, US Foodservice, Inc. (US Foods) (www.usfoods.com) is a certified “green” assemble distribution operation that supplies over 350,000 national brand products alongside the company’s own private-label and signature brand items. Products include meats, produce, frozen foods, and restaurant equipment and supplies. US Foods includes divisions in Northern and Southern California and have more than 60 offices throughout the nation. Training under this Agreement will only include the Southern California Division for three locations (Corona, La Mirada, and Vista). This will be US Food’s third ETP Agreement.

PROJECT DETAILS

In prior ETP Agreements, training topics focused on upgrades to the Company’s ERP system, a new mobile application, implementation of total quality management, a sales model update, and the launch of new product lines (Chef’s Line, Metro Deli, Molly’s Kitchen, etc.). Courses that were offered in prior Agreements will only be offered to staff that did not participate or complete training under prior Agreements. Courses include Marketing Strategies for Growth, Frontline Decision Making and Problem Solving, and Time Management and Performance Management.

US Foods is expanding to include new customers in industries such as school districts, universities, chain restaurants, and government agencies. Training is required as each industry has different requirements. For example, to work with school districts, staff must learn new food and dietary trends and train in topics like Nutritious Food Science and Food Safety. Training on Product Consistency Management will also ensure all products meet customer expectations and are of high quality and taste.

New technology and services will be added to all locations to meet customer demand. US Foods recently started offering its customers an online newsletter/information page called *The Scoop*. Customers can subscribe to the online newsletter. The newsletter highlights new food offerings, the latest equipment, new recipes, and creative ideas that can energize menus and increase sales. Training will expand publication knowledge and ensure the newsletter is up-to-date.

Retrainee - Job Creation

The Panel is offering incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

US Foods will be expanding business capacity by hiring 120 new employees at the Southern California Division locations (Job Number 2) to existing business functions to support the new technology and services. Occupations that will be hired under this Agreement include Administrative/Support Staff, Production Staff, Technical Staff, and Supervisors/Managers.

The date-of-hire for all trainees in Job Number 2 will be within the three-month period before contract approval or within the term-of-contract. Trainees will be hired into “net new jobs” as a condition of contract.

Training Plan

Training will be delivered through Class/Lab and E-Learning methods.

Business Skills (20%): Training will be offered to all occupations to ensure staff continues to focus on product assessments and develop solid marketing strategies. Course titles to be delivered include Performance Management, Time Management, and Technical Writing.

Commercial Skills (30%): Training will be offered to all occupations. Employees will receive training in product handling, equipment operation, and new services.

Computer Skills (15%): Training will be offered to all occupations to ensure staff is up-to-date on computer software programs. Training in Microsoft Office, Averro, and Edge will improve employee skill set and increase efficiencies.

Manufacturing Skills (17%): Training will be offered to Production and Technical Staff to learn how to operate new equipment to produce US Foods products.

Continuous Improvement (15%): Training will be offered to all occupations to ensure they can identify issues and implement solutions in a timely manner. Course topics to be delivered will include Decision Making and Quality Systems for New Initiatives.

OSHA 10/30 (3%): Training will be offered to Production Staff and Supervisors/Managers to remain up-to-date on safety programs required at US Foods facilities. 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.

Substantial Contribution

Although the Company has earned over \$250,000 in the past five years, no single location has surpassed that amount. Therefore, US Foods is not subject to Substantial Contribution.

Commitment to Training

US Foods spends approximately \$100,000 on training at each facility in the Southern California Division. Training delivered includes HR compliance trainings such as employee orientation, ethics training, basic skills training, and workplace awareness violence.

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 managed by one Human Resource Manager at each of the three locations. Staff will coordinate with department heads and supervisors to schedule training and collect ETP rosters. The company has also hired Sallyanne Monti Consulting as the third party administrator to perform administrative services under this Agreement.

Union Letters

All union letters supporting this proposed training have been received and placed in the file.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by US Foods under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0283	Corona, La Mirada, and Vista	02/03/14- 02/02/16	\$299,240	\$299,240 (100%)
ET13-0167	Livermore	10/08/12- 10/07/14	\$169,248	\$169,248 (100%)

DEVELOPMENT SERVICES

US Foods retained Sallyanne Monti Consulting in San Francisco to assist with development of this proposal for a flat fee of \$15,000.

ADMINISTRATIVE SERVICES

US Foods also retained Sallyanne Monti Consulting to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

N/A

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Leadership Development
- Marketing Strategies for Growth
- Performance Management
- Technical Writing
- Time Management

COMMERCIAL SKILLS

- New Industries
 - Chain Restaurants
 - Product Consistency Management
 - Government Agencies
 - Cost Analysis and Process Improvement and Food Safety Procedure
 - School Districts
 - Nutritious Food Science
 - Universities
 - Healthy Food & Dietary Trends
- New Services
 - The Scoop
 - Publication Management & Food Trends

COMPUTER SKILLS

- New Technology for Growth
 - Avero
 - Customer Cookbook
 - Edge
 - My Kitchens
 - Office 2007 Advanced
 - Precima for Pricing
 - Salesforce
 - Voxware Voice Command Inventory Picking
 - Windows 7
 - Xeta Communication Systems

CONTINUOUS IMPROVEMENT

- Decision Making and Problem Solving on the Frontline
- Quality Systems for New Initiatives

MANUFACTURING SKILLS

- Production Techniques for New Customers
 - Inventory Management
 - Process Management

OSHA 10/30 (requires certified OSHA instructor)

- OSHA 10 (requires completion of 10 hours)
- OSHA 30 (requires completion of 30 hours)

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.



TEAMSTERS LOCAL UNION 87

General Teamsters and Food Processing

Kern, Inyo & Mono Counties

Affiliated with the International Brotherhood of Teamsters

JOSEPH H. SUMLIN
Secretary-Treasurer

Telephone (661) 327-8594
Fax (661) 327-0931

2531 "G" Street
Bakersfield, Calif. 93301

December 14, 2015

STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL

RE: ETP TRAINING FOR US FOODS

To Whom It May Concern:

This letter is to express our support of US Foods application for funding with the State of California Employment Training Panel.

We anticipate that this program will enable the company to upgrade employee skills. The company anticipates increased employee retention and product quality, enabling them to remain competitive while growing their business, leading to greater job creation and security.

This letter has been emailed to Marlene Grove, HR Business Partner, West Division for U.S. Foodservice via marlene.grove@usfoods.com

Sincerely,

Joseph H. Sumlin
Secretary-Treasurer

JHS;lmc



TEAMSTERS AUTOMOTIVE, INDUSTRIAL AND ALLIED WORKERS LOCAL UNION No. 495

R.M. "BOB" LENNOX
Secretary-Treasurer

GEORGE PARK
President

December 15, 2015

State of California
Employment Training Panel

RE: ETP TRAINING FOR US FOODS

To Whom It May Concern:

This letter is to express our support of U.S. Foodservice's application for funding with the State of California Employment Training panel.

We anticipate that this program will enable the company to upgrade employee skills. The company anticipates increased employee retention and product quality, enabling them to remain competitive while growing their business, leading to greater job creation and security.

This letter has been emailed to Marlene Grove, HR Business Partner, West Division for US Foods via marlene.grove@usfoods.com.

Sincerely,

TEAMSTERS AUTOMOTIVE, INDUSTRIAL
AND ALLIED WORKERS LOCAL NO. 495

Bob Lennox
Secretary-Treasurer

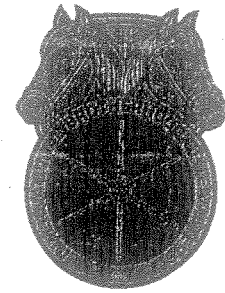
BL:pl



**TEAMSTERS, CHAUFFEURS,
WAREHOUSEMEN AND HELPERS
LOCAL UNION No. 542**

San Diego and Imperial Counties, California
and the City of Yuma, Arizona

Affiliated with
INTERNATIONAL BROTHERHOOD OF TEAMSTERS



Jaime Vasquez
Secretary-Treasurer

Phillip Farias
President

Cliff Cunningham
Vice-President

Betsy Moreno
Recording Secretary

Ivan Murillo
Trustee

Jim Maclean
Trustee

Don Mack
Trustee

December 16, 2015

State of California
Employment Training Panel

Re: **ETP Training for U.S. Foods**

To Whom It May Concern:

This letter is to express our support of US Foods' application for funding with the State of California Employment Training Panel.

We anticipate that this program will enable the company to upgrade employee skills. The company anticipates increased employee retention and product quality, enabling them to remain competitive while growing their business, leading to greater job creation and security.

This letter has been emailed to Marlene Grove, HR Business Partner West Division for US Foods via marlene.grove@usfoods.com.

Sincerely,

Jaime Vasquez
Secretary-Treasurer
Principal Officer
Teamsters Local 542



Food, Industrial and Beverage Warehouse, Drivers
and Clerical Employees Union - Los Angeles and Vicinity

ET16-0373

(213) 627-2178

Fax (213) 627-0846

Teamsters Local Union No. 630

750 S. Stanford Avenue / Los Angeles, California 90021-1416

LOU VILLALVAZO
SECRETARY-TREASURER

FRANK AFOA
PRESIDENT

JANUARY 6, 2016

STATE OF CALIFORNIA EMPLOYMENT TRAINING PANEL

RE: ETP TRAINING FOR US FOODS

To Whom It May Concern:

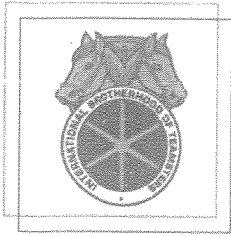
This letter is to express our support of US Foods application for funding with the State of California Employment Training Panel.

We anticipate that this program will enable the company to upgrade employee skills. The company anticipates increased employee retention and product quality, enabling them to remain competitive while growing their business, leading to greater job creation and security.

This letter has been emailed to Marlene Grove, HR Business Partner, West Division for U.S. Foodservice via marlene.grove@usfoods.com.

Sincerely,

Lou Villalvazo – Secretary-Treasurer



Teamsters Local Union No. 848

Chartered in 1937

ERIC TATE
SECRETARY-TREASURER

December 16, 2015

**STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL**

RE: ETP TRAINING FOR US FOODS

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Sincerely,

Gil Baltazar

President/Business Representative
Teamsters Local Union #848

cc: Marlene Grove, US Foods

Our Members Are Our Strength . . . Our Children Are Our Future . . . Our Retirees Are Our Foundation

CHRISTOPHER S. GRISWOLD
Secretary-Treasurer

SEAN P. HARREN
President

TEAMSTERS LOCAL UNION NO. 986

AFFILIATED WITH THE INTERNATIONAL BROTHERHOOD OF TEAMSTERS

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



December 15, 2015

STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL

RE: ETP TRAINING FOR US FOODS

To Whom It May Concern:

This letter is to express our support of U.S. Foodservice's application for funding with the State of California Employment Training Panel.

We anticipate that this program will enable the company to upgrade employee skills. The company anticipates increased employee retention and product quality, enabling them to remain competitive while growing their business, leading to greater job creation and security.

This letter has been emailed to Marlene Grove, HR Business Partner, West Division for US Foods via marlene.grove@usfoods.com.

Sincerely,

Chris Griswold
Secretary-Treasurer

CG:ct

Main Office: 1198 Durfee Avenue • South El Monte, CA 91733 • PHONE (626) 350-9860 • FAX (626) 448-0986
Regional Office: 300 Shadow Lane • Las Vegas, NV 89106 • PHONE (702) 385-0995 • FAX (702) 385-4410
Regional Office: 115 West Bunny Avenue • Santa Maria, CA 93458 • PHONE (805) 922-7875 • FAX (805) 922-3885

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Training Proposal for:
Wonderful Citrus Packing LLC
Agreement Number: ET16-0375

Panel Meeting of: February 26, 2016

ETP Regional Office: North Hollywood

Analyst: L. Vuong

PROJECT PROFILE

Contract Attributes:	HUA Priority Rate Retrainee Seasonal Veterans	Industry Sector(s):	Agriculture Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	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: 2,000	U.S.: 3,000	Worldwide: 4,000
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$762,240		\$103,976 (15% Jobs 1&2)	\$0		\$658,264

In-Kind Contribution:	100% of Total ETP Funding Required	\$700,000
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee HUA Priority Rate	Computer Skills, Continuous Impr., Mfg. Skills	40	8-200	0	*\$2,340	**\$12.00
				Weighted Avg: 153			
2	Seasonal Workers HUA Priority Rate	Computer Skills, Continuous Impr., Mfg. Skills	196	8-200	0	*\$2,524	**\$12.00
				Weighted Avg: 165			
3	Retrainee HUA Priority Rate Veterans	Computer Skills, Continuous Impr., Mfg. Skills	10	8-200	0	\$3,366	**\$12.00
				Weighted Avg: 153			
4	Seasonal Workers HUA Priority Rate Veterans	Computer Skills, Continuous Impr., Mfg. Skills	10	8-200	0	\$3,630	**\$12.00
				Weighted Avg: 165			

*Reflects Substantial Contribution

**It will be made a condition of contract that the trainees 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. This highest minimum wage rate will prevail.

Minimum Wage by County: ETP HUA Minimum Wage: \$11.70 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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Business Coordinator		2
Clerk		2
Control Systems Technician		2
Equipment Operator		11
Lead Staff		4
Maintenance Worker		4
Production Worker		5
Quality Control Worker		5
Warehouse Worker		5

Job Number 2 - Seasonal		
Business Coordinator		5
Clerk		15
Control Systems Technician		2
Equipment Operator		80
Lead Staff		40
Maintenance Worker		10
Production Worker		30
Quality Control Worker		10
Warehouse Worker		4
Job Number 3 & 4 – Veterans & Seasonal		
Business Coordinator		2
Clerk		2
Control Systems Technician		4
Equipment Operator		2
Lead Staff		2
Maintenance Worker		2
Production Worker		2
Quality Control Worker		2
Warehouse Worker		2

INTRODUCTION

Wonderful Citrus Packing LLC (Wonderful Citrus) (www.wonderfulcitrus.com) was founded in 1950 and is wholly-owned by The Wonderful Company. With approximately 47,000 acres of citrus orchards, Wonderful Citrus is the largest producer of fresh citrus in the United States. The Company is headquartered in Delano and also operates a packing plant in Delano. It also farms in various locations in the San Joaquin Valley, Ventura County, Texas and Mexico.

Wonderful Citrus processes and ships 600 million pounds of fruit to WalMart, Costco, Sams, Target, Safeway, Vons and other retailers year-round. Since 2013, Wonderful Citrus has increased its workforce from 1,000 to 2,000 employees and has experienced a substantial increase in production from 450 to 600 million pounds per season. In addition to full-time permanent staff, the Company also employs seasonal workers during peak times of the year and continues to employ them as production increases. Wonderful Citrus is requesting ETP funding to train 40 full-time employees, 206 seasonal workers (includes 10 Veterans seasonal) and 10 Veterans at its Delano facility (13% of its California workforce).

Wonderful Citrus is striving to meet its customers' expectations and demands. In support of the recent increase in staff and production, the Company has developed a company-wide program to modernize business systems and procedures.

Prior ETP Agreements with this Company were under its former corporate name Paramount Citrus Packing Company LLC. Since then, the Company changed its name and business

registration to Wonderful Citrus Packing LLC. The name change took effect in June 2015 and did not affect the ownership or business operations. The Company is a wholly-owned subsidiary of The Wonderful Company in Los Angeles. Furthermore, its products are marketed in retail outlets under the brand name Halo®.

There are two ETP Agreements under The Wonderful Company umbrella: Wonderful Pistachios and Almonds, LLC, ET15-0323 (\$529,000 approved amount) that runs until November 23, 2016, and The Wonderful Company, ET15-0481 (\$86,625 approved amount) that runs until June 24, 2017.

Wonderful Pistachios and Almonds, LLC, ET15-0323 requested an Amendment before the January Panel to increase the Agreement amount from \$529,200 to \$743,400, which was approved. The two companies and training are separate and distinct, and the Wonderful Pistachios training is not related to this project.

Seasonal Worker/Retention

The seasonal workers (Job Numbers 2 & 4) are employed approximately seven months out of the year in keeping with the citrus crop cycle. These employees receive the same health benefits as the full time permanent staff. In keeping with Panel guidelines for this program, the seasonal workers qualify for a modified retention period: no less than 500 hours within 12 months of the end-of-training.

Wonderful Citrus had strong performance for season worker trainees in the prior Agreement (ET13-0412). Training for seasonal workers under the prior Agreement focused on the skills needed related to the expansion of its Delano facility. Training under this contract however, will concentrate on sophisticated food processing needs to provide high quality products at lower costs and enhance reliability in shipping and inventory management program.

PROJECT DETAILS

The Company must continue to innovate and improve standard operating procedures, implement improved manufacturing processes, design and implementation of a quick turn-around system and improve customer service. The proposed training will equip staff with enhanced skills in teambuilding, operate highly automated equipment, expand marketing capacity and manufacturing efficiency.

Training Plan

All Classroom/Laboratory and Videoconference training will be provided at the Delano facility as follows:

Computer Skills (10%): Training will be offered to all occupations. Training will enable workers to operate and take full advantage of the Company's control system, including entering and retrieving data and using data to manage individual jobs.

Continuous Improvement (45%): Training will be offered to all occupations and focus on advanced team skills, leadership skills, data analysis and a variety of continuous improvement tools.

Manufacturing Skills (45%): Training will be offered to all occupations. Training will help trainees maintain, operate and improve highly automated equipment and systems. Topics include fruit science to handle production of perishable fruit with a special emphasis on good manufacturing practices and food safety.

Veterans Program

Wonderful Citrus is currently working to attract veterans into its workforce. As such, Wonderful Citrus is including separate Veteran Job Numbers (Job Numbers 3 & 4) for training 20 Veterans. The Panel has established a higher reimbursement rate and other incentives for training California veterans, as will be reflected in the contract.

➤ **Retention Modification**

Retention for trainees in Job Numbers 3 & 4 may be satisfied by employment of at least 30 hours a week during the consecutive 90-day or at least 500 hours within 272 days with one or more employers.

High Unemployment Area

All trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by 15%. 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. Wonderful Citrus is requesting the HUA wage modification from \$15.60 to \$12.00.

Substantial Contribution

Wonderful Citrus is a repeat contractor with payment earned in excess of \$250,000 at Delano within the past five years. (See Prior Project Table.) Accordingly, reimbursement for trainees will be reduced by 15% to reflect the Company's \$103,976 Substantial Contribution to the cost of training.

LMS

The Learning Management System has been reviewed and approved by ETP staff for documentation of all training.

Commitment to Training

Wonderful Citrus has a current annual training budget of approximately \$500,000. Training consists of new employee orientation, safety training and on-the-job training in equipment operation. Training is delivered via class/lab and on-the-job. All training is both job specific and Company-wide.

ETP funds will enable the Company to provide more formal training on a faster timetable. After the completion of the ETP program, the Company is committed to continuing the quality and frequency of employee training.

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

➤ **Training Infrastructure**

Training started on January 25, 2016 and has been delivered on-site by in-house staff and outside training vendor if needed. Wonderful Citrus has designated four staff members to work part-time to oversee ETP training and administrative responsibilities. The Company has also hired a third party, Steve Duscha Advisories for ETP administration functions (see Administrative Services below).

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Wonderful Citrus under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0412	Delano	6/30/13 – 6/29/15	\$480,240	\$480,240 (100%)
ET12-0353	Delano	4/28/12 – 4/27/14	\$445,2764	\$445,460 (99%)

DEVELOPMENT SERVICES

Steve Duscha Advisories in Sacramento assisted with development for a flat fee of \$17,500.

ADMINISTRATIVE SERVICES

Steve Duscha Advisories will also perform administrative services for a fee not to exceed 10% of payment earned.

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

COMPUTER SKILLS

- + IT Infrastructure Management
- + Retrieving Data
- + Using Data To Manage Inventory
- + Using Data To Manage Production

CONTINUOUS IMPROVEMENT

- + 5 S System
- + 5 Why System
- + Analyzing and Managing Inventory
- + Coaching and Developing Team Members
- + Data Analysis and Management
- + Improvement Tools
- + Leading Teams
- + Self-Sufficient Work Teams
- + Team Building Skills
- + Using Data To Improve Performance

MANUFACTURING SKILLS

- + Ammonia System For Industrial Refrigeration
- + Auditing Food Safety
- + Automated Packers
- + Automated Palletizer
- + Automated Stretch Wrapper
- + Automated Weigher and Bagger
- + Disassemble, Clean, Repair and Reassemble Equipment
- + Electronic Fruit Sorters
- + Equipment Redesign
- + Equipment Fabrication
- + Food Safety
- + Forklift Skills
- + Fruit Science: Harvest and Post-Harvest
- + Good Manufacturing Practices
- + Industrial Robots
- + Maintaining Equipment
- + Managing Inventory
- + Modifying and Updating Equipment and Processes
- + Operating Equipment
- + Produce Traceability Initiative
- + Troubleshooting Equipment
- + Understanding De-greening

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:

H. M. Electronics, Inc.

Agreement Number: ET16-0366

Panel Meeting of: February 26, 2016

ETP Regional Office: San Diego

Analyst: J. Davey

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Technology/Other Manufacturing Communication Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, San Diego	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 504	U.S.: 589	Worldwide: 649
<u>Turnover Rate:</u>	13%		
<u>Managers/Supervisors:</u> (% of total trainees)	9%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$352,400		\$0	\$0		\$352,400

In-Kind Contribution:	100% of Total ETP Funding Required	\$372,490
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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, Continuous Improvement Skills, Management Skills, Manufacturing Skills	420	8-200	0	\$720	\$16.46
				Weighted Avg: 40			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills, Computer Skills, Continuous Improvement Skills, Management Skills, Manufacturing Skills	50	8-200	0	\$1,000	\$13.72
				Weighted Avg: 50			

Minimum Wage by County Job 1: Alameda County - \$17.02/hr.; San Diego County - \$16.46/hr.

Job 2: Alameda County - \$14.19/hr.; San Diego County - \$13.72/hr.

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

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

Up to \$3.00 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		
Administration		20
Business Application Programmers		14
Buyer/Planner		4
Credit & Collections		10
Engineer		20
Factory Service Specialist		60
Inside Sales Representatives		20
Install Coordinators		10
Machine Operator		30
Managers		20
Manufacturing Assembly		105
Material Planner		2

Material Support		30
Supervisors		10
Technical Support		50
Technician		15
Job Number 2		
Machine Operator		10
Supervisors		10
Technician		30

INTRODUCTION

Founded in 1971 and headquartered in Poway, H.M. Electronics, Inc. (HME) is a privately owned company that provides industry-leading wireless communication equipment, timer and software products to the quick service restaurant industry and high school and collegiate athletic programs. With the acquisition of Clear Com LLC in 2010, the Company has expanded its professional audio systems product line. HME now offers a wide selection of matrix, party-line and wireless intercoms for live event, church, military, and broadcast production applications. Both HME and Clear Com LLC meet ETP's out-of-state competition standards and eligibility for priority-industry funding as manufacturers.

The Company's markets continue to evolve as customer expectations grow, new technologies arise, and new opportunities emerge. Company growth and sustainability require the acquisition of new technologies and equipment, as well as a highly trained work force that can adapt to these changes, and use these new technologies and equipment. In addition, the Company is adding a new Enterprise Resource Planning (ERP) system that will change the way the Company currently operates.

In 2016 the Company plans to purchase up to \$2 million in new equipment to increase production: 3 Panasonic Mounters, Seika de-panelizer, a Koh-Young AOI system, PVA Coater, and Laser Etching system. It also recently spent \$1 million on a new Microsoft AX ERP System. Training staff on this new equipment and the new ERP system is a major focus of HME's training plan. The proposed ETP funding will allow the Company to expand its business and improve its competitive position to become a world-class manufacturer of wireless communication equipment.

PROJECT DETAILS

HME's first ETP contract focused on Lean Manufacturing training resources. The Company also invested in a comprehensive Leadership training program for Supervisors and Managers, manufacturing excellence and general business skills training. Although it provided most of its planned training hours, HME now needs to train a larger number of its workforce. Therefore, training in this new proposal will reach those who did not receive training in the first project.

In this new proposal, training will ensure its workforce is equipped with the knowledge needed to increase innovation, collaboration and competitiveness. With significant investments in new manufacturing equipment, new ERP, more online systems, and a growing workforce, the way that the Company delivers training will be progressing.

HME recognizes that training is an important component of its success and has used ETP funding in its first project to create a foundation for a learning culture. In the future, more on-demand, accessible training will be most effective for its diverse and growing workforce.

Retrainee - Job Creation

In support of job creation, the Panel offers incentives to companies that commit to hiring new employees. Under the Retrainee-Job Creation program training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

To support development of new products and expansion of its market share, HME is committed to hiring new employees. During the two year term of the ETP Agreement, HME has committed to hiring 50 new employees (Job Number 2). To be eligible for reimbursement trainees must be hired within the three-month period prior to Panel approval or during the term of contract. The date of hire for all Job Creation trainees will be within 3 months before contract approval or within the term of the Agreement. Trainees will be hired into net new jobs as a condition of the Agreement.

HME already has the necessary space (office and manufacturing floor space) to meet its current production needs; however, in 2016 HME is expected to move to a larger facility as a result of anticipated business growth.

Training Plan

HME will conduct training at its 2 facilities in Alameda and Poway in the following skills:

Business Skills (15%) - Training will be offered to all occupations in Communication Skills, Customer Service, Business Writing, Sales & Marketing, and Project Management. Training will provide staff with the necessary skills to increase their knowledge and help them perform their jobs more effectively.

Computer Skills (25%) - Training will be offered to all occupations in the skills necessary to support the Company's new ERP system, as well as provide the specific software training in Intermediate/Advanced MS Office, IP Networking, Matrix Basics, and other related software.

Continuous Improvement (25%) - Training will be offered to all occupations and will consist of a continuation of Lean Manufacturing principles and skills to those trainees who have received minimal training, Problem Solving, 5S, Team Building, ISO 9001, and IPC-610 Certification and other skills designed to improve product quality and efficiency.

Management Skills (5%) - Training will be offered to Managers and Supervisors in Performance Management and Conflict Resolution.

Manufacturing Skills (30%) – Training will be offered to Factory Service Specialists, Manufacturing Assembly, Machine Operators, Supervisors, and Technicians in new Assembly Equipment Operation, New Equipment Skills, Repair Practices, Fasteners, and other related equipment operation and machine skills. This training will focus on the correct, efficient, and safe operation of new and existing equipment.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. HME reports that it has conducted Lean Enterprise Training, Communication Skills, Management Development, and job-specific skills training as needed. The Company reports that it spends approximately \$30,000 - \$50,000 annually on training.

HME has provided job-specific new-hire training, new Supervisor/Manager training, business skills, new technology and equipment training, and other training as needed. HME has used a variety of methodologies to deliver training, including class, on-the-job, and computer-based training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ **Training Infrastructure**

HME is prepared to start training upon Panel approval. The Company has internal staff who will schedule training and administer the training project. The Company will also receive assistance with the development and administration of this project from DLI & Associates, Inc.

RECOMMENDATION

Staff recommends approval of this proposal.

CURRENT CONTRACT PERFORMANCE

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0307	Poway	2/24/14 – 2/23/16	\$229,300	\$0 (0%)

Based on ETP Tracking System, 12,193 reimbursable hours have been tracked for potential earnings of \$224,884 (98% of approved amount). The Contractor projects final earnings of \$224,884 (98% of approved amount). To date, HME has \$125,792 earned in process for 163 of the 237 trainees who completed both training and retention. The remaining 74 trainees will complete retention by the end term date of the Agreement.

DEVELOPMENT SERVICES

HME retained DLI & Associates, Inc. in San Juan Capistrano to assist with development of this proposal for a flat fee of \$2,500.

ADMINISTRATIVE SERVICES

DLI & Associates, Inc. will also perform administrative services in connection with this proposal for a fee not to exceed 10% of payment earned.

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Writing Skills, Email
- Communication Skills
- Customer Service
- Customer Relationship Management
- Project Management
- Sales and Marketing
- Statistics/Data Analysis
- Time Management

COMPUTER SKILLS

- Access
- Microsoft:
 - AX
 - AX Development
 - Office – Intermediate/Advanced
 - Project
 - Visio
 - SharePoint
- Business Intelligence/SQL Training
- Conference Training
- IP Networking
- Illustrator Fundamentals
- Matrix Basics
- Matrix Advanced
- Video Production
- Web Development

CONTINUOUS IMPROVEMENT

- 5S
- Avante/New Hire –Retraining
- IPC-610 Certification
- ISO 9001
- ISO Auditor
- Lean A3
- Lean Manufacturing and Process Flow
- Lean Leadership
- Problem Solving
- Process Mapping
- Product Overview
- Team Building
- Technical Support Practices

MANAGEMENT SKILLS (Managers Only)

- Conflict Resolution
- Management Skills for Managers and Supervisors
- Performance Management

MANUFACTURING SKILLS

- Assembly
- Assembly and Component Identification
- Circuits & Electronics Training
- Configuration Management (CM) Training
- Documentation
- Electro Static Discharge – ESD
- Equipment/Machinery Training
- Exchange and Receiving Documentation
- Factory Service RMA Creation Customer Repair
- Fasteners
- Hardware Identification and Installation
- Intercom Application Overview
- Inventory Control
- Manufacturing Practices
- Material/Stock Control Purchasing Practices
- Materials Requirements Planning-MRP
- New Equipment Training
- Repair Practices
- Safety
- Shipping and Handling
- Wireless Basics
- Wireless Advanced and Partyline
- Workmanship Standards Training

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

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



RETRAINEE - JOB CREATION

Training Proposal for:

Service Champions, Inc.

Agreement Number: ET16-0368

Panel Meeting of: February 26, 2016

ETP Regional Office: San Diego

Analyst: S. Godin

PROJECT PROFILE

Contract Attributes:	SET Job Creation Initiative Priority Rate Veterans	Industry Sector(s):	Construction Services Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange, Los Angeles	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 185	U.S.:185	Worldwide: 185
<u>Turnover Rate:</u>	9%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$379,440		\$0	\$0		\$379,440

In-Kind Contribution:	100% of Total ETP Funding Required	\$427,000
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, HazMat	160	8-200	0	\$1,080	\$21.28
				Weighted Avg: 60			
2	Veterans Priority Rate SET Job Creation	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, HazMat	8	8-200	0	\$3,080	\$13.73*
				Weighted Avg: 140			
3	Job Creation Priority Rate SET	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, HazMat	65	8-200	0	\$2,800	\$13.73*
				Weighted Avg: 140			

*It will be made a condition of the contract that the trainees in Job Number 2 & 3 will never be paid less than the statewide or local minimum wage rate (whichever is higher) as in effect at the end of retention (Final Payment) regardless of the wage expressed in this table.

Minimum Wage by County: Job Number 1: (SET Priority) \$21.28;

Job Numbers 2 & 3: \$13.76 Orange County; Los Angeles County: \$13.73;

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 \$0.85 per hour may be used to meet the Post-Retention Wage.

Other Compensation: Incentive pay (“bonus”), which is a normal, recurring part of SCI’s employee compensation for all occupations, may be used, in addition to health benefits, for some trainees to meet the ETP minimum wage. Over the previous twelve months the bonus amount ranged from \$.06 to \$43.85 per hour. The average bonus amount was \$2.85 per hour. Approximately 37% of the staff from all occupations may need incentive pay, in addition to health benefits, to meet the ETP minimum wage.

SCI also has a formal Commission Plan that is a regular part of the compensation structure for Service Technicians/Installers and Lead Workers which is paid on a monthly basis and is based on a 4% commission rate for the sales achieved by the Technician. Over the previous twelve months, the Commission amount ranged from \$.08 - \$181.29 per hour. The average monthly Commission amount was \$18.54 per hour.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1 - Retrainee	WAGE RANGE	ESTIMATED # TRAINEES
Service Technician/Installer/Lead Worker		100
Senior Service Technician/Installer		20
Frontline Supervisor/ Manager		5
Customer Service/Dispatch Staff		15
Corporate/Operations Support Staff		20
Job Number 2 – Veterans Job Creation	WAGE RANGE	ESTIMATED # TRAINEES
Service Technician/Installer/Lead Worker		5
Frontline Supervisor/Manager		1
Customer Service/Dispatch Staff		1
Corporate/Operations Support Staff		1
Job Number 3 – Retrainee – Job Creation	WAGE RANGE	ESTIMATED # TRAINEES
Service Technician/Installer/Lead Worker		40
Frontline Supervisor/Manager		5
Customer Service/Dispatch Staff		10
Corporate/Operations Support Staff		10

INTRODUCTION

Founded in 2000 and headquartered in Orange County, Service Champions, Inc. (SCI) (www.servicechampions.com) specializes in installing, diagnosing, and repairing systems for Heating, Ventilation and Air Conditioning (HVAC). SCI recently moved to a new facility in Brea. The Company qualifies for funding under Special Employment Training (SET) guidelines as a priority industry specialty contractor not facing out-of-state competition.

PROJECT DETAILS

SCI's training needs are driven by its strategic plan: to become the HVAC residential service company of choice in Southern California. To do this, the Company must distinguish itself from its competitors by providing high-level customer service.

In a service-driven industry, customer satisfaction levels can affect business. SCI training will focus on shortened service call response times: from the first call to customer service, through dispatch follow-up with the customer by the technician).

Smarter and more efficient heating and ventilation systems have become a major part of SCI's equipment and service offerings. Trainees must be knowledgeable on products and services to accurately promote the Company's full range. Additionally, the Company's installers and service technicians must remain up-to-date on the newest industry technologies and trends.

Training is also being driven by the recent purchase of a new companywide Enterprise Resource Planning System (ERP), ServMan, which will replace two older legacy systems. The new ERP system will improve processes and provide new functions such as paperless work orders and quote management; client and prospect management; mapping and route optimization tools and integrated accounting. The system is scheduled to go live during the second quarter of 2016 and all occupations will require training.

Retrainee – Job Creation

SCI experienced an 18% revenue increase over the last 12 months and its employee count grew from 140 to 185. This trend is expected to continue during the term of the proposed Agreement. To support this expansion, the Company recently moved from a 20,000 to 45,000 square foot building in February 2016. The Company will also open two additional facilities (Los Angeles and South Orange County) during the 3rd and 4th quarter of 2016. To fully staff the new locations, SCI will hire 200 net new employees during the term of the Agreement, of which 73 are included in the proposed training plan (8 in Job Number 2 and 65 in Job Number 3).

The newly hired Service Technicians/Installers and Lead Workers will require extensive training (up to 200 hours) to develop the requisite skills needed to support the Company's growth plans. SCI will deliver an additional 120–200 training hours beyond the ETP-funded training.

SCI represents that the date of hire for all trainees in the Job Creation program (Job Number 2 & 3) will be within the three month period before contract approval or within the term-of-contract. The Company also represents that these trainees will be hired into "net new jobs" as a condition of contract and will meet ETP required wages.

Veterans Program

SCI partners with local organizations such as "Hire-a-Vet" and "Hire-a-Hero" through participation in job fairs and with the Department of Veteran Affairs to actively recruit, train and employ veterans. SCI plans to hire 8 Veterans over the next two years.

Job Number 2 trainees must be veterans who have served on active full-time duty in the Armed Forces and were (a) honorably discharged; or (b) released from active duty because of a service-connected disability. Reservists who have served on active full-time duty, and who are still on reserve status, are also eligible to participate. The California National Guard is also considered to be a branch of the Armed Forces; and therefore, eligible to participate in the proposed training.

These trainees will receive a reimbursement rate of \$22 per hour and will meet ETP required wages. In this case, the Job Creation wage will apply as discussed above.

Training Plan

Commercial Skills, Continuous Improvement and Hazardous Materials Handling training topics will be delivered by SCI's full-time training director. Business and Computer Skills training will be delivered by a combination of in-house staff and outside training vendors as needed.

Business Skills (25%): Training will be offered to all occupations. Trainees will receive customer relations, communication skills, advance sales, dispatch procedures, service coordination skills, and estimating skills/writing quotes. Trainees will also receive product knowledge and technology updates on equipment and services.

Commercial Skills (35%): Training will be offered to Service Installers/Technicians, Lead Workers and Frontline Managers/Supervisors. Trainees will receive technical job skills needed to support the Company's product offerings, services and customers. Training topics include residential indoor air quality, diagnostics/maintenance, maintaining merchandise inventory, warehouse skills and residential smart equipment. Trainees will be able to understand the core of product availability and types of issues that can arise with installation, repair and maintenance. Competency in these topics promotes a higher level of customer service and increased sales.

Computer Skills (25%): Training on the ServMan ERP software will be delivered to all trainees. Service Technician/Installers and Lead Workers will also receive training on computer and tablet applications such as credit card payment verification and customer financing options and the mobile module of the new ERP software.

Continuous Improvement (10%): Training will be offered to all occupations in leadership skills, problem solving, process improvements and Lean concepts to standardize processes and improve quality and efficiencies. Teambuilding and problem solving skills will lead to improved operations and promote enhanced interactions with both internal and external customers.

Hazardous Materials (5%): Training will be offered to Service Technicians/Installers and Lead Workers who work with hazardous materials. Trainees will receive hazardous materials handling, proper completion of material safety data sheets, and emergency cleanup protocol.

Commitment to Training

SCI spends in excess of \$425,000 per year on training. The Company provides the following training: new hire orientation, safety training, California labor laws and regulations, basic computer skills, violence in the workplace prevention, and sexual harassment prevention. The Company also has plans to add CPR Certification training for all Technicians/Installers. SCI has a dedicated training center and a full-time in-house Technical Training Director.

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

Training Infrastructure

SCI's HR Manager and HR Generalist will manage the project internally with support from the Technical Training Director. The Company has hired a third party administrator, Training Funding Partners, to assist with ETP administrative requirements.

Impact/Outcome

Training will allow the Company to become a high performance workplace. Employees can become familiar with new technologies and will obtain skills to manage sustainable growth and provide long term career opportunities within the organization.

Special Employment Training (SET)

Under Special Employment Training (SET), companies are not required to demonstrate out-of-state competition. These funds are designated for frontline workers only. To qualify under SET, trainees must be earning at least the Statewide Average Hourly Wage of \$28.37 at the end of retention.

However priority industries qualify for a SET wage modification of 25%. As such, the post-retention wage for Job Number 1 is \$21.28.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

SCI retained Training Funding Partners in Fountain Valley to assist with development of this proposal for a flat fee of \$27,500.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

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

8 – 200

*Trainees may receive any of the following:***BUSINESS SKILLS**

- Building Customer Relationships
 - Creating Value and Earning Trust
 - Customer Follow Through
 - Relationship Building
- Business Processes & Procedures
- Communication Skills
- Customer Service Skills
 - Addressing Customer Inquiries
 - Customer Service Experience
 - Managing Expectations
 - Service Excellence
- Customer Service/Dispatch Procedures
- Equipment and Industry Overview
- Finance/Accounting Skills
- Residential Heating and Air Conditioning Industry/Equipment Overview (non-technicians)
 - Industry
 - Equipment
- Maintenance/Membership Programs
- Product Knowledge/Offerings
- Product Pricing Guides
- Sales/Marketing Skills
- Service Coordination Skills
- Writing Quotes/Financing
 - Invoice Writing/Financing
 - True Cost of Ownership

COMMERCIAL SKILLS

- Diagnostics/Maintenance
 - Diagnostics/Assessment
 - Providing Second Opinions
 - Equipment Maintenance
- Electricity/Voltage & Schematics
 - High Voltage & Schematics
 - Low Voltage & Schematics
- Heat Pumps
- Maintaining Merchandise Inventory/Warehouse Skills
 - Inventory Management
- Mechanical Refrigeration
- Principles of Electronics
- Residential Ducting/Installations
 - Servicing Residential Ductwork
 - Installing Residential Ductwork
 - Residential Insulation Installation
- Residential Environment Technology/Controls
 - Thermostats
 - Wireless Technologies/Controls

- Environmental Conditioning Technology
- Residential Indoor Air Quality
 - Evaluating/Testing Residential Indoor Air Quality
- Residential Smart Equipment
 - Heating Equipment
 - Cooling Equipment

COMPUTER SKILLS

- Ascente Software Applications
- ServMan Enterprise Resource Planning System (ERP)
- Intermediate/Advanced Microsoft Office (Word, Excel, PowerPoint)
- Linux Equipment Portal
- Payment Card Certification
- Tablet Computer Applications
 - New ERP System – Mobile Module
 - Customer Financing Applications

CONTINUOUS IMPROVEMENT

- Change Management Skills
- Leadership Skills
- Problem Solving Skills
- Process Mapping/Process Improvement Skills
- Project Management Skills
- Root Cause Analysis and Remediation
- Time Management Skills
- Lean Concepts
- Building High Performance Teams

HAZARDOUS MATERIALS

- Completing Material Safety Data Sheets (MSDS)
- Handling Hazardous Materials
- Registration, Evaluation, Authorization & Restriction of Chemical Substances
- Emergency Response Protocol & Cleanup

Safety Training will be limited to 10% of a trainee's total training hours. This cap does not apply to Hazmat.

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



Training Proposal for:

TTM Technologies, Inc.

Agreement Number: ET16-0367

Panel Meeting of: February 26, 2016

ETP Regional Office: San Francisco Bay Area

Analyst: L. Lai

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Manufacturing Technology/Other Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Orange, 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: 1,387	U.S.: 4,464	Worldwide: 26,527	
Turnover Rate:	11%			
Managers/Supervisors: (% of total trainees)	14%			

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$428,400		\$0	\$0		\$428,400

In-Kind Contribution:	100% of Total ETP Funding Required	\$474,827
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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, OSHA 10/30, Mfg. Skills, PL-Mfg. Skills	680	8 - 200	0 - 80	\$630	\$16.46
				Weighted Avg: 35			

Minimum Wage by County: \$16.51/hr. for Orange County; \$16.46/hr. for San Diego County; \$17.02/hr. for Santa Clara County.

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

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

Up to \$4.50 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range (County)**	Estimated # of Trainees
Production Staff/Operator		390
Admin/Finance/Marketing/Sales Staff/ Support Staff		30
Technician/Leads		80
Engineer/IT/Technical Director*		85
Supervisor		60
Manager		35

*Technical Directors are individuals who spend over 51% of their time producing products or services. They are higher-salaried engineers with a Director title but they do not make corporate policy or manage other employees directly.

** It will be made a condition of contract that trainees will never be paid less than the State of 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.

INTRODUCTION

Founded in 1999 and headquartered in Costa Mesa, TTM Technologies, Inc. (TTM) manufactures printed circuit boards (PCB) and backplane assemblies for both original equipment manufacturers and electronic manufacturing services providers. The Company serves a diversified customer base in various markets throughout the world, including manufacturers of networking and communications infrastructure products, personal computers, touch screen tablets and mobile media devices (cellular phones and smart phones). The Company also has customers in the commercial aerospace and defense industry; and the industrial and medical industries.

The Company has facilities in the U.S., Canada, China, and Hong Kong. TTM will use ETP funds to train its employees and those of ViaSystems Technologies Corp, LLC (ViaSystems), a closely-related affiliate also doing business in California. TTM will act as the lead employer holding the ETP Agreement.

PROJECT DETAILS

This will be the third Agreement between ETP and TTM. The first Agreement involved changing the Company culture into a learning organization. The second Agreement focused on providing Productive Lab-Manufacturing Skills and Computer Skills training to Production Staff.

This project will build upon training in previous Agreements but a majority of the training is geared towards employees of ViaSystems, a company TTM merged with last year. Approximately 408 of the 680 proposed trainees are from ViaSystems.

New products require tighter line widths, tighter registrations, higher layer counts, and specialty radio frequency capabilities. In the technology, products become obsolete at an expedited speed. With each revision, training is needed to ensure key specification are understood and followed. The proposed training is designed to help the Company remain competitive, meet industry standards, keep abreast of changing technologies, and maintain a competent workforce.

The Company requests ETP funds to retrain employees to ensure they have the skills and knowledge to design, test, manufacture, and market new generations of PCB products. The recent merger with ViaSystems also requires training to integrate employees into one organization that supports the changing business environment, processes, and products. Additionally, employees will be assuming additional tasks that will require cross-training.

Training Plan

Employees from TTM (San Diego, Santa Ana, Santa Clara) and ViaSystems (San Jose and Anaheim) will participate in class/lab, Productive Lab (PL) and Computer-Based Training in the following:

Business Skills (10%): Training will be offered to all occupation in company products, accounting, customer service, marketing strategies, and project management. Training will ensure employees have the skills to coach others, give professional presentations, and manage projects.

Computer Skills (15%): Training will be offered to Engineers, Leads, Managers, Supervisors, IT Staff, Sales/Marketing and Support Staff in designing new customized products as TTM expands. These occupations as well as Production Staff will learn various aspects of Material Resource Planning and other manufacturing software systems to control, track production and improve delivery times. Staff will also learn additional MS Office skills to increase output and accuracy of daily tasks. Finally, IT Staff will acquire the skills to support all software applications.

Continuous Improvement (15%): Training will be offered to all occupations in manufacturing practices, teambuilding, product quality, how to identify and resolve production issues and eliminate waste. Lean manufacturing and its related components (such as Six Sigma) will lead to reduced costs, improved efficiency, and increased productivity. Leadership and coaching skills will help Leads, Supervisors and Managers take staff in the right direction to support company goals and objectives.

Hazardous Materials (5%) - Training will be offered to Production Staff, Engineers, Leads, Managers, Supervisors and Support Staff in how to combine chemicals correctly and handle hazardous chemical spills. This training will improve workplace safety and reduce the misuse and mishandle of hazardous materials.

Manufacturing Skills (39%): Production Staff, Technicians, Engineers, Leads, Supervisors and Managers will learn product design, manufacturing, assembly and workflow processes. Training will improve workers' technical knowledge and improve the manufacturing process to produce at a lower cost. Production Staff will also be cross-trained to work on different products and handle multiple functions.

Productive Laboratory (15%)

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

According to TTM, production skills are best learned through hands-on demonstration and practice as a supplement to classroom instruction. PL training will allow practical, real-world experience in a working environment.

TTM is requesting PL-Manufacturing Skills training for approximately 145 Production Staff, Technicians, Engineers and Leads. Trainer-to-trainees ratio will be 1:1. PL training will be taught by subject matter experts and include approximately 68 different manufacturing techniques/processes. Instructors will monitor trainee competencies before they are cleared to work unsupervised. The average number of PL hours per individual is estimated to be 16 but some less experienced employees (approx. 40) may require up to a maximum of 60.

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. The Managers, Supervisors and Leads will receive this training.

Impact/Outcome

Training will enable the Company to produce better quality products and reduce waste by ensuring employees have the proper and up-to-date skillsets. Production Staff will be issued certificates upon completion of training on specific equipment/processes.

Commitment to Training

TTM's 2015 training budget was \$225,000, and was primarily allocated to mandatory compliance requirements and employees who do not qualify for ETP funding (agency temps, lower wage employees, executive staff).

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

➤ Training Infrastructure

The Corporate Training Manager and an HR Manager/Partner at each site will oversee the internal administration. An administrative subcontractor will assist in the ETP tracking of enrollments, drops, invoices, reports, modifications, roster compliance and completeness.

Substantial Contribution

Although the company is a repeat contractor, substantial contribution is not being applied because no one facility has earned in excess of \$250,000 within the past five years.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0285	Various	2/01/14 – 1/31/16	\$345,600	\$329,290 (95%)
ET12-0232	Various	12/26/11 – 12/25/13	\$499,950	\$330,530 (66%)

DEVELOPMENT SERVICES

CTA in Rocklin assisted with development of this proposal for a flat fee of \$2,500.

ADMINISTRATIVE SERVICES

CTA 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 Satisfaction
- Effective Meetings
- Finance for Non-Financial
- Leadership/Coaching:
 - Conflict Resolution
 - Feedback/Communication Skills
 - Managing Change
 - Managing Virtual Teams
 - Mentoring/Coaching
 - Organizing Workflow & Schedules
 - Performance Management
 - Transitioning to Management
- Presentation Skills (Technical/Non-Technical)
- Product Document Training
- Product Knowledge
- Sales and Negotiations
- Sales Management Leadership
- Strategic Planning
- Technical Training Delivery Skills (Train-the-Trainer)
- Writing Skills (Technical & Business)

COMPUTER SKILLS

- Crystal Reports
- Design CAD
- MicroSoft Tools (Intermediate/Advanced)
- MRP System
- Oracle System & Tools
- PCB CAD/Mechanical CAD
- Programming Languages (MySQL, MCL, ACS, APS)
- Programming Tools
- Test Reliability Engineering
- Web Design Tools (XHTML, CSS, HTML)
- Windows 10 Operating System

CONTINUOUS IMPROVEMENT

- 5S: Sort, Set, Shine, Standardize, Sustain
- Continuous Improvement/Quality Management
- FMEA Failure Mode Effect Analysis
- Lean Kaizen Quality Process
- Problem Solving/Root Cause Analysis
- Product/Process Improvement
- Program Management/Project Management
- Quality Audit Process
- Statistical Process Control

- Team Building Quality Improvement Teams
- Workplace Communications

HAZARDOUS MATERIALS

- Confined Space
- Hazmat Process
- IATA (Handling Hazardous Waste Certification)
- Radiation/Cyanide
- RCRA (Transporting Hazardous Waste Materials)
- Respirator

MANUFACTURING SKILLS

- Clean Room Certification
- Cycle Counting
- Design Signal Integrity/Power Distribution/Thermal Management
- Design Techniques (DOE, DFM, DOM, CAD, IDP)
- Electronics 101, 102, 103
- Equipment Operation/Installation
- Elec. Static Discharge
- Forklift Training
- Lean/Kaizen Manufacturing Processes
- Machine Shop Safety
- Manufacturing Equipment Maintenance
- New Product Design/Development
- Operating Production Equipment
- Product Repair/Inspection
- Production/Processes/Assembly
- Regulatory Assistance Training
- Reliability & Testing
- Shipping & Receiving Techniques
- TTM Manufacturing Processes
- Warehouse Inventory Procedures
- Work Instruction/Job Skills update
- Workflow Process

OSHA10/30 (Certified OSHA Instructor)

- OSHA 10 (requires completion of 10 hours)
- OSHA 30 (requires completion of 30 hours)

Productive Lab Hours

0 – 60

MANUFACTURING SKILLS

- TTM Manufacturing Processes
- Clean Room Certification
- Forklift Training
- Manufacturing Equipment Maintenance
- New Equipment Knowledge/Certification
- Operating Production Equipment
- Product Repair/Inspection

- Production/Processes/Assembly
- Troubleshooting/Testing/Reliability

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

CBT Hours

0 - 80

BUSINESS SKILLS

- Basic Presentation Skills: Creating a Presentation (1)
- Basic Presentation Skills: Delivering a Presentation (1)
- Basic Presentation Skills: Planning a Presentation (1)
- Basic Projects within Organizations (1.5)
- Business Writing: Know Your Readers and Your Purpose (1)
- Customer Service: Confrontation and Conflict (1)
- Customer Service: Building Rapport in Customer Relationships (1)
- Customer Service in the Field (1)
- Customer Service over the Phone (1)
- Decision Making: Making Tough Decisions (1)
- Decision Making: The Fundamentals (1)
- Decision Making: Tools and Techniques (1)
- Developing & Using Strategic Thinking Skills: Seeing the Big Picture (1)
- Generating Creative and Innovative Ideas: Maximizing Team Creativity (1)
- Internal Customer Service (1)
- Interpersonal Communication: Being Approachable (1)
- Interpersonal Communication: Communicating Assertively (1)
- Interpersonal Communication: Communicating with Confidence (1)
- Interpersonal Communication: Listening Essentials (1)
- Interpersonal Communication: Targeting Your Message (1)
- Leading Innovation (1)
- Leading with Emotional Intelligence (1)
- Managing Projects within Organizations (2)
- Motivating Employees (1)
- Principles of Accounting and Finance for Non-financial Professionals (1)
- Project Management Overview (1.5)
- Public Speaking Strategies: Confident Public Speaking (1)
- Public Speaking Strategies: Preparing Effective Speeches (1)
- Time Management: Analyzing Your Use of Time (1)
- Time Management: Avoiding Time Stealers (1)
- Time Management: Planning and Prioritizing Your Time (1)

COMPUTER SKILLS

- Advanced Customization in Excel 2007 (2)
- Advanced Data Management in Excel 2007 (1.5)
- Advanced Formatting in Excel 2007 (2)
- Analyzing Data in Excel 2007 (3.5)
- Excel 2007 Charts, Pictures, Themes, and Styles (1.5)
- Excel 2007 Formulas and Functions (2)
- Exchanging Data with Excel 2007 (3)

- Manipulating and Formatting Data and Worksheets in Excel 2007 (3)
- Protecting and Sharing Excel 2007 Workbooks (2)

CONTINUOUS IMPROVEMENT

- Applying Lean in Service and Manufacturing Organizations (1)
- Being an Effective Team Member (1)
- Building Your Influence as a Leader (1)
- Developing a High-performance Organization (1)
- Intro to Lean for Service and Manufacturing Organizations (1)
- Lean Tools and Techniques for Flow and Pull (1)
- Problem Solving: Determining and Building Your Strengths (1)
- Problem Solving: Digging Deeper (1)
- Problem Solving: The Fundamentals (1)
- Reducing Waste and Streamlining Value Flow Using Lean (1)
- Using Lean for Perfection and Quality (1)
- Value Stream Mapping in Lean Business (1)

HAZARDOUS MATERIALS

- Confined Space (2)
- Cyanide Handling (1)
- Emergency Response Training Technician Core (2)
- HazCom – Global Harmonization System (2)
- HazCom Annual (2)
- Laser Safety (8)
- Lockout/Tagout (1)
- Machine Shop Annual Safety (1)
- Radiation (1)
- Storm Water (1)
- Supervisory Safety (1)

OSHA10/30 (Certified OSHA Instructor)

- OSHA 10 (requires completion of 10 hours)
- OSHA 30 (requires completion of 30 hours)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per trainee excluding OSHA 10/30 or HAZMAT. PL is capped at 60 hours per-trainee.



RETRAINEE - JOB CREATION

Training Proposal for:

Covenant Care California, LLC

Agreement Number: ET16-0381

Panel Meeting of: February 26, 2016

ETP Regional Office: Sacramento

Analyst: K. Smiley

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate SET HUA	Industry Sector(s):	Healthcare Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Fresno, Stanislaus, Ventura, Orange, Yolo, San Joaquin, Los Angeles, San Diego, Santa Cruz, 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: 3,877	U.S.: 6,601	Worldwide: 6,601
Turnover Rate:	22%	See Project Details	
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$749,900		\$0	\$0		\$749,900

In-Kind Contribution:	100% of Total ETP Funding Required	\$780,000
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SET	Business Skills, Commercial Skills, Computer Skills, Cont. Imp.	300	8-200	0	\$432	\$21.28
				Weighted Avg: 24			
2	Retrainee Priority Rate SET HUA	Business Skills, Commercial Skills, Computer Skills, Cont. Imp.	400	8-200	0	\$432	*\$11.70
				Weighted Avg: 24			
3	Retrainee Job Creation SET	Business Skills, Commercial Skills, Computer Skills, Cont. Imp.	500	8-200	0	\$500	*\$12.77
				Weighted Avg: 25			
4	Retrainee Job Creation SET HUA	Business Skills, Commercial Skills, Computer Skills, Cont. Imp.	395	8-200	0	\$500	*\$10.00
				Weighted Avg: 25			

*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 Number 1 (SET/Priority Industry): \$21.28 per hour
 Job Number 2 (SET/HUA): \$11.70 – San Joaquin, Fresno, Stanislaus and Santa Cruz counties
 Job Number 3 (Job Creation): \$12.77 – Ventura and Yolo counties; \$13.72 – San Diego County;
 \$13.73 – Los Angeles County; \$13.76 – Orange County; \$14.19 - Santa Clara County
 Job Number 4 (Job Creation/HUA): \$10.00 – San Joaquin, Fresno, Stanislaus and Santa Cruz 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 \$2.70 per hour may be used to meet the Post-Retention Wage for Job Number 1; Up to \$1.70 per hour for Job Number 2; and up to \$4.12 per hour for Job Number 3.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Registered Nurse		150
Licensed Vocational Nurse		115
Clinical Support Staff		25
Administrative Staff		10

Job Number 2		
Administrative Staff		40
Licensed Vocational Nurse		35
Nursing Support Staff		300
Facility Support Staff		25
Job Number 3		
Registered Nurse		150
Clinical Support Staff		30
Facility Support Staff		25
Administrative Staff		40
Licensed Vocational Nurse		70
Nursing Support Staff		185
Job Number 4		
Facility Support Staff		90
Administrative Staff		50
Licensed Vocational Nurse		70
Nursing Support Staff		185

INTRODUCTION

Founded in 1994 and headquartered in Aliso Viejo, Covenant Care California, LLC (Covenant Care) (<https://www.covenantcare.com/>) employs over 5,000 professionals (throughout California and the Midwest) who provide 24-hour in-patient care ranging from short-term skilled nursing and rehabilitative care to long-term assisted living, custodial, hospice and respite care. The California facilities operate a significant portion of Covenant Care's business, employing over 3,000 employees at 30 locations statewide. Of the 30 California facilities only 22 will participate under this Agreement. Training under this proposal will only include employees located in California.

PROJECT DETAILS

This will be Covenant Care's second ETP contract in the last five years. Under the previous Agreement, Covenant Care began training staff on its new Electronic Medical Record (EMR) system.

This proposal will build upon the previous training and support a comprehensive training plan to increase quality-of-life for patients and promote a work/life balance for staff. Covenant Care is participating in The Advancing Excellence in America's Nursing Homes Campaign. This national campaign strives to improve the quality of care and quality of life for more than 1.5 million residents of America's skilled nursing homes. To achieve this goal, Covenant Care is offering training to encourage, assist and empower skilled nursing staff.

Due to changes in the healthcare industry, Covenant Care has seen a 20% increase in patients experiencing severe illness. Patients who would typically reside longer in acute hospitals have been reassigned to the skilled nursing environment, taxing the physical abilities and

competencies of its staff. Training is needed to allow staff to accommodate and manage the increase in clinical acuity.

Covenant Care has planned additional training on its EMR system. This system was fully implanted in January 2015, but requires on-going training on updates and changes.

Retrainee - Job Creation

In support of job creation, training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage. The date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. The Company also represents that these trainees will be hired into “net new jobs” as a condition of contract.

Covenant Care has committed to hiring 895 new employees (Job Numbers 3 & 4). These trainees must be hired within the three-month period prior to Panel approval or during the term of the Contract.

In 2015, Covenant Care acquired Focus Home Health. Focus Home Health is a medical home care provider. The expansion into this new market requires Covenant Care to hire additional nursing staff to accommodate growth.

Training Plan

Business Skills (13%): Training will be provided to all occupations to enable staff to communicate and manage information. Training will allow Covenant Care to operate more cost effectively and increase patient satisfaction. Topics will include Business Leadership, Building Networks, and Leverage and Case Management.

Commercial Skills (65%): Training will be provided to all occupations to enhance trainees' clinical knowledge and skills. Enhancing employee skills will enhance employee retention and offer workplace promotional opportunities. Topics will include Clinical Assessment, Physician Communication and Linen Handling.

Computer Skills (20%): Training will be provided to all occupations to ensure that trainees can properly use various programs required by Covenant Care. Topics will include Sigma Care, Incident Tracking System and Salesforce.

Continuous Improvement (2%): Training will be provided to all occupations. Training will increase patient satisfaction and service, improve performance and quality, and increase problem-solving skills. Topics will include Quality Data Analysis, Infection Surveillance and Regulatory Updates.

Turnover Rate

The ETP program is designed to fund training for stable, secure jobs. Thus, the employer's turnover rate cannot exceed 20% annually for the facility where training is requested. The Panel may accept a higher turnover rate if the employer provided evidence that the proposed training will significantly decrease the turnover, or if the employer experienced a singular reduction in workforce, or if industry data supports a higher turnover rate. The Panel may, or may choose not to, impose a “turnover penalty” when the company crosses this 20% threshold.

Based on a nationwide Nursing Care Facility Staffing report published in October 2013 by the American Health Care Association the industry turnover rate is 40.6%. Turnover rates were high nationally: 45.8% for Nursing Assistants, 44.4% for Registered Nurses, and 30.8% for Licensed

Vocational Nurses. Covenant Care is well below the state average at 22%. Thus, staff recommends approval of the Company's 22% turnover rate with no penalty imposed.

Special Employment Training/High Unemployment Area

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

Some trainees in Job Numbers 2 and 4 work in High Unemployment Areas (HUA), with unemployment exceeding the state average by 15%. The company's locations in San Joaquin, Stanislaus, Fresno and Santa Cruz 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.

For Job Number 2 retrainees, Covenant Care is requesting a wage modification from \$15.60 to \$11.70 for 400 incumbent staff. For Job Number 4, Covenant Care is requesting a wage modification from \$12.77 to \$10.00 for 395 newly hired trainees.

Commitment to Training

Covenant Care has an annual training budget of \$815,000 for its California facilities. Training includes new hire orientation, staff development, and educational classes to maintain current certifications. Covenant Care also provides quarterly disaster preparedness, annual OSHA and CDC in-service training programs for hazard communications, tuberculosis management and blood borne pathogen control.

Covenant Care represents that ETP funds will not displace their 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

Covenant Care has a detailed training plan and trainers familiar with ETP record keeping. In Addition, Covenant has four staff members dedicated to monitoring this project.

Covenant Care will use a combination of internal and external subject matter experts in the healthcare industry.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Covenant Care under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0246	Aliso Viejo	2/4/13 – 2/3/15	\$569,700	\$569,700 (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

- Business Leadership
- Business/Census Development
- Sales & Marketing Concepts/Principals
- Marketing from Within (Internal)
- Effective Advertising/Social Media
- Building Networks & Leverage
- Business Metrics
- Public Relations
- Conducting Effective Tours
- Effective Public Speaking
- Strategic Business Planning
- Case Management
- Managing Managed Care Relationships
- Flash Analysis – Labor Management
- Case Management – Profitability Calculator
- Financial Projections
- Healthcare Reform
- Bundled Payment
- Accountable Care Organizations
- Effective Hiring
- Staff Recruitment
- Employee Retention Strategies
- Employee Morale Building
- Conducting Performance Appraisals
- Coaching and Mentoring
- Reducing Employee Turnover
- Worker's Comp Management
- Implementing and Effective IIPP

COMPUTER SKILLS

- Computer 101: IT Orientation for Everyone
- Optimizing MS Outlook (Advanced/Intermediate)
- SigmaCare
- Vocollect
- Accucare
- Point-Click-Care
- SmartLinx System
- SmartLinx Employee Services
- Salesforce
- Education Campus
- Incident Tracking System
- Survey Tracking System
- Acute Re-Hospitalization Tracking System
- Pinnacle Survey System

- Revenue Cycle Management & MDS System
- Benefits Management System (HR)
- ADP Migration to ADP Hosted Environment (Payroll)
- ePAN
- HMO Profitability Calculator
- Responding to Technical Failure
- Referral Tracking System
- TigerText
- Health Gorilla
- Report Smith
- NetIMPAC
- Protracking
- DSSI/iSave
- Payroll Based Journal
- PASRR Level I Online Screening
- PASRR Technical Issues
- ICD-10
- Effective Billing and Collection Practices

COMMERCIAL SKILLS

Clinical Skills

- Clinical Assessment
- Mental Status Assessment
- Cardiac Assessment
- Respiratory Assessment
- Change-of-Condition Management
- Clinical Care Pathways
- SBAR
- Physician Communication
- Stop & Watch
- Clinical/Disease Management
- Vocational Skills Training/Competency
- First Response: Emergency Care, First Aid, Code Blue
- Nursing Rehabilitation
- Nursing Diagnosis and Care Planning
- IV Certification
- IV Therapy
- Central Line/PICC Management
- Safe Medication Pass Practices
- Medication Error Prevention Training
- Pharmacology
- Pain Management
- Patient Teaching/Teach-Back Method

Specialty Care

- Advanced Wound Care
- Pressure Ulcer Care
- Surgical Wound Care
- Life Vest/LVAD Care

- Tracheostomy Care
- Cardiac Care
- COPD Management
- CHF Program
- CHF Certification Training
- End-of-Life/Hospice Care
- Palliative Care
- Anger/Grief Management
- Dementia Care
- Delirium
- Diabetes Care & Management
- Hypoglycemia/Hyperglycemia Management
- Stroke Care
- Dysphagia Care
- Anticoagulant Therapy
- Enteral Care and Management
- Dialysis Care
- Orthopedics Care
- Oxygen Safety
- Oxygen Therapy
- BiPap/C-Pap Therapy
- Inhalation Therapy
- Sepsis
- Urinary Tract Infection – Prevention/Assessment/Management
- Foley Catheter Care
- PCA Pump
- iSTAT
- CoaguCheck
- Rehabilitation Programs
- Specialty Equipment: Adaptive, SCDs, CPM etc.
- Admission Preparatory Training – Special Needs

Clinical Risk Assessment/Care Plan Development/Implementation

- Advanced Care Planning
- Injury Risk & Management: Falls, Elopement, Behavior, Abuse etc.
- Weight Loss Risk & Management
- Cognitive Decline Assessment & Differentiating Diagnosis
- Dehydration Risk & Management
- Pressure Ulcer Risk & Management
- Incontinence Risk & Management
- Contracture Risk & Management
- ADL Decline Risk & Management
- Preventing Acute Re-Hospitalization
- IDT Walking Rounds
- Discharge Planning
- Resident Assessment Instrument Director Training Program

Customer Service/Public & Workplace Relations

- Charge Nurse Training
- Leadership/Supervisor Training for Nurses
- Customer Service Training
- Team Building Motivating Staff for Nurses
- Accountability and Teamwork
- Employee Relations and Recognition for Nurses
- Providing Constructive Feedback to Others
- Dealing with Nursing Home Challenges
- Managing Challenging Behaviors
- Mentoring Staff/Train-the-Trainer
- Conflict Resolution
- Effective Communication
- Communicating with Difficult Families
- Corporate Compliance
- Culture Change
- Preventing Workplace Injuries
- Hospitality
- Promoting Workplace Pride
- Staffing/CMS 671 Reporting
- Time Management
- Stress Management
- Conducting Objective and Unbiased Internal Investigations

Infection Control

- Infection Preventions Training
- Hand Hygiene
- Isolation Practices
- Personal Protective Equipment
- Glove Use
- Linen Handling
- Equipment Disinfection
- Enhanced/Standard Precautions
- Infection Surveillance
- Infectious Disease Management
- Managing MDRO's: MRSA, VRE, *c.difficile*, ESBL, etc.
- Outbreak Management: Influenza, Scabies, Gastroenteritis, etc.
- Tuberculosis
- Equipment Disinfection
- Environmental Cleaning Practices
- Preventing Cross-Contamination
- Immunizations/Communicable Disease Prevention
- Laundry Worker Linen Handling Practices
- Laundry Worker Infection Prevention

Resident Care/Improving Quality

- Placing Residents Rights First
- Admission, Transfer and Discharge Practices
- AMA versus Elopement

- Mental Capacity Decision-Making
- Resident Behavior and Facility Practices
- Abuse Prevention Training
- Behavior Management
- Wanderguard System
- Bathing and Hygiene Programs
- Quality-of-Life Programs
- Privacy and Dignity
- Centralized Placement Programs
- Using the Resident Assessment Instrument
- Quality-of-Care Programs
- Positioning Programs
- Medical Records Maintenance
- Pharmacy Practices
- Automated Medication Dispensing Systems
- Pharmacist Audit Remediation Training
- Pharmacology
- Drug Storage
- Dietary Services Training
- Dining Enhancement
- Promoting Optimal Oral Intake
- Calculating Accurate Meal Percentages
- Intake and Output Monitoring
- Weights and Vital Signs
- Kitchen Sanitation
- Kitchen Safety
- Meal Production
- Meal Distribution
- Rehabilitation Programs
- Restorative Nurses Aid Training Program
- Maintaining an Optimal Physical Environment
- Staff Preparedness: Stressors of External Surveys and Audits
- Expanded Disaster Preparedness (Including Technology)
- Disaster Management
- Fire Prevention and Management
- Federal/State/Local Laws/Reporting Requirements
- Clinical Documentation Standards
- Clinical Care Planning
- Patient Confidentiality
- Introduction to Covenant Care's HIPAA Program
- HIPAA Sanctions Policy
- HIPAA Breach Notification

CONTINUOUS IMPROVEMENT

- Quality Management Program
- Resident Safety Management Program
- Performance Improvement
- Data Tracking and Surveillance
- Quality Data Analysis

- Root-Cause Analysis
- Performance Metric Evaluation
- QAPI
- Quality Data/Performance Metrics: Surveillance & Analysis
- CMS 5-Star Interpretation and Management
- CMS Quality Measures Interpretation and Management
- Policy and Procedure Training - 1:1 Remedial
- Mock Survey Analysis & Remedial Planning
- Regulatory Updates
- Significant Incident Management
- Safety Committee Training Initiatives
- Infection Surveillance
- Hazard Communication
- SDS
- Job Hazards
- Hazardous Chemicals
- Biohazard Waste Management
- Sharps Safety and Management
- Direct Patient Care Bedside Skills Training
- Medication Pass Skills Training
- Safety Equipment Use & Demonstration
- Clinical Competency Assessment and Performance Coaching
- Clinically Complex - Bedside Care
- Mock Survey Regulatory Training Program

<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:

E. & J. Gallo Winery, A Wholly-Owned Subsidiary of Dry Creek Corporation

Agreement Number: ET16-0348

Panel Meeting of: February 26, 2016

ETP Regional Office: Sacramento

Analyst: M. Jones

PROJECT PROFILE

Contract Attributes:	HUA Job Creation Initiative Priority Rate Retrainee	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Fresno, Sonoma, Merced, Stanislaus, Napa, San Luis Obispo, 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, Local 186D; United Food and Commercial Workers International Union 8 – Golden State; United Steel Workers, Local 18; Glass, Molders, Pottery, Plastic & Allied Workers, AFL-CIO, CLC		
Number of Employees in:	CA: 5,122	U.S.: 5,534	Worldwide: 5,775
Turnover Rate:	7%		
Managers/Supervisors: (% of total trainees)	3%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$740,000		\$0	\$0		\$740,000

In-Kind Contribution:	100% of Total ETP Funding Required	\$1,400,000
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, Mgmt. Skills, Mfg. Skills, PL-Mfg. Skills	600	8-200	0-1	\$900	\$17.84
				Weighted Avg: 50			
2	Job Creation Priority Rate Retrainee	Business Skills, Computer Skills, Cont. Imp., HazMat, Mgmt. Skills, Mfg. Skills, PL-Mfg. Skills	200	8-200	0-1	\$1,000	\$19.35
				Weighted Avg: 50			

Minimum Wage by County: Job Number 1: \$15.60 per hour for Fresno, Napa, Sonoma, San Luis Obispo, Stanislaus, Merced, Monterey counties

Job Number 2 (Job Creation): \$12.77 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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Level 2-3 Operator		88
Level 3 Driver		59
Level 3 Maint. Worker		28
Level 4 Advanced Operator		100
Level 5 Tech. Operator		20
Level 5-9 Mechanic		75
Team Lead		45
Manager/Supervisor		20
*Forming Apprentice		10
*Glass Maint. Apprentice		6
*Furnace Apprentice		10
Furnace Operator		13
*Hot End Apprentice		10
Hot End Operator		18

Glass Maint. Journeyman		8
Maint. Technician		10
Machine Repair Tech.		10
Machine Repair Journeyman		8
Mold Maker		8
Glass Equip. Operator		12
Warepuller		3
Surface Coater		5
Packaging Staff		8
Furnace Coordinator		3
Mold Coordinator		4
Machine Repair Coordinator		4
Hot End Coordinator		6
Maint. Coordinator		4
Lean Six Sigma Black Belt Staff		5
Job Number 2		
Grower Relations		3
Vineyard Management		2
Viticulture Chemist		3
Level 2-3 Operator		55
Level 3 Driver		20
* Level 3 Maint. Apprentice		12
Level 4 Advanced Operator		52
Level 5 Tech. Operator		6
Level 5 Mechanic		18
Team Lead		10
Manager/Supervisor		3
*Forming Apprentice		6
*Glass Maint. Apprentice		2
*Furnace Apprentice		2
Furnace Operator		2
*Hot End Apprentice		2
Hot End Operator		2

*Note: Gallo has pilot apprenticeship programs. At this time, the programs are not Division of Apprenticeship Standards (DAS) approved. However, Gallo still includes the word "apprentice" in these occupational titles.

INTRODUCTION

E. & J. Gallo Winery, a Wholly-Owned Subsidiary of Dry Creek Corporation (Gallo) was founded in 1933 by brothers Ernest Gallo and Julio Gallo in Modesto. Today, Gallo is the largest family-owned winery in the United States. Headquartered in Modesto, Gallo also has plants and wineries in Livingston, Fresno, Napa, St. Helena, San Miguel, San Luis Obispo, Cloverdale, Carmel and Healdsburg.

Gallo distributes wine to 90 countries and is the largest exporter of California wine. Gallo exports 17% of its total wine case volume outside the United States. Some of the brands in Gallo's wine portfolio include Gallo Family Vineyards, Apothic, Barefoot Cellars, Louis M. Martini, MacMurray Ranch, Bridlewood, Mirassou Vineyards, Frei Brothers, DaVinci, Martin Codax, Ecco Domani, William Hill Estate, and Edna Valley Vineyard. The Winery is also expanding its portfolio with distilled spirits and recently added five new brands: New Amsterdam Gin, New Amsterdam Vodka, Familia Camarena Tequila and Shellback Rum.

Need for Training

With Gallo's recent growth due to multiple winery purchases, there is a need to train newly hired team members, as well as existing team members toward promotional opportunities.

In addition, the glass plant is installing new bottling equipment and technology in glob formation (advancing from double- to triple-glob), along with other new equipment, using robotics and automated controls. This requires increased levels of technical training.

As part of the business expansion, Gallo is installing other new equipment such as bottling lines, palletizers, automated guided vehicles, cellar cooperage and cross flow filters in order to ensure the business is able to meet future demand and keep up with product innovation.

Union Support

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 is reimbursed at a higher rate and trainees are subject to a lower post-retention wage.

Gallo recently purchased 3 wineries in California. Given this expansion, the Company is proposing to hire 200 new employees (Job Number 2). These trainees must be hired within the three-month period prior to Panel approval or within the term-of-contract. Gallo represents that these trainees will be hired into "net new jobs" as a condition of contract. These jobs are being created to support Gallo's expansion as discussed above. [Note: In the prior ETP Agreement, Gallo met its commitment to hire and train 200 new workers under Job Creation, also tied to business expansion.]

PROJECT DETAILS

This is the second ETP contract with Gallo within the last five years. In the previous contract, training focused on product quality; Lean training and application, especially in new packaging markets (e.g., box wine) and new/specific equipment training.

The proposed training will focus mainly on product quality, especially in new technology. New/specific equipment training will again be offered due to the plant expansion. Training under the prior ETP Agreement will not be repeated for these trainees.

Training Plan

Business Skills (14%): Training will be offered to Managers/Supervisors, Team Leads and Operators to enhance communication. The skills learned will help develop business and

leadership skills. Training topics include Conflict Resolution, Train-the-Trainer, Giving Constructive Feedback, and Developing Others.

Computer Skills (10%): Training will be offered to Operators, Maintenance Workers, Team Leads and Managers to understand work order processes and how systems can be used to enhance production line performance. Team Leads and Managers will learn how to analyze large amounts of data and effectively present the data using Microsoft Excel spreadsheets and pivot tables to improve productivity. Tableau training will be provided to ensure leaders are able to pull larger ranges of data and manipulate as needed. Training topics include Tableau, Minitab, Warehouse Management Systems, Manufacturing Execution System and intermediate Microsoft Suite.

Manufacturing Skills (20%): Training will be offered to Production Workers, Operators, Drivers and Maintenance to operate and maintain technical manufacturing equipment. A phased approach will be used to train mechatronics. Mechatronics is a multidisciplinary field of engineering that includes a combination of engineering, mechanical engineering, electrical engineering, telecommunications engineering, control engineering and computer engineering systems. Training topics include Power Logics, Motor Controls, Single Phase Motors, Instrumentation and Capper Training.

Continuous Improvement (30%): Training will be offered to Production Workers and Managers/Supervisors in how to statistically reduce waste. Gallo is integrating first pass quality and quality master plans into its production workforce, providing a focused training on these areas. It provides leaders and their teams with essential skills to achieve higher levels of product quality; establish goal alignment and business focus; simplify the management of objectives; and establish a culture of teamwork, participation, and continuous learning. Training topics include Kaizen, Lean Leadership and Lean Fundamentals.

Management Skills (5%): Training will be offered to Managers/Supervisors to enhance the skillset to create a productive work atmosphere to motivate staff positively lead and coach staff.

Hazardous Materials (1%): Training will be offered only to staff members that are exposed to hazardous materials, specifically Maintenance, Mechanics and Production Staff. The training will focus on the safe handling of hazardous materials and will include course topics

Productive Laboratory (20%): Productive Lab (PL) trainees may produce goods for profit in select courses identified under the Curriculum, and with no more than 10 trainees per instructor. The instructor must be dedicated to training delivery during all hours of training.

All PL training will be in Manufacturing Skills, as offered to: Operators, Technicians, Drivers, Warepuller, Surface Coater, Packaging Staff, Coordinator, Mechanic and Maintenance Staff. This training will supplement Class/Lab coursework, and will strengthen the employees' understanding of how to perform equipment/operation related tasks. They will also receive vital cross-training on multiple production lines and procedures. Gallo anticipates that approximately 150 employees from the Modesto, Livingston, and Fresno facilities will participate in PL training, at up to 60 hours each.

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 trainer-to-trainee ratio for PL training will not exceed 1:1.

Substantial Contribution

Gallo is a repeat contractor with payment earned in excess of \$250,000 within the last five years. However, the Company is not subjected to a Substantial Contribution under this proposal as incumbent trainees earned less than \$250,000 and the remaining payments were earned from Retrainee – Job Creation trainees, in which Substantial Contribution does not apply.

Commitment to Training

Gallo currently spends more than \$8 million annually for training at all California facilities combined. This amount does not include the cost of internal trainers and wages and benefits of employees while they are in training. In addition to providing required training such as all OSHA mandated safety regulations, sexual harassment prevention, new hire orientation, Gallo also provides basic skills training such as interviewing skills, time management, basic communication skills, introduction to project management, troubleshooting, and technical education. All training is job/department specific and is designed to meet the different needs of incumbent and newly hired workers.

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

➤ **Training Infrastructure**

California Manufacturers & Technology Association (CMTA) has designated two staff members to handle all administrative duties for Gallo. Gallo also has a corporate training division responsible for the development and scheduling of training as well as trainee enrollment.

Impact/Outcome

After training, trainees 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.

High Unemployment Area

Some trainees work in a High Unemployment Area. However, Gallo is not asking for a wage modification.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0364	Modesto, Livingston, Fresno	6/03/13 – 6/02/15	\$601,600	\$601,600 (100%)

DEVELOPMENT SERVICES

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

- Conflict Resolution
- High Performance Work Teams
- Diffusing Emotional Situations
- Managing Emotions At Work
- Planning and Prioritizing
- Giving Constructive Feedback
- Developing Others
- Building Trust Under Pressure
- Train-the-Trainer
- Management Fundamentals
- Leadership Fundamentals
- High Performance Work Teams
- Leading Change
- Thriving During Change
- Speed of Trust

COMPUTER SKILLS

- Tableau
- Minitab
- Microsoft Office Intermediate
- Warehouse Management Systems
- MES (In-House System)

CONTINUOUS IMPROVEMENT

- Problem Solving
- Lean Fundamentals
- Kaizen
- Visual Management
- Lean Leadership
- Understanding Waste

HAZARDOUS MATERIALS

- Ammonia Training

MANAGEMENT SKILLS (Manager/Supervisors Only)

- Leadership

MANUFACTURING SKILLS

- Valve Rebuilding
- Power Logics
- Mechantronics
- Electrical Skills
- Braker Testing
- Epoxy Training
- Interior Coatings
- Centrifuge Training
- Rotovac Training
- Industrial Filter Training
- Packer Training
- Labeler Training
- Filler Training
- Foiler Training
- Depalletizer Training
- Capper Training
- RSLogix5000
- Instrumentation
- Master Quality Plans
- Quality Fundamentals
- Racker and Blender
- Float Operator Training
- Press Deck Operator Training
- Wine Treatments
- Boilers Basics
- Evaporator Basics
- Distillery Basics
- Finished Wine Processes
- Sanitation of Bottling Lines
- Cellar Sanitation
- Forklift
- Crane Certification
- Behavior-Based Safety
- Forming
- MSK Equipment Training
- Kaufman Equipment Training
- Emmeti Operator
- Defect Causes and Remedies
- Single Phase Motors
- Motor Controls
- Basic Electricity and Electronics
- Welding
- Arc Flash
- Troubleshooting Labelers
- Troubleshooting Fillers
- Troubleshooting Packers
- Troubleshooting Depalletizers
- Troubleshooting Cappers

- Troubleshooting Foilers
- Wine Filtration

Productive Lab

0-60

MANUFACTURING SKILLS (Ratio 1:1)

- Coolers
- Pump Jobs
- Blends
- XF Lines
- Sampling
- Work Order Management
- Treatments
- Utilities Color Codes
- Tank Safety
- Put Away Driver Training
- Forklift Training
- Driver Training

Computer-Based Training

0-1

COMPUTER SKILLS

- Intermediate/Advanced Microsoft Office (1 hr.)

<p>Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. PL is capped at 60 total training hours per trainee. CBT is capped at 50% of total training hours.</p>



UFCW-WINE, DISTILLERY & ALLIED WORKERS, LOCAL 186D

329 Downey Ave.
Modesto, CA 95354-1297

Phone (209) 524-4245
Fax (209) 524-7066

October 13, 2015

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 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,



Alan Pegarella

President
United Food and Commercial Workers, Local 186D



United Food & Commercial Workers International Union, AFL-CIO, CLC

Jacques Loveall

President

International Vice President

Roseville

(Headquarters)
2200 Professional Dr.
Roseville, CA 95661
(916) 786-0588
(916) 786-0958 (fax)

August 31, 2015

Bakersfield

900 Airport Dr.
Bakersfield, CA 93308
(661) 391-5770

Stewart Knox
Executive Director
Employment Training Panel
1100 J Street, 4th Floor
Sacramento, CA 95814

Chico

20 Constitution Dr.
Suite C
Chico, CA 95973
(530) 895-0017

Dear Mr. Knox,

Fresno

3485 W. Shaw Ave.
Suite 101
Fresno, CA 93711
(559) 271-1288

I am writing on behalf of UFCW 8-Golden State. We support the proposed training funded in part by the Employment Training Panel. We also support the proposal being submitted to the Employment Training Panel from E. & J. Gallo Winery.

Fresno

*Distillery, Wine & Allied,
and Wholesale Division*
3485 W. Shaw Ave.
Suite 102
Fresno, CA 93705
(559) 226-5045

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.

Modesto

2007 Yosemite Blvd.
Modesto, CA 95354
(209) 529-0596

Sincerely,

JACQUES LOVEALL

JSL:lab

Redding

3400 Bechelli Ln.
Suite C
Redding, CA 96002
(530) 222-3905

cc: Kirk Vogt
Joe Ciotti
Mike Crain
Robert Scott

Sacramento

1930 9th Street
Sacramento, CA 95811
(916) 503-8828

Santa Rosa

940 Hopper Ave.
Santa Rosa, CA 95403
(707) 546-1384





November 11, 2015

Jill McAloon
Acting Executive Director
Employment Training panel
1100 J Street, 4th Floor
Sacramento, CA. 95814

Dear Ms. McAloon,

I am writing on behalf of the United Steel, Paper and forestry, Rubber, Manufacturing, Energy, Allied Industrial and Service Workers International Union, (USW), AFL-CIO, CLC, Local 18. 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 Gallo Glass Company.

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,

A handwritten signature in black ink, appearing to read "Martin Nuno". The signature is fluid and cursive, written over a faint, circular stamp that is partially obscured.

Martin Nuno

President

USW Local 18



**Glass, Molders, Pottery, Plastics & Allied Workers
International Union
(AFL-CIO, CLC)**

LOCAL UNION NO. 17

MODESTO, CA



P.O Box 1808
Empire, CA 95319
Office Phone: (209) 524-3088

November 9, 2015

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 Glass, Molders, Pottery, and Allied Workers Union (GMP), Local No.17. 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 Gallo Glass Company.

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 grater levels of success for them personally and that of the company.

Sincerely,

Carlos P Contreras
President
GMP Local Union No.17 AFL-CIO, CLC
Office Phone: (209) 524-3088



RETRAINEE - JOB CREATION

Training Proposal for:

SAFE Credit Union

Agreement Number: ET16-0384

Panel Meeting of: February 26, 2016

ETP Regional Office: Sacramento

Analyst: W. Sabah

PROJECT PROFILE

Contract Attributes:	Retrainee SET Job Creation Initiative	Industry Sector(s):	Financial Services Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Counties Served:	Contra Costa, Placer, Sacramento, Yolo	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 608	U.S.: 608	Worldwide: 608	
<u>Turnover Rate:</u>	9%			
<u>Managers/Supervisors:</u> (% of total trainees)	19%			

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$749,610		\$0	\$0		\$749,610

In-Kind Contribution:	100% of Total ETP Funding Required	\$1,223,880
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET	Business Skills, Commercial Skills, Computer Skills, Mgmnt. Skills	205	8-200	0-40	\$975	\$28.37
				Weighted Avg: 65			
2	Retrainee	Business Skills, Commercial Skills, Computer Skills, Mgmnt. Skills	287	8-200	0-40	\$1,785	\$15.60
				Weighted Avg: 119			
3	Retrainee SET Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills, Mgmnt. Skills	39	8-200	0-40	\$960	\$14.32
				Weighted Avg: 48			

Minimum Wage by County: Job Number 1 (SET Statewide): \$28.37 per hour

Job Number 2: \$15.60 in Placer and Yolo counties, \$16.10 in Sacramento County and \$17.02 in Contra Costa County

Job Number 3 (Job Creation): \$12.77 in Placer and Yolo counties, \$13.42 in Sacramento County and \$14.19 in 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

Up to \$4.35 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 & 2.

Other Compensation: In Job Numbers 1 & 2, Wealth Advisors and Mortgage Lending Sales Staff earn commission.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Accountant		13
Auditor		3
Lending Staff		14
Processing Representative		21
Banking and Finance Staff		29
Non-Mortgage Insurance Staff		2
Employee Services Staff		24
IT Staff		51
Marketing and Retail Staff		13

Wealth Advisor		10
Front Line Manager		25
Job Number 2		
Account and Card Services Representative		91
Mortgage Processing and Clerical Staff		23
Mortgage Lending Sales Staff		20
Mortgage Underwriter		9
Mortgage Front Line Leader		5
Mortgage Collections and Insurance Staff		12
Call Center Representative		72
Manager		55
Job Number 3		
Administrative Staff		3
Account Service Representative		14
Call Center Representative		19
Front Line Manager		3

INTRODUCTION

Founded in 1940 and headquartered in Folsom, SAFE Credit Union (SAFE Credit) (www.safecu.org) provides financial services such as personal lending, business banking and wealth management. The Company primarily focuses on personal and business loan portfolios. SAFE Credit is a non-profit organization that serves over 180,000 members living in Northern California. The Company also works directly with clients such as SMUD, UC Davis, CalFit and Dignity Health to provide their employees with financial wellness services and advertisement. Training will take place at all 22 locations in Antelope, Citrus Heights, Folsom, Elk Grove, Sacramento, Granite Bay, Fair Oaks, Lincoln, McClellan Park, Pleasant Hill, Rancho Cordova, Rocklin, Roseville, North Highlands, and West Sacramento.

Training in Job Number 1 will be funded under Special Employment Training (SET). Under SET, the participating employer will not be required to demonstrate out-of-state competition. These trainees must earn at least the statewide average hourly wage of \$28.37 at the end of the retention period.

In Job Number 2, trainees hold positions that are directly related to mortgage banking, lending, servicing, and packaging/selling functions. These trainees are eligible for standard retraining under the out-of-state competition provisions for "lending institutions".

PROJECT DETAILS

The financial loan industry is changing dramatically due to the proliferation of online loan companies. To remain competitive, SAFE Credit expanded its online capabilities by adding mobile device banking, on-line banking, shared on-line access and text message banking. As the Company continues to experience rapid growth, it needs to keep new and incumbent workers trained in company policies and procedures, as well as technological advances and systems. The Company will also train staff on IT Security for private financial information.

Employees will learn the strategies and skills necessary to implement a new Brand Promise Initiative for increased customer service and security. This training will focus on complex database software to increase analytical expertise, for the accounting and finance staff.

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 and trainees will be subject to a lower post-retention wage.

SAFE Credit plans to double its business size within the next 8 years and become a \$5 billion institution by 2023. The Company expects to grow approximately 10% annually by expanding its business capacity and improving existing functions at its established locations. SAFE Credit will add a new team to their Call Center location to facilitate Home Equity Loans. The Company will also expand their Commercial/Business Loan and Mortgage/Real Estate Lending Programs. To support this growth, the Company will need to hire new Administrative Staff, Account Service Representatives, Call Center Representatives and Front Line Managers.

SAFE Credit has committed to hiring 39 new employees (Job Number 3). SAFE Credit represents that the date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. The Company also represents that these trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Trainees will receive between 8-200 hours of Classroom/Laboratory training and up to 40 hours of Computer-Based Training in the following:

Business Skills (60%): Training will be offered to all occupations on internal and external customer relationship building, negotiation skills and presentation/communication skills. In addition, training will focus on the new Brand Promise Initiative program to increase staff's knowledge of new company services and build quick decision-making skills. Training will include Conflict Management, Communication with Power, Motivation, Projects Management and Teambuilding.

Commercial Skills (25%): Training will be offered to Account and Card Services Representatives, Mortgage Lending Sales Staff and Employee Services Staff to increase workplace performance and meet the Company's strategic goals. Training will expand employee service capabilities and focus on problem solving, prioritizing and planning. Training will include Understanding Dispute Resolution, Financial Accounting for Commercial Lending, Appraisal Review Course and Auditing.

Computer Skills (5%): Training will be offered to all occupations and will help workers become more proficient in business software solutions in loan administration, refinancing and mortgage servicing. Training will include Microsoft Office Suite (Intermediate/Advanced), Certified in Risk and Information System Control Boot Camp, and Cisco Certified Network Professional Boot Camp.

Management Skills (10%): Training will be offered to Managers only. Training will provide SAFE Credit's management team with the leadership, motivation, project management, and communications skills to become more effective leaders. Training will include Team Building, Conflict and Communication, Motivation, Coaching, and Rewards and Recognition.

Commission

SAFE Credit has a formal Commission Plan for Wealth Advisors and Mortgage Lending Sales Staff. Commissions are calculated and paid twice monthly. SAFE Credit requests to use commission to meet the Post-Retention wage of \$28.37 for the occupational title of Wealth Advisor in Job Number 1 and \$15.60 for the occupation title of Mortgage Lending Sales Staff in Job Number 2. Commission for these occupations is based on a percentage of services rendered and sold as well as company profits.

Wealth Advisors – Wealth Advisors receive a variable commission based on a percentage of SAFE Credit's labor rate, volume of sales, volume of gross appointments, member satisfaction ratings, and the level of employee expertise plus years of service. Monthly commission for the 10 Wealth Advisors in Job Number 1 for the last twelve consecutive months (1/1/15 – 12/31/15) were at least \$58.71 per hour.

Mortgage Lending Sales Staff – Mortgage Lending Sales Staff receive a variable commission based on a percentage of SAFE Credit's labor rate, sales referrals, number of real estate loans, and the level of employee expertise plus years of service. Monthly commission for the 20 Mortgage Lending Sales Staff in Job Number 2 for the last twelve consecutive months (1/1/15 – 12/31/15) were at least \$45.48 per hour.

"The Panel may use commission earnings to determine a trainee's hourly wage, if there is a reliable history of commission payment by the employer and if actual payment can be verified. As used herein, "commission" means a percentage or proportion of the sale price, for services rendered in the sale of goods or services, paid to employees whose principal job duty is sales."

Commitment to Training

Safe Credit represents that ETP funds will not displace the existing financial commitment to training. The Company's annual training budget per facility is approximately \$49,000 and includes Asset Liability Management, Budgeting & Forecasting, Accounts Payable, Customer Service, and Bank Secrecy Act, IT Security, OSHA and Leadership training.

➤ Training Infrastructure

The Senior Corporate Trainer will be the primary project administrator and will work with a second Senior Corporate Trainer and the Training Manager to schedule training, enroll trainees, track training hours and coordinate meetings with the ETP staff. Currently the Company is in the process of creating a position and hiring an employee to solely manage and complete the ETP project successfully.

Impact/Outcome

ETP funding will substantially contribute to SAFE Credit's ability to increase revenues, raise efficiency levels, and provide a higher level of customer satisfaction. In addition, funding will allow the Company to implement extensive training for newly hired and incumbent trainees needed to respond to changing technologies and capabilities in the financial loan industry. Staff may also receive the following certifications:

- Governance of Enterprise IT
- Risk and Information System Control
- Cisco Certified Network Professional
- Cisco Unified Wireless Networking

LMS

Staff has reviewed and approved SAFE Credit's use of a Learning Management System for recordkeeping.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

- Credit Union National Association of Madison, WI will provide Business Skills training.
- Birst of San Francisco will provide Business and Computer Skills training.
- Salesforce of San Francisco will provide Business, Commercial and Computer Skills training.
- TRC Interactive of Harrisburg, PA will provide Business, Commercial and Computer Skills training.
- DocuSign of San Francisco will provide Computer Skills training.

Other trainers will be identified for ETP record-keeping purposes, as they are retained by SAFE Credit.

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

8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Accounts Payable
- Advanced Core Sales
- Advanced Epicor Training
- Advanced Hyperion Planning
- Agile/SCRUM
- Brand Promise Initiative
- Business Writing for Banking
- Call Center Advance Sales
- CAPM Boot Camp
- Career Engagement
- Collection System Training
- Communication with Power
- Conflict Management/Communication
- Creating Customer Loyalty
- Challenging Conversations
- Epicor/Doc Link Admin Training
- Extreme Promise
- Financial Workshop
- Incorporating Big Data into Your Business
- Lean Six Sigma Green Belt
- MBA-Intro to Secondary Marketing
- Motivation
- New Product Roll-Out
- Payments Training
- Presentation Workshop
- Program Management Fundamentals
- Project Management
- Rolling Forecasts
- Sales Leadership Strategies
- Strategic Risk Management
- Team Building
- Time Management/Productivity

COMMERCIAL SKILLS

- Understanding Dispute Resolution
- Master Dispute Case Filings
- Omega - Financial Accounting for Lenders
- Omega - Commercial Loans to Small Businesses
- Omega - Commercial Real Estate Lending
- Financial Accounting for Commercial Lending
- Appraisal Review Course
- Verafin User Training
- CUNA BSA Training
- ACAMS Training

- Fraud Updates
- Auditing

COMPUTER SKILLS

- MS Office Suite (Intermediate/Advanced)
- DocuSign Administration
- Certified in Risk and Information System Control Boot Camp
- FOR508: Advanced Digital Forensics and Incident Response
- SEC617: Wireless Ethical Hacking, Penetration Testing and Defenses
- Cisco Certified Network Professional Boot Camp
- Cisco Unified Wireless Networking Boot Camp
- Certified in the Governance of Enterprise IT Boot Camp
- FOR572: Advanced Digital Forensics and Incident Response
- SEC575: Mobile Device Security and Ethical Hacking
- Cisco Voice Boot Camp
- Analytics Training
- HTML Version Training
- eCommerce Strategies
- Content Management
- Developer Track 450
- Service Cloud Admin
- DocuSign API Development
- Scrum/Agile/SharePoint Courses
- Birst Undergrad Package
- DocuSign Salesforce Administration
- Software Development
- RHCSA Rapid Track Course (RH199)
- MCSE: Messaging Boot Camp
- MCSA: Windows Server 2012 Boot Camp

MANAGEMENT SKILLS (Managers Only)

- Sales Leadership Strategies
- Presentation Workshop
- Financial Education
- Team Building
- Conflict and Communication
- Career and Engagement
- Motivation
- Communication Styles
- Coaching
- Rewards and Recognition

CBT Hours

0-40

BUSINESS SKILLS

- Omega - Financial Accounting for Lenders (25 hours)
- Omega - Commercial Loans to Small Businesses (40 hours)
- Omega - Commercial Real Estate Lending (40 hours)
- Regulation E and Z (4 hours)
- Trail Head (40 hours)
- Product Knowledge (3 hours)

- Business Writing for Banking (4 hours)
- Project Management (36 hours)
- Time Management (6 hours)
- Project Management (36 hours)
- Communication with Power (9 hours)
- Regulation Training (8 hours)
- eCommerce Strategies (40 hours)
- Content Management(40 hours)
- Strategic Risk Management (8 hours)
- Program Management (6 hours)

COMPUTER SKILLS

- MS Office Suite (Intermediate/Advanced) (36 hours)
- IT Security (2 hours)
- HTML Version Training (40 hours)
- Scrum/Agile/SharePoint Courses (40 hours)
- Software Development (40 hours)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per trainee.



Training Proposal for:

South Orange County Regional Chambers of Commerce, Inc.

Agreement Number: ET16-0340

Panel Meeting of: February 26, 2016

ETP Regional Office: San Diego

Analyst: J. Davey

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100 HUA	Industry Sector(s):	Technology/IT Technology/Other Manufacturing Services Biotechnology/Life Sciences Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, San Diego, Ventura	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$1,122,000		\$58,212 6%		\$1,180,212

In-Kind Contribution:	50% of Total ETP Funding Required	\$603,200
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Computer Skills, Continuous Improvement	130	8-200	0	\$1,515	\$17.02
				Weighted Avg: 80			
2	Retrainee Priority Rate SB<100	Computer Skills, Continuous Improvement	291	8-200	0	\$2,188	\$17.02
				Weighted Avg: 80			
3	Retrainee	Computer Skills, Continuous Improvement	81	8-200	0	\$1,262	\$17.02
				Weighted Avg: 80			
4	Retrainee SB<100	Computer Skills, Continuous Improvement	132	8-200	0	\$1,851	\$17.02
				Weighted Avg: 80			

Minimum Wage by County: Job Numbers 1 - 4: \$16.48 for Los Angeles County; \$16.51 for Orange County; \$16.46 for San Diego County; \$15.60 for Ventura County.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Application Architect, Business Analyst		90
Database Administrator, Database Architect		90
Manager/Supervisor		90
Network Administrator, Network Architect, Network Engineer		91
Programmer Analyst, Software Developer		91
System Administrator, System Analyst		91
Technical Analyst, PC Hardware Technician		91

INTRODUCTION

For its fourth ETP Agreement, the South Orange County Regional Chambers of Commerce, Inc. (SOCRCC or Chamber) seeks funding for retraining as outlined below:

Established in 1969, the SOCRCC is a non-profit member organization comprised of approximately 550 business owners, corporate representatives, community leaders, and individual members. SOCRCC recently reorganized and is now doing business as (dba) South Orange County Economic Coalition. They represent various professions and companies in the manufacturing, IT, and service sectors.

The Chamber's mission is two-fold: 1) promotion of economic programs to strengthen and expand the income potential of area businesses by linking new skill-building programs to current employer demands; and, 2) the continued support of initiatives that provide opportunities for networking, legislative advocacy, and access to capital for growth and expansion. As such, SOCRCC strives to offer innovative business development solutions, including training, to help area companies grow and prosper economically.

Employer Demand

Chamber staff regularly sends out surveys to determine employer/member satisfaction and assess education/training needs. The survey results continue to validate a strong need for skills training in technology. More recently, employers have also expressed a need for Continuous Improvement for IT workers. Expertise in these areas allows businesses to provide better management and administration of their computing infrastructures that power critical applications such as ERP, Finance, Sales Force Automation, and Customer Relationship Management. By implementing higher capacity networks, scalable servers, and database-driven software applications, IT industry employers can become more efficient and competitive. The proposed Agreement will continue to serve employers statewide.

For this proposal, SOCRCC has identified a core group of 19 participating employers. The number of trainees from the core group of employers represents at least 60% of the requested funding amount. The core group also comprises 68% small business employers. Only three employers from the core group have participated in an ETP-funded Agreement within the last ten years, neither with SOCRCC. The core group employers have been screened for ETP eligibility, including substantial contributions. Furthermore, the core group employers have also been determined to meet out-of-state competition standards.

PROJECT DETAILS

Curriculum Development – Training Plan

Computer Skills (97%): The proposed curriculum has been designed for advanced IT professionals who work in the areas of programming, system/network administration and database design/administration. The curriculum provides IT Class/Lab Skills training in Oracle; SQL; Server; MySQL; Linux; Windows Server; .NET Programming; PHP Programming; VMWare Infrastructure and Cisco. The occupations to be trained include: Technical Analysts; PC/Hardware Technicians; System Analysts/Administrators; Programmer Analysts; Engineers/Administrators; Architects; Database Administrators/Architects; Application Architects; and Managers/Supervisors.

Continuous Improvement Skills (3%) – Training will be provided to all occupations. Over the last two decades, with the evolution of software architecture and engineering as a rigorous

discipline, the ideas of Project Management and Continuous Improvement have been applied to the Software Development and Information Technology Services.

Formal training needs assessments are conducted with each participating employer to ensure that ETP training is customized. Company representatives are asked to identify specific skill deficiencies the training is intended to address; specific tasks each trainee is expected to perform; and existing skill levels of each trainee. Companies also provide information on new IT technologies being implemented to improve profitability and business efficiency.

The majority of employers (over 60%) SOCRCC serves are small businesses in Manufacturing, Computer Software and IT Services Industries. These companies do not have the financial wherewithal to invest in expensive ERP and Accounting Systems. Quickbooks software is sufficient. With Quickbooks adding new functionality and releasing a new version each year, there is a need to learn the latest features of this software.

Trainer Qualifications

Training will be provided by Saisoft, Inc. (Saisoft). This vendor specializes in delivering IT training through the Internet as E-Learning, using the latest technologies. Saisoft's instructors possess vendor-specific IT certifications and typically have 12-15 years of practical industry experience, which enables them to bring their "real world" expertise to the classroom. In addition to Computer Skills, Saisoft will provide Business Skills and Continuous Improvement skills through subcontracted experts.

Remote Distance Training

SOCRCC projects that the majority of the proposed training will be delivered via remote/distance E-Learning and only a small percentage will be conducted on-site at participating employer locations. The E-Learning training will be delivered via live instructor-led online training over the Internet, in accordance with Panel standards for Class/Lab reimbursement. (Title 22, CCR Section 4400(y)(4).) In this way, employees in outlying areas do not have to commute long distances to a training facility and employees from small businesses will have greater access to training.

The instructor-led classes encompass formal lecture demonstrations and interactive hands-on laboratory exercises under the guidance of a live instructor. Thus, trainees are able to speak directly with the instructor, ask questions, and receive instant feedback. By removing the distance barrier, this training is made available statewide. ETP Staff has been able to successfully monitor this training delivery method via remote computer on-line access.

Approximately 95% of the training will be conducted as distance learning and 5% of the training will be delivered at employer worksites. Training at employer worksites is only feasible at large companies that have training facilities equipped with the requisite hardware and software; and who have enough trainees to fill an on-site classroom.

Electronic Recordkeeping

SOCRCC will use an electronic recordkeeping system designed to document this method of training. This system has been previously reviewed and approved by ETP.

Training Schedule

SOCRCC training is scheduled to commence on February 1, 2016. Training sessions are five weeks in length with four-hour classes delivered twice weekly (for a 40-hour module).

Marketing and Employer Recruitment

SOCRCC maintains an extensive database of businesses in manufacturing, technology and service industries who are current and/or potential members. The ETP-funded training program is marketed statewide via the Chamber's website; quarterly e-mails to member companies; trade shows; job fairs; direct mail; in-person visits, web-based seminars, and meetings. Participating employers represent a diverse set of industry sectors; software development and other IT companies, bio-technology, manufacturing, and semiconductor processing.

The Chamber states there may be a few repeat participating employers as a result of changing technology or in the case where an employer was unable to send all employees through a previous ETP project due to production demands.

Support Costs

Support costs reimbursed by ETP are used to market the program statewide as described above. Beyond the core group of employers already identified and surveyed, SOCRCC will continue to recruit new participating employers and assess employer-specific job training requirements throughout the term of the Agreement. The Chamber will focus on the recruitment of priority industries and small businesses.

Extensive employer training needs assessments are conducted with each interested participating employer in order to recruit qualified participants. Companies expressing an interest in participating in the Chamber's program are then re-contacted to obtain additional information and schedule training for each individual participant. The Chamber also obtains direct feedback from the students at the end of each training class to ensure the on-going effectiveness and relevancy of the training, improve the quality of instruction, and customize the curriculum to current IT needs.

Staff recommends 6% support costs for the additional recruitment and training needs assessment costs as needed to build upon the Chambers previous efforts. This recommendation is based upon the fact that SOCRCC has an already established training program with reduced employer outreach and recruitment costs and is consistent with the prior project.

High Unemployment Areas

Some participating employers may be located in designated High Unemployment Areas (HUA). However, SOCRCC is not requesting a HUA wage or retention modification.

Commitment to Training

SOCRCC states that ETP funds will not displace the existing financial commitment to train participating employers. The core group of employers' current training varies by employer, but generally consists of new hire orientation, job-specific on-the-job training, product training, soft skills training, and safety training.

Employers also state that although they have training programs, they are unable to keep up with the amount and frequency of highly technical training needed to remain competitive. Additionally, most of the core group of participating employers has stated that they will continue to provide training to their employees after the completion of ETP-funded training.

Safety training is, and will continue to be, provided by the participating employers in accordance with all pertinent requirements under state and federal law.

RECOMMENDATION

Staff recommends approval of this proposal, including the wage modification.

ACTIVE PROJECTS

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

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET14-0303	\$1,229,562	3/3/14 – 3/2/16	644	820	820

SOCRCC completed training on 10/19/15. Currently, SOCRCC has approved earnings of \$1,058,409, with \$153,011 earnings in process of approval. To date SOCRCC has tracked 54,530 eligible training hours for 845 trainees. This equates to \$1,229,562 in eligible earnings. All remaining eligible trainees will complete the 90-day, post-training retention period by January 2016. The Company expects to earn \$1,211,420, 99% of the Agreement amount.

Of the 845 trainees who have completed training, each received an average of 65 hours of training.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET12-0330	Mission Viejo	4/2/12 – 4/1/14	\$749,900	\$749,900 (100%)
ET11-0311	Mission Viejo	6/30/11 – 6/29/13	\$229,018	\$229,018 (100%)

DEVELOPMENT SERVICES

Saisoft, Inc. located in Irvine, assisted in the development of this proposal at no cost.

ADMINISTRATIVE SERVICES

Saisoft, Inc. will also perform administrative services for an amount not to exceed \$71,948 (6%).

TRAINING VENDORS

Saisoft, Inc. will provide all Continuous Improvement and Computer Skills training in this proposal for the amount of \$1,007,276.

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

8-200 Trainees may receive any of the following:

COMPUTER SKILLS

- CIS-SEC: Securing Cisco Network Devices
- JUN-PR: Introduction to Juniper Network Devices
- NJS-PR1: Node.js Programming
- RUB-PR1: Programming in Ruby
- RUB-PR2: Ruby on Rails
- SWF-PR1: Apple Swift Programming
- JAV-TA: Automated Test Framework Development In Java
- SEL-PR: Automated Testing using Selenium
- UFT-PR: Automated Testing using Unified Testing Framework
- BUS-AN2: Business Analysis for Object Oriented Design
- DMS-MA1: Digital Marketing Fundamentals
- DMS-EO: Search Engine Optimization Technologies
- COB-IT: Control Objectives for Information and Related Technology Foundation
- TBL-RP: Reporting with Tableau Software
- MSF-AD12: MS Windows Server 2012 Active Directory Services
- CMP-CL1: Comptia Cloud Essentials (CLO-001)
- CMP-SR1: Comptia Server+ (SKO-003)
- CRY-RP: SAP Crystal Reports 2011
- AGL-SC: Agile and Scrum Software Development Methodology
- PMT-IT: Software Development Lifecycle Information Technology Infrastructure Library-ITIL
- SAI-467: Designing Business Intelligence Solutions with Microsoft SQL Server 2012
- SAI-466: Implementing Data Models and Reports with Microsoft SQL Server 2012
- SAI-465: Designing Database Solutions for SQL Server 2012
- SAI-464: Developing Microsoft SQL Server 2012 Databases
- SQL-463: Implementing a Data Warehouse with Microsoft SQL Server 2012
- SQL-462: Administering Microsoft SQL Server 2012 Databases
- SQL-461: Querying Microsoft SQL Server 2012
- MSW-AZ: Implementing Microsoft SQL Azure
- AWS-CC: Cloud Computing with Amazon Web Services
- MSO-365: Migrating Exchange Server to MS Office 365
- MSW-AZ: Implementing Microsoft SQL Azure
- GOO-AN: Implementing Google Analytics
- GOO-AD: Google Adwords Administration
- MSF-BG: Microsoft Bing Adcenter Administration
- FCB-AD: Facebook Ads Manager Administration
- LIN-AD: LinkedIn AdManager Administration
- MSF-AC: Microsoft Access Programming
- MSF-VS: Microsoft Visio 2010 Administration
- CIT-XA: Citrix XenApp Implementation
- DIS-R1: Disaster Recovery for Information Technology
- IPH-PR: iPhone Programming
- AND-PR: Android Programming

- CIS-NPR: CCNP ROUTE (642-902)
- CIS-NPS: CCNP SWITCH (642-813)
- CIS-NPT: CCNP TSHOOT (642-832)
- MSF-SPS: Microsoft Sharepoint Designer
- MSF-SPA: Microsoft Sharepoint Foundation Administration
- MSF-SPF: Microsoft Sharepoint Foundation
- MSF-SPD: Microsoft Sharepoint Development
- MSF-SPB: Microsoft Sharepoint Business Intelligence
- CPT-SC: CompTia Security+
- CPT-NW: CompTia Network +
- SQL-TS: Programming SQL Server with Transact-SQL
- SQL-AD: SQL Server Advanced Topics
- SQL-RS: SQL Server Reporting Services
- SQL-BI: SQL Server Business Intelligence
- MySQL Database Administration
- Apache Web Server Administration
- Common Gateway Interface and Hypertext Preprocessor Programming
- Perl Programming
- Perl Programming - Using Advanced Modules
- Perl Advanced Topics: Serving Pages using HTTPS (Secure Hypertext Protocol) with mod_ssl
- ORA-SQ: Oracle – Structured Query Language
- ORA-PL: Oracle – Programming Language in SQL
- DDT-DM: Data Modeling and Database Design
- DDT-LP: Logical and Physical Data Modeling
- MSF-EX: Microsoft Exchange Server Administration
- MSF-SP: Microsoft Sharepoint Server Administration
- MSF-SEC: Designing Security for Microsoft Networks
- MSF-PS: MS Windows Administration with Powershell
- MSF-SA8: Microsoft Windows 2008 Server Administration
- MSF-NA8: Microsoft Windows 2008 Network Infrastructure
- MSF-AD8: Microsoft Windows 2008 Active Directory
- SEC-NI: Securing Network Infrastructure and Communications (Security+ 1)
- SEC-AP: Application, Operational and Organizational Security (Security+ 2)
- SEC-AI: Designing Security Architecture Infrastructures
- SEC-MA: Designing Security Management Infrastructures
- JAV-OO: Object Oriented Programming in Java
- JAV-AP: Application Development in Java
- JAV-AT: Advanced Topics in Java
- CIS-ND1: Configuring Cisco Network Devices I (ICND1 – 640-822)
- CIS-ND2: Configuring Cisco Network Devices II (ICND2 - 640-816)
- CIS-SC: Configuring Scalable Cisco Networks
- CIS-ML: Configuring Multi-Layer Switched Cisco Networks
- CIS-RA: Configuring Remote Access Cisco Networks
- CIS-TA: Troubleshooting Advanced Cisco Networks
- PMT: Software Development Lifecycle Project Management
- Software Development Lifecycle Six Sigma Quality Best Practices
- Information Technology Infrastructure Library Implementation
- Information Technology Infrastructure Library Best Practices
- Network Security – Ethical Hacking

- Network Security – Applied Computer Forensics
- VBS-PR: Programming in VB.NET
- VBS-AS: Programming ASP.NET and ADO.NET using VB.NET
- VBS-EN: Enterprise Application Development in VB.NET
- CSP-PR: Programming in C#
- CSP-AS: Programming ASP.NET and ADO.NET using C#
- CSP-EN: Enterprise Application Development in C#
- MSF-W7: Microsoft Windows7 Administration
- LIN-SA: Linux System Administration
- LIN-NA: Linux Network Administration
- CRY-RP: Programming Crystal Reports
- DWH-IN1: Data Warehousing Fundamentals
- DWH-IN2: Programming Informatica
- COG-PR1: Implementing Business Intelligence with Cognos
- VMW-AD: VMWare Infrastructure Administration
- OOD-UML: Object Oriented Design and Unified Modeling Language
- CIT-SA: Citrix Presentation Server Administration
- UBU-DS: Ubuntu Linux Desktop Administration
- ORA-DB: Oracle Database Administration
- SQL-SA: SQL Server Database Administration
- SQL-DB: SQL Server Database Design
- MSF-HY: Microsoft Windows Server Hyper-V Administration
- SQL-MD12: SQL Server 2012 Multi-dimensional Expressions and Data Analysis Expressions
- SQL-RS12: SQL Server 2012 Reporting Services
- SQL-AS12: SQL Server 2012 Analysis Services
- SQL-BID: SQL Server 2012 Designing Business Intelligence Solutions
- MSF-VS: Microsoft Visio 2010
- MSF-PS1: MS Windows Administration with Powershell I
- MSO-365: Migrating Exchange Server to Office 365
- MSF-410: Installing and Configuring Windows Server 2012
- MSF-411: Administering Windows Server 2012
- MSF-412: Configuring Advanced Windows Server 2012 Services
- CIS-NPR: Cisco CCNP Routing and Switching
- CIS-SP1: Computer Information Systems Security Protocol
- CEH-P1: Certified Ethical Hacking Training
- CAP-P1: Computer Systems Authorization Protocol
- WIR-TS: Wireless Technology Specialist
- WIR-NA: Wireless Network Administration
- GGL-GL: Google Glass Application Development
- CMP-MOB: CompTia Mobility+ (MBO-001)
- CMP-SM: CompTia Social Media Security
- BUS-AN: Business Analysis and Modeling
- HAD-DB1: Big Data Management with Hadoop
- MON-DB1: Big Data Management with MongoDB
- PYT-PR: Programming in Python
- PRL-PR: Programming in Perl
- JVS-PR: Javascript Programming
- PHP-PR: Programming in PHP
- WRD-PR: Website Design with Wordpress

- LIN-WI: Linux for Windows Users
- QCB-A1: Quickbooks Training

CONTINUOUS IMPROVEMENT

- PMT-SK: Project Management Skills
- PMT-MP: Project Management using MS Project
- PMT-SD: Information Technology Project Management

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 Orange County Regional Chamber of Comm. CCG No.: ET16-0340

Reference No: 16-0154

Page 1 of 5

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Advantel Inc.

Address: 2222 Trade Zone Boulevard

City, State, Zip: San Jose, CA 95131

Collective Bargaining Agreement(s): No

Estimated #of employees to be retrained under this Agreement: 62

Total # of full-time company employees worldwide: 95

Total # of full-time company employees in California: 95

Company: Arbela Technologies

Address: 7700 Irvine Center Drive, Ste. 950

City, State, Zip: Irvine, CA 92618

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 13

Total # of full-time company employees worldwide: 33

Total # of full-time company employees in California: 18

Company: Bayport Networks, Inc.

Address: 3080 Olcott Street, Ste. 115D

City, State, Zip: Santa Clara, CA 95054

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 50

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

Company: Data Intensity

Address: 5 Sunswept Mesa

City, State, Zip: Aliso Viejo, CA 92656

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 48

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

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: South Orange County Regional Chamber of Comm. CCG No.: ET16-0340

Reference No: 16-0154

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Echo Technology Solutions LLC

Address: 216 11th Street

City, State, Zip: San Francisco, CA 94103

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 70

Total # of full-time company employees worldwide: 120

Total # of full-time company employees in California: 120

Company: Endpoint Clinical, Inc.

Address: 55 Francisco Street, Ste. 100

City, State, Zip: San Francisco, CA 94133

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 6

Total # of full-time company employees worldwide: 78

Total # of full-time company employees in California: 39

Company: Imagine Communications

Address: 3400 West Olive Avenue, Ste. 220

City, State, Zip: Burbank, CA 91505

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 97

Total # of full-time company employees worldwide: 1,500

Total # of full-time company employees in California: 640

Company: Infoway Solutions, LLC

Address: 39111 Paseo Padre Parkway, Ste. 320

City, State, Zip: Fremont, CA 94538

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 1

Total # of full-time company employees worldwide: 199

Total # of full-time company employees in California: 91

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: South Orange County Regional Chamber of Comm. CCG No.: ET16-0340

Reference No: 16-0154

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Irvine Sensors

Address: 3001 Redhill Avenue

City, State, Zip: Costa Mesa, CA 92626

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 18

Total # of full-time company employees worldwide: 42

Total # of full-time company employees in California: 39

Company: Milestone Technologies Inc.

Address: 3101 Skyway Court

City, State, Zip: Fremont, CA 94539

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 13

Total # of full-time company employees worldwide: 240

Total # of full-time company employees in California: 95

Company: Mission Healthcare Services Inc.

Address: 2375 Northside Drive, #150

City, State, Zip: San Diego, CA 92108

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 7

Total # of full-time company employees worldwide: 145

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

Company: Norton Rose Fulbright US LLP

Address: 555 S. Flower Street

City, State, Zip: Los Angeles, CA 90071

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 5,500

Total # of full-time company employees in California: 2,500

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: South Orange County Regional Chamber of Comm. CCG No.: ET16-0340

Reference No: 16-0154

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: On-Ramp Wireless Inc.

Address: 10920 Via Frontera, Ste. 200

City, State, Zip: San Diego, CA 92127

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 1

Total # of full-time company employees worldwide: 102

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

Company: On Target

Address: 17691 Mitchell North

City, State, Zip: Irvine, CA 92614

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 69

Total # of full-time company employees in California: 69

Company: Randstad Technologies

Address: 105 Cutting Boulevard

City, State, Zip: Antioch, CA 94509

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 85

Total # of full-time company employees worldwide: 120

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

Company: Salient Federal Solutions, Inc.

Address: 10431 Wateridge Circle, Ste. 210

City, State, Zip: San Diego, CA 92121

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 1

Total # of full-time company employees worldwide: 150

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

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: South Orange County Regional Chamber of Comm. CCG No.: ET16-0340

Reference No: 16-0154

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Synthetic Genomics

Address: 11149 N. Torrey Pines Road, #100

City, State, Zip: La Jolla, CA 92037

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 13

Total # of full-time company employees worldwide: 230

Total # of full-time company employees in California: 85

Company: Techflow, Inc.

Address: 6405 Mira Mesa Boulevard, Ste. 250

City, State, Zip: San Diego, CA 92121

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 22

Total # of full-time company employees worldwide: 117

Total # of full-time company employees in California: 84

Company: The Network Pro LLC

Address: 4025 E. La Palma Avenue, Ste. 204

City, State, Zip: Anaheim, CA 92807

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 10

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



Training Proposal for:

California Manufacturers and Technology Association

Agreement Number: ET16-0378

Panel Meeting of: February 26, 2016

ETP Regional Office: Sacramento

Analyst: M. Mazzone

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100 SET/Entrepreneurial Veteran	Industry Sector(s):	Manufacturing Technology/IT Aerospace and Defense Biotechnology/Life Sciences 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 International Union of Operating Engineers, Local Union No. 3		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$1,120,956		\$78,856 8%		\$1,199,812

In-Kind Contribution:	50% of Total ETP Funding Required	\$1,500,000
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Impv., Hazardous Materials, Mgmt Skills, Mfg Skills, OSHA 10/30	566	8-200	0-200	\$1,289	\$15.60
				Weighted Avg: 67			
2	Retrainee Priority Rate SB<100	Business Skills, Computer Skills, Cont. Impv., Hazardous Materials, Mgmt Skills, Mfg Skills, OSHA 10/30	215	8-200	0-200	\$1,668	\$15.60
				Weighted Avg: 60			
3	Retrainee SB<100	Business Skills, Computer Skills, Cont. Impv., Hazardous Materials, Mgmt Skills, Mfg Skills, OSHA 10/30	100	8-200	0-200	\$752	\$15.60
				Weighted Avg: 32			
4	Entrepreneurial Priority Rate SB<100 SET	Business Skills, Computer Skills, Cont. Impv., Hazardous Materials, Mgmt Skills, Mfg Skills, OSHA 10/30	11	8-200	0-200	\$1,668	N/A
				Weighted Avg: 60			
5	Veteran	Business Skills, Computer Skills, Cont. Impv., Hazardous Materials, Mgmt Skills, Mfg Skills, OSHA 10/30	10	8-200	0-200	\$1,807	\$15.60
				Weighted Avg: 70			

Minimum Wage by County:

Job Numbers 1-3 and 5: \$17.02 per hour in Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Santa Clara Counties; \$16.48 per hour in Los Angeles County; \$16.51 in Orange County; \$16.46 in San Diego County; \$16.10 in Sacramento County; and \$15.60 in 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
Administrative Support Staff 1		75
Administrative Support Staff 2		14
Customer Service Representative 1		50
Customer Service Representative 2		25
Sales Staff 1		45
Sales Staff 2		25
Production Staff 1		100
Production Staff 2		30
Technician 1		36
Technician 2		23
Maintenance 1		30
Maintenance 2		22
Manager 1		15
Manager 2		5
Supervisor 1		30
Supervisor 2		25
Engineer 1		100
Engineer 2		95
Engineer 3		50
Analyst		100
Owner		15

INTRODUCTION

California Manufacturers and Technology Association (CMTA) (www.cmta.net) is a trade association representing a large number of California's manufacturing, processing, service, and technology-based companies. Headquartered in Sacramento, CMTA has worked closely with its member companies and ETP to implement successful work skills training programs for over 20 years. CMTA's comprehensive advocacy and educational initiatives seek to foster a business environment that will lead to the retention and creation of high-wage, high-skill jobs that will enhance the overall prosperity of California.

CMTA's members range from traditional industries such as manufacturing, food processing, and oil, to high-tech and emerging industries such as biotechnology, aerospace, and software. This will be CMTA's fourteenth ETP-funded project.

Need for Training

CMTA continues to serve member companies which need to improve productivity and efficiencies to remain competitive. In doing so, CMTA has identified the critical needs of these California companies. CMTA relies on training research from the National Association of Manufacturing to ensure the training plans developed are in line with the type of training required on a national level. Many industries have a high rate of technological change, and skill gaps have become increasingly wide. Also, CMTA surveys members to discern local training requirements. Many participating employers have found it difficult to find qualified engineers, technicians, machine operators, and maintenance workers. ETP funded training will allow employers to bridge the skill gap of incumbent staff.

Another major focus of CMTA's training is the growing California craft brewers, fermented cider, and craft distillery industries. Within these industries there are many new start-ups and companies which are undergoing significant growth. Promoting entrepreneurial training for these start-up companies is a current focus of CMTA. Entrepreneurial training will provide valuable strategies, tools, and tips for small business owners. To reach the start-up companies and larger breweries/distilleries, CMTA presented at the California Craft Brewers Association in November 2015 and has built relationships with many of these companies with the idea of promoting continual success. In response to the need for training of the craft breweries, CMTA built a relationship with the University of California Davis to provide specialized brewing training to participating employers.

Lastly, California companies must be able to compete with foreign and domestic competitors. To do so, employers must strive to develop new products and services, increase productivity and quality, and improve customer satisfaction. ETP-funded training is critical to help close the skill gaps and respond to unique employer challenges and growth opportunities.

Veterans Program

The Panel has established a higher reimbursement rate and other incentives for training California veterans.

CMTA conservatively plans to have 10 Veterans (Job Number 5) participate in training, who have served on active full-time duty in the Armed Forces. Veteran trainees in Job Number 5 will receive a higher reimbursement rate of \$22 per hour.

PROJECT DETAILS

Training Plan

The proposed training will mainly target manufacturers; however, companies from the aerospace, defense, and technology industries may also participate. CMTA serves companies statewide, but the core employers are located primarily in the Los Angeles and Bay areas.

Business Skills (10%): Training will be delivered to all occupations to communicate more effectively, have a better understanding of their industry, and will improve business functions. Trainees will receive job specific training in skills such as communication skills, customer

service skills, financial analysis, product knowledge, sales strategies, business writing, and project management.

Computer Skills (15%): Training will be delivered to all occupations. Engineers, Production Staff, Analysts, Managers, Supervisors, and Owners will receive training to become more efficient in their company's enterprise resource planning software and database management. Engineers will also receive training in CAD/CAM software. Administrative Support Staff will receive training in accounting software and will also receive training with Sales Staff and Customer Service Staff in intermediate and advanced Microsoft Office.

Management Skills (10%): Training will be provided to Supervisors, Managers and Owners. Training topics will include: leadership skills, managing change, motivation and teamwork skills, coaching and mentoring skills, and supervisory skills.

Manufacturing Skills (28%): Training will be provided to Production Staff, Technicians, Maintenance, and job specific Managers and Supervisors. Staff will learn proper operating and maintenance techniques for equipment. In addition to equipment operations, training will include topics such as blueprint reading, brewing basics, intensive brewing, science for practical brewing, hydraulics training, wiring, electronics training, and welding fundamentals.

Continuous Improvement (30%): Training will be provided to all participating employers and to all occupations to help reduce waste, increase efficiencies, and improve quality. Training will include ISO training, lean manufacturing, kaizen methodology, Six-Sigma, team problem solving, and analyzing jobs for efficiency.

Hazardous Materials (5%) – Training will be delivered to all manufacturing occupations to provide staff with the skills necessary to ensure a safe work environment while working with dangerous materials. Topics will include: ammonia training; hazardous materials handling, storage, transport, and disposal; and hazardous materials clean-up.

Certified Safety Training (2%)

OSHA 10/30 training is a series of courses “bundled” by industry sector and occupation. The coursework must be approved by, and the instructors must be certified by Cal-OSHA. Training hours may be delivered in a classroom setting or via CBT. When delivery is by CBT all training hours must be delivered in a classroom over a finite number of times, and the vendor must have a certified instructor present to confirm attendance. To ensure that each trainee receives certification, ETP will only consider payment earned upon completion of the full 10-hour or 30-hour course. OSHA 10/30 is not included in the 10% limitation on safety training, or in the 50% limitation on CBT.

Computer-Based Training

Normally, CBT hours are capped at 50% of total training hours per-trainee. However, under this proposal, CMTA is requesting up to 100% of CBT for some trainees. (See Exhibit B).

CMTA is promoting the use of Tooling U online training (<http://www.toolingu.com/>). Small businesses who find it difficult to stop production to train may take advantage of Tooling U. This will allow for full production to continue as trainees can be individually taken off of their job to participate in CBT. An estimated 10 participating employers will train 100 trainees (Production Staff, Technicians, and Maintenance workers) utilizing only the CBT delivery method. For the trainees who will receive only CBT, they will average between 40-60 hours of training.

Special Employment Training/Entrepreneurial

Trainees in Job Number 4 are funded under Special Employment Training (SET). In this job number, the participating employers will not be required to demonstrate out-of-state competition and are not subject to a post-retention wage requirement as all trainees will be considered entrepreneurs.

Commitment to Training

Large employers have well-established training programs that include courses such as employee onboarding, orientation, mission statements, ethics, and ergonomics. Other smaller employers are only able to provide government-mandated training such as safety, compliance, and sexual harassment prevention. Training for these companies is generally provided on an as needed basis and can often be delayed. ETP funding will expand industry specific training to upgrade employee skill sets for both large and small businesses.

Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Training will be delivered primarily at the participating employer's worksites, with occasional center-based classes for employers with similar training needs. CMTA has partnered with several training vendors to deliver training in Business Skills, Computer Skills, Continuous Improvement, and Manufacturing Skills. Participating employers will also provide qualified trainers who will train their own employees.

CMTA has three full-time staff members assigned to conduct employer marketing and recruitment, training need assessments, skill gap analysis, trainer recommendations and selection, class scheduling, and compliance with all ETP documentation and tracking activities.

Impact/Outcome

CMTA training will focus on Lean Manufacturing, new technology, process improvement, effective communication, and certification training to standardize job skills and competencies. CMTA has partnered with the National Association of Manufacturers to implement a skills certification system, whose goal is to standardize competencies and basic skills. Training will provide employers with skilled workers for new production and growth opportunities.

Trainees may earn a National Institute for Metalworking Skills (NIMS) certification. The certification sets skill standards for the industry, certifies individual skills against the standards, and accredits training programs that meet NIMS quality requirements. In addition, Engineers may receive a Microsoft Certified Systems Engineer certification and Production Staff may become an American Welding Society Certified Welder through training.

Marketing and Support Costs

CMTA markets to an extensive database of current and potential members. Marketing activities are done through newsletters, workforce development partnerships (such as the Bay Area Manufacturing Renaissance Council), trade shows, telemarketing, direct mailing, and in-person visits.

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

Curriculum Development

CMTA meets with frontline workers, managers, and training staff to understand current business needs and challenges. Employers and trainees complete needs assessments and work with CMTA staff to create a customized curriculum to improve production capacity and operational efficiency. CMTA also conducts course evaluations and surveys with trainees and employers to gauge the results of the programs.

CMTA relies on research data from the National Association of Manufacturing (NAM) to ensure the curriculum provides the types of training required on a national level. The NAM-endorsed certification system combines traditional education with industry-based requirements. CMTA also surveys its membership to discern local training requirements.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

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

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET15-0353	\$649,755	02/02/15 – 02/01/17	486	670	406

Based on ETP Systems, 30,686 reimbursable hours have been tracked and \$0 is earned (0% of approved amount). The Contractor projects final earnings of 100% based on training currently completed by participating employers.

PRIOR PROJECTS

The following table summarizes performance by CMTA under ETP Agreements that have been completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0144	Sacramento	09/03/13 – 09/02/15	\$1,245,642	1,245,642 (100%)
ET12-0294	Sacramento	02/06/12 – 02/05/14	\$749,199	\$749,199 (100%)
ET11-0219	Sacramento	04/04/11 – 04/03/13	\$399,285	\$399,285 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Custom Corporate Communications in Redondo Beach has been retained to provide Continuous Improvement, Communications Skills, and Computer Skills training for an approximate fee of \$600,000.

Get Kaizenized in San Ramon has been retained to provide Lean Manufacturing and Six Sigma training for an approximate fee of \$100,000.

The University of California Davis Extension in Davis has been retained to provide Brewing Science and Brewing Engineering training for an approximate fee of \$50,000.

Other trainers will be identified for ETP record-keeping purposes, as they are retained.

Exhibit B: Menu Curriculum

Class/Lab/E-Learning

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- + Business Communication Skills
- + Business Fundamentals
- + Communication Skills
- + Cost Control
- + Customer Service Skills
- + Financial Analysis
- + International Shipping
- + Negotiating Skills
- + Planning and Organization Skills
- + Presentation Skills
- + Product Knowledge
- + Project Management
- + Relationship Building through Sales and Service
- + Sales Strategies
- + Marketing Skills
- + Supply Chain Management
- + Business Writing

COMPUTER SKILLS

- + Intermediate and Advanced Microsoft Office
- + Enterprise Resource Planning Software
- + Database Management Training
- + Accounting Software
- + Custom Programming
- + CAD/CAM
- + Computer Skills for Equipment Maintenance

CONTINUOUS IMPROVEMENT

- + Benchmarking
- + Building Successful Teams
- + Interpreting and Analyzing Data
- + ISO Training
- + Leadership Skills for Front-Line Workers
- + Lean Manufacturing
- + Kaizen Methodology
- + Performance Management
- + Problem Solving and Decision Making
- + Root Cause Analysis
- + Six-Sigma
- + Standard Work (Lean Process)
- + Statistical Process Control

- ✚ Team Problem Solving
- ✚ Train-the-Trainer
- ✚ Analyzing Jobs for Efficiency
- ✚ Time Management Skills

HAZARDOUS MATERIALS

- ✚ Hazardous Materials Handling, Storage, Transport and Disposal
- ✚ Hazardous Materials Clean-up
- ✚ Ammonia Training

MANAGEMENT SKILLS

- ✚ Leadership Skills
- ✚ Managing Change
- ✚ Motivation and Teamwork Skills
- ✚ Coaching and Mentoring Skills
- ✚ Supervisory Skills

MANUFACTURING SKILLS

- ✚ American Welding Society Certified Welder
- ✚ Assembly Procedures
- ✚ Blueprint Reading
- ✚ Brewing Basics
- ✚ Certified Manufacturing Engineer
- ✚ Certified Manufacturing Technologist
- ✚ Certified Quality Engineer
- ✚ CNC Operator Certificate
- ✚ Cross-Training in Equipment/Production
- ✚ Electronics Training
- ✚ Equipment Maintenance
- ✚ Equipment Operations
- ✚ Forklift Training
- ✚ Good Manufacturing Practices (GMP)
- ✚ Hydraulics Training
- ✚ Industrial/Shop Math
- ✚ Introduction to Practical Brewing
- ✚ Intensive Brewing
- ✚ Job Instruction
- ✚ National Institute for Metalworking Skills (NIMS) Certification Training
- ✚ Welding Fundamentals
- ✚ Wiring
- ✚ Motor Controls
- ✚ Production Operation
- ✚ Programmable Logic Controllers (PLC)
- ✚ Pneumatics
- ✚ Science for Practical Brewing
- ✚ Warehouse Operations and Distribution
- ✚ Machine/Equipment Safety

OSHA 10/30 (Certified OSHA Instructor Required)

- ✚ OSHA 10 Certified Training (requires completion of 10 hours)
- ✚ OSHA 30 Certified Training (requires completion of 30 hours)

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

CBT Hours
0-100

BUSINESS SKILLS

- ✚ Quality and Customer Service 175 (1.5 hours)
- ✚ Essentials of Communication 120 (1.5 hours)
- ✚ Basics of Manufacturing Costs 140 (1.5 hours)
- ✚ Intro to Managerial Accounting 145 (1.5 hours)
- ✚ Conflict Resolution Principles 150 (1.5 hours)
- ✚ Conflict Resolution for Different Groups 155 (1.5 hours)
- ✚ Franklin Covey: Business Acumen (1 hour)
- ✚ Franklin Covey: Communication Skills (1 hour)

COMPUTER SKILLS

- ✚ CAD/CAM Overview 160 (1.5 hours)
- ✚ Parts Software 150 (1.5 hours)
- ✚ Creating a Turning Program 280 (1.5 hours)
- ✚ Turning Calculations 285 (1.5 hours)
- ✚ Creating a Milling Program 290 (1.5 hours)
- ✚ Milling Calculations 295 (1.5 hours)
- ✚ Canned Cycles 310 (1.5 hours)
- ✚ Creating an EIA/ISO Program for the Mazak Mill 286 (1.5 hours)
- ✚ Creating an EIA/ISO Program for the Mazak Lathe 287 (1.5 hours)
- ✚ Creating a Mazatrol Program for the Mill 288 (1.5 hours)
- ✚ Creating a Mazatrol Program for the Lathe 289 (1.5 hours)
- ✚ Mazak Mill: Program Execution 290 (1.5 hours)
- ✚ Mazak Lathe: Program Execution 295 (1.5 hours)
- ✚ Mazak Mill: Program Storage 310 (1.5 hours)
- ✚ Mazak Lathe: Program Storage 315 (1.5 hours)
- ✚ Mazak Mill: First Parts Run 320 (1.5 hours)
- ✚ Mazak Lathe: First Parts Run 325 (1.5 hours)
- ✚ Inspecting with CMM's 220 (1.5 hours)
- ✚ Basic Programming 250 Intro to PLC's 200 (1.5 hours)
- ✚ Networking for PLCs 270 Intro to PLC's 200 (1.5 hours)
- ✚ Hand-held Programmers of PLC's 280 (1.5 hours)
- ✚ PLC Diagrams and Programs 300 (1.5 hours)
- ✚ Overview of PLC Registers 305 (1.5 hours)

- + PLC Program Control Instructions 310 (1.5 hours)
- + Data Manipulation 360 (1.5 hours)
- + Haas Mill: Program Execution 280 (1.5 hours)
- + Haas Lathe: Program Execution 285 (1.5 hours)
- + Haas Mill: Program Storage 310 (1.5 hours)
- + Haas Lathe: Program Storage 315 (1.5 hours)
- + Haas Mill: First Part Runs 320 (1.5 hours)
- + Haas Lathe: First Part Runs 325 (1.5 hours)

CONTINUOUS IMPROVEMENT

- + Essentials of Leadership 110 (1.5 hours)
- + Personal Effectiveness 190 (1.5 hours)

MANAGEMENT SKILLS (Supervisors and Managers Only)

- + Managing Performance: Best Practices 130 (1.5 hours)
- + Team Leadership 160 (1.5 hours)
- + Managing a Diverse Workplace 210 (1.5 hours)
- + Manufacturing Management 180 (1.5 hours)
- + Managing Practices for Total Quality 320 (1.5 hours)
- + Franklin Covey: Conflict Management (1 hour)
- + Franklin Covey: Managing Change (1 hour)

MANUFACTURING SKILLS

- + Basics of the CNC Machining Center 130 (1.5 hours)
- + Basics of the CNC Swiss-Type Lathe 135 (1.5 hours)
- + CNC Coordinates 140 (1.5 hours)
- + CNC Manual Operations 200 (1.5 hours)
- + CNC Offsets 210 (1.5 hours)
- + CNC Specs for the Mill 220 (1.5 hours)
- + CNC Specs for the Lathe 225 (1.5 hours)
- + Mazak Mill: Control Panel Overview 250 (1.5 hours)
- + Mazak Lathe: Control Panel Overview 255 (1.5 hours)
- + Mazak Mill: Safety for the Mill 260 (1.5 hours)
- + Mazak Lathe: Safety for the Lathe 265 (1.5 hours)
- + Mazak Mill: Locating Program Zero 270 (1.5 hours)
- + Mazak Lathe: Locating Program Zero 275 (1.5 hours)
- + Mazak Mill: Entering Offsets 280 (1.5 hours)
- + Mazak Lathe: Entering Offsets 285 (1.5 hours)
- + Basic Measurements 110 (1.5 hours)
- + Linear Instruments Characteristics 115 (1.5 hours)
- + Basics of the CMM 120 (1.5 hours)
- + Basics of the Optical Comparator 130 (1.5 hours)
- + Surface Measurement 140 (1.5 hours)
- + Overview of Threads 150 (1.5 hours)
- + Intro to Geometric Dimensioning and Tolerancing (GD&T) 200 (1994) (1.5 hours)
- + Intro to GD&T 205 (2009) (1.5 hours)
- + Calibration Fundamentals 210 (1.5 hours)
- + Inspecting with Optical Comparators 230 (1.5 hours)

- + Hole Inspection 240 (1.5 hours)
- + Thread Inspection 250 (1.5 hours)
- + Hardness Testing 260 (1.5 hours)
- + Measuring System Analysis 300 (1.5 hours)
- + Interpreting GD&T 310 (1994) (1.5 hours)
- + Interpreting GD&T 315 (2009) (1.5 hours)
- + Basics of the Manual Mill 110 (1.5 hours)
- + Basics of the Engine Lathe 115 (1.5 hours)
- + Overview of the Manual Mill Setup 200 (1.5 hours)
- + Overview of the Engine Lathe Setup 205 (1.5 hours)
- + Benchwork and Layout Operations 210 (1.5 hours)
- + Manual Mill Operations 220 (1.5 hours)
- + Engine Lathe Operations (1.5 hours)
- + Hole making on the Mill 230 (1.5 hours)
- + Threading on the Engine Lathe 235 (1.5 hours)
- + Taper Turning on the Engine Lathe 240 (1.5 hours)
- + Metal Removal Process 110 (1.5 hours)
- + Safety for Metal Cutting 115 (1.5 hours)
- + What is Cutting? 120 (1.5 hours)
- + Machines for Metal Cutting 130 (1.5 hours)
- + Cutting Processes 140 (1.5 hours)
- + Sawing Fundamentals 155 (1.5 hours)
- + Intro to Screw Machining 160 (1.5 hours)
- + Cutting Variables 200 (1.5 hours)
- + Cutting Fluids 210 (1.5 hours)
- + Band Saw Blade Selection 215 (1.5 hours)
- + Cutting Tool Materials 220 (1.5 hours)
- + Carbide Grade Selection 230 (1.5 hours)
- + Tool Geometry 240 (1.5 hours)
- + Milling Geometry 245 (1.5 hours)
- + Drill Geometry 247 (1.5 hours)
- + ANSI Insert Selection 250 (1.5 hours)
- + Tool handlers for Turning 260 (1.5 hours)
- + Speed and Feed Selection 300 (1.5 hours)
- + Optimizing Insert Life 305 (1.5 hours)
- + High-Speed Machining 310 (1.5 hours)
- + Hard Turning 315 (1.5 hours)
- + Machining Titanium Alloys 325 (1.5 hours)
- + Intro to EDM 100 (1.5 hours)
- + Intro to PLC's 200 (1.5 hours)
- + Hardware for PLC's 210 (1.5 hours)
- + Basics of Ladder Logic 220 (1.5 hours)
- + Numbering Systems and Codes 230 (1.5 hours)
- + PLC Inputs and Outputs 240 (1.5 hours)
- + PLC Timers and Counters 260 Intro to PLC's 200 (1.5 hours)
- + Math for PLC's 320 (1.5 hours)
- + Sequencer Instructions for PLC's 330 (1.5 hours)
- + PLC Installation Practices 340 (1.5 hours)
- + PID for PLC's 350 (1.5 hours)
- + Shift Registers 370 (1.5 hours)
- + Quality Overview 100 (1.5 hours)
- + ISO 9000 Overview 110 (1.5 hours)

- + Approaches to Maintenance 120 (1.5 hours)
- + Lean Manufacturing Overview 130 (1.5 hours)
- + Intro to Supply Chain Management 140 (1.5 hours)
- + Total Productive Maintenance Overview 150 (1.5 hours)
- + 5S Overview 155 (1.5 hours)
- + Cell Design and Pull Systems 160 (1.5 hours)
- + Intro to Six-Sigma 170 (1.5 hours)
- + Troubleshooting: Identifying Problems 180 (1.5 hours)
- + Troubleshooting: Understanding Cause and Effects 182 (1.5 hours)
- + Troubleshooting: Taking Corrective Actions 184 (1.5 hours)
- + Conducting an Internal Audit 200 (1.5 hours)
- + SPC Overview 210 (1.5 hours)
- + TS 16949:2009 Overview 220 (1.5 hours)
- + Metrics for Lean 230 (1.5 hours)
- + Process Flow Charting 240 (1.5 hours)
- + Strategies for Setup Reduction 250 (1.5 hours)
- + Approaches to Quality Management 255 (1.5 hours)
- + Conducting Kaizen Events 260 (1.5 hours)
- + Value Stream Mapping: The Present State 300 (1.5 hours)
- + Value Stream Mapping: The Future State 305 (1.5 hours)
- + Six-Sigma Goals and Tools 310 (1.5 hours)
- + Product Design and Development 134 (1.5 hours)
- + Product Design and Development 135 (1.5 hours)
- + Production System Design and Development 136 (1.5 hours)
- + Equipment/Tool Design and Development 137 (1.5 hours)
- + Intro to Machine Rigging 110 (1.5 hours)
- + Rigging Equipment 120 (1.5 hours)
- + Lifting and Moving Equipment 130 (1.5 hours)
- + Rigging Inspection and Safety 210 (1.5 hours)
- + Rigging Mechanics 220 (1.5 hours)
- + Blood borne Pathogens 115 (1.5 hours)
- + Personal Protective Equipment 120 (1.5 hours)
- + Lockout/Tag Out Procedures 130 (1.5 hours)
- + Safety for Lifting Devices 135 (1.5 hours)
- + Machine Guarding 140 (1.5 hours)
- + Hand and Power Tool Safety 145 (1.5 hours)
- + Metalworking Fluid Safety 165 (1.5 hours)
- + Noise Reduction and Hearing Conservation 170 (1.5 hours)
- + Walking and Working Surfaces 180 (1.5 hours)
- + Confined Spaces 190 (1.5 hours)
- + Respiratory Safety 195 (1.5 hours)
- + Powered Industrial Truck Safety 210 (1.5 hours)
- + Math: Fundamentals 100 (1.5 hours)
- + Math: Fractions and Decimals 105 (1.5 hours)
- + Math: Units of Measurement 115 (1.5 hours)
- + Basics of Tolerance 120 (1.5 hours)
- + Blueprint Reading 130 (1.5 hours)
- + Geometry: Lines and Angles 155 (1.5 hours)
- + Geometry: Triangles 165 (1.5 hours)
- + Shop Geometry Overview 170 (1.5 hours)
- + Shop Algebra Overview 200 (1.5 hours)

- + Trig: Pythagorean Theorem 205 (1.5 hours)
- + Shop Trig Overview 210 (1.5 hours)
- + Trig: Sine, Cosine and Tangent 215 (1.5 hours)
- + Statistics 220 (1.5 hours)
- + Trig: Sine Bar Applications 225 (1.5 hours)
- + Interpreting Blueprints 230 (1.5 hours)
- + Concepts of Calculus 310 (1.5 hours)
- + Applied Engineering Sciences 110 (1.5 hours)
- + Manufacturing Process Applications: Part I 124 (1.5 hours)
- + Manufacturing Process Applications: Part II 125 (1.5 hours)
- + Intro to Workholding 104 (1.5 hours)
- + Supporting and Locating Principals 106 (1.5 hours)
- + Locating Devices 107 (1.5 hours)
- + Clamping Basics 108 (1.5 hours)
- + Chucks, Collets, and Vises 110 (1.5 hours)
- + Fixture Body Construction 200 (1.5 hours)
- + Drill Bushing Selection 230 (1.5 hours)
- + Fixture Design Basics 210 (1.5 hours)
- + Haas Mill: Control Panel Overview 250 (1.5 hours)
- + Haas Lathe: Control Panel Overview 255 (1.5 hours)
- + Haas Mill: Entering Offsets 260 (1.5 hours)
- + Haas Lathe: Entering Offsets 265 (1.5 hours)
- + Haas Mill: Locating Program Zero 270 (1.5 hours)
- + Haas Lathe: Locating Program Zero 275 (1.5 hours)

HAZARDOUS MATERIALS

- + Flammable/Combustible Liquids 155 (1.5 hours)
- + SDS and Hazardous Communications 160 (1.5 hours)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 100% of total training hours per trainee.

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: California Manufacturers and Technology CCG No.: ET16-0378
Association

Reference No: 16-0189

Page 1 of 6

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: ALOM

Address: 48105 Warm Springs Blvd.

City, State, Zip: Fremont, CA 94539-7498

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Agreement: 55

Total # of full-time company employees worldwide: 76

Total # of full-time company employees in California: 76

Company: Andpak Zipchem

Address: 400 Jarvis Drive

City, State, Zip: Morgan Hill, CA 95037

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Agreement: 40

Total # of full-time company employees worldwide: 133

Total # of full-time company employees in California: 133

Company: Artistree 269-7474-1

Address: 2720 S. Pellissier Place

City, State, Zip: City of Industry, CA 90601

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees CA & worldwide: 720

Total # of full-time company employees in California: 720

Company: Arvan

Address: 14083 S. Normandie Ave.

City, State, Zip: Gardena, CA 90249

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Agreement: 40

Total # of full-time company employees CA & worldwide: 55

Total # of full-time company employees in California: 55

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: California Manufacturers and Technology CCG No.: ET16-0378
Association

Reference No: 16-0189

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Company: Axiom Technology Inc

Address: 18138 Rowland St.

City, State, Zip: City of Industry, CA 91748

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Agreement: 40

Total # of full-time company employees worldwide: 89

Total # of full-time company employees in California: 55

Company: Bear Flag Republic

Address: 110 Sandholm Ln, Suite 10

City, State, Zip: Cloverdale, CA 95425

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 150

Total # of full-time company employees in California: 150

Company: Graphic Research

Address: 9334 Mason Ave

City, State, Zip: Chatsworth, CA 91311

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 45

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

Company: Hen House Brewing

Address: 133 Copeland St

City, State, Zip: Petaluma, CA 94952

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 25

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

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: California Manufacturers and Technology CCG No.: ET16-0378
Association

Reference No: 16-0189

Page 3 of 6

Company: Industrial Electric Manufacturing

Address: 48205 Warm Springs Blvd.

City, State, Zip: Fremont, CA 94539

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Agreement: 40

Total # of full-time company employees worldwide: 181

Total # of full-time company employees in California: 181

Company: Integra Biotechnical

Address: 2731 Loker Ave West

City, State, Zip: Carlsbad, CA 92010

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Agreement: 40

Total # of full-time company employees worldwide: 99

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

Company: Knee Deep Brewing Company

Address: 13395 New Airport Rd., Ste H

City, State, Zip: Auburn, CA 95602

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 20

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

Company: Kokusai Soko America

Address: 1521 Francisco St, Unit A

City, State, Zip: Torrance, CA

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 23

Total # of full-time company employees in California: 23

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: California Manufacturers and Technology CCG No.: ET16-0378
Association

Reference No: 16-0189

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Company: LED Tronics

Address: 23105 Kashiwa Court

City, State, Zip: Torrance, CA 90505

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 109

Total # of full-time company employees in California: 109

Company: NC Dynamics, Inc.

Address: 3401 E 69th St.

City, State, Zip: Long Beach, CA 90805

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Agreement: 40

Total # of full-time company employees worldwide: 150

Total # of full-time company employees in California: 150

Company: Newegg Inc.

Address: 9997 Rose Hills Road

City, State, Zip: Whittier, CA 90601

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 3007

Total # of full-time company employees in California: 1142

Company: Novasyste

Address: 3207 Grey Hawk Court, Ste 100

City, State, Zip: Carlsbad, CA 92010

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 25

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

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: California Manufacturers and Technology CCG No.: ET16-0378
Association

Reference No: 16-0189

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Company: Peterson Power

Address: 2828 Teagarton

City, State, Zip: San Leandro, CA 94577

Collective Bargaining Agreement(s): Yes

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

Total # of full-time company employees worldwide: 500

Total # of full-time company employees in California: 500

Company: Price Products

Address: 106 State Place

City, State, Zip: Escondido, CA 92029

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 35

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

Company: Shasta EMS

Address: 525 East Brokaw

City, State, Zip: San Jose, CA 95112

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Agreement: 22

Total # of full-time company employees worldwide: 22

Total # of full-time company employees in California: 22

Company: Sipac

Address: 1850 Russell Ave

City, State, Zip: Santa Clara, CA 95054

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 20

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

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: California Manufacturers and Technology CCG No.: ET16-0378
Association

Reference No: 16-0189

Page 6 of 6

Company: Sonoma Cider

Address: 133 Copeland St

City, State, Zip: Petaluma, CA 94952

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Agreement: 28

Total # of full-time company employees worldwide: 40

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

Company: Venture Manufacturing

Address: 1051 S East Street

City, State, Zip: Anaheim, CA 92805

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 13,000

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

Company: VSMPO - TYRUS

Address: 2850 E Cedar Street

City, State, Zip: Ontario, CA 91761

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 32

Total # of full-time company employees in California: 32



OPERATING ENGINEERS LOCAL UNION No. 3

1620 SOUTH LOOP ROAD, ALAMEDA, CA 94502 • (510) 748-7400 • FAX (510) 748-7412

Jurisdiction: Northern California, Northern Nevada, Utah, Hawaii, and the Mid-Pacific Islands

Business Manager Russell E. Burns

September 29, 2015

Mr. Stewart Knox
Executive Director
Employment Training Panel
1100 J St., 4th Floor
Sacramento, CA 95814

Dear Mr. Knox:

I am writing on behalf of the Operating Engineers Local Union No. 3. We support the proposed training funded in part by the Employment Training Panel. This training will be covered under the California Manufacturers & Technology Association's Multiple Employer Training Contract. The proposed training will assist our union members in developing new skills.

Sincerely,

Russell E. Burns
Business Manager
IUOE General Vice President

REB:smd/law
Opeiu-3-afl-cio

DELEGATION ORDER**Retrainee - Job Creation
Training Proposal for:****Armstrong Garden Centers, Inc.****Agreement Number: ET16-0360****Approval Date:** January 28, 2016**ETP Regional Office:** North Hollywood**Analyst:** M. Paccarelli**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative HUA	Industry Sector(s):	Agriculture Retail Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, San Diego, Riverside, Alameda, Marin and Ventura	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 582	U.S.: 789	Worldwide: 789
<u>Turnover Rate:</u>	19%		
<u>Managers/Supervisors:</u> (% of total trainees)	20%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$98,234		\$0	\$0		\$98,234

In-Kind Contribution:	100% of Total ETP Funding Required	\$128,003
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Cont. Improv., HazMat., Mgt. Skills	270	8-200	0	\$342	\$15.60
				Weighted Avg: 19			
2	Retrainee Priority Rate HUA	Business Skills, Commercial Skills, Computer Skills, Cont. Improv., HazMat., Mgt. Skills	7	8-200	0	\$342	* \$11.70
				Weighted Avg: 19			
3	Retrainee Priority Rate Job Creation Initiative	Business Skills, Commercial Skills; Computer Skills, Continuous Imp.; Hazardous Mat.; Mgt. Skills	5	8-200	0	\$700	* \$12.77
				Weighted Avg: 35			

* 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 Number 1: \$16.48 in Los Angeles County; \$16.51 in Orange County; \$16.46 in San Diego County; \$17.02 in Alameda and Marin Counties; and \$15.60 in Riverside and Ventura Counties.

Job Number 2: \$11.70 in Ventura County

Job Number 3: \$13.73 in Los Angeles County; \$13.76 in Orange County; \$13.72 in San Diego County; \$14.19 in Alameda and Marin Counties; and \$12.77 in Riverside 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

Job Number 1: Up to \$2.86 per hour may be used to meet the Post-Retention Wage

Job Number 2: Up to \$1.70 per hour may be used to meet the Post-Retention Wage

Job Number 3: Up to \$2.77 per hour may be used to meet the Post-Retention Wage

Job 1-3 Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Growers Staff	Job #1: Job #'s 2 & 3:	6 20
Landscape Design Staff		13
Transportation Staff		40
Production Staff		6

Administrative Staff		15
Accounting Staff		15
Marketing Staff		5
Sales Staff		15
Retail Staff		75
Manager		72

INTRODUCTION

Founded in 1889, Armstrong Garden Centers, Inc. (AGC) (www.armstronggarden.com) is an employee-owned company serving the horticultural industry for over 125 years. It is headquartered in Glendora with three production growing facilities in Santa Paula, Fallbrook, and Bermuda Dunes; and 32 retail locations nationwide.

AGC has over 200 acres of growing and production facilities in California. The Company supplies retail locations, as well as other independent garden centers, commercial accounts, resorts and golf courses throughout most of the Southwest and Pacific Northwest.

AGC favors new product research, which requires an enhanced awareness of social and environmental matters such as water use and edible crops. The Company is also a certified organic grower, producing a wide variety of vegetables and herbs for growing and consumption in this market segment.

The AGC retail division has over 400 employee owners and serves as a distribution and selling point for most products. Many of the associates that work within the retail locations are California Certified Nursery Professionals.

AGC is eligible as a single employer for standard retraining and priority-industry funding under the out-of-state competition provisions as a NAICS identified industry (crop production).

PROJECT DETAILS

Training Plan

This will be AGC's first ETP Agreement. The nursery industry has evolved over the last several years as a number of large retailers had claimed more of the market share. With ongoing market consolidation, AGC is striving to provide a wider variety of plant products and deliver them to a larger geographical area while reducing costs and improving quality. These conditions and demands have constricted profit margins and forced the Company to reduce production costs, improve distribution efficiency and raise quality standards.

The Company plans to advance its inventory management system, improve plant material and product mix, introduce drought and irrigation advancements, and implement continuous improvement techniques to bring consistency throughout the organization as a whole. ETP funds will assist the Company in meeting customer demands, remaining competitive, and ensuring project integrity.

AGC has developed a training plan to provide its workers with the skills necessary to recognize effective processes and procedures. This knowledge base will allow the Company to find solutions that will improve productivity, quality and efficiency.

Business Skills (30%) - Training will be offered to Landscape Design, Administrative, Accounting, Marketing and Sales staff which will focus on Project Management, Time Management, Leadership and other related business skills. This training will provide trainees with the knowledge to better understand their roles within the organization, improve job performance, provide quality customer service, and adapt to new functions, as needed.

Commercial Skills (25%) - Training will be offered to Production, Growers and Transportation staff which will focus on Agriculture, Horticulture, Water Practice, Growing Techniques and Equipment Operation. Training will improve employee proficiency in the use of new machines, development and management of new crops and workflow processes.

Computer Skills (3%) - Training will be offered to Administrative and Accounting staff. These trainees will receive customized training in the Company's MRP software and Microsoft Office Suite at the intermediate and advanced levels. These skills will support productivity improvements and improve current job functions, as well as adapt to new ones.

Continuous Improvement (12%) - Training will be offered to all occupations in Process and Quality Improvement, which will help improve their growing and production techniques and meet customer requirements more effectively.

Management Skills (25%): - Training will be provided to Managers which will focus on coaching and mentoring based on staff's abilities and skills.

Hazardous Materials (5%): Training will be provided to all occupations that handle hazardous materials to ensure that they are handled and disposed of properly.

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, and trainees will be subject to a lower post-retention wage.

To expand its production capabilities and increase its market share, AGC opened a new growing ground facility in Santa Paula in 2015 and will be opening two new retail locations in 2016. To operate the new growing facility and its new retail locations, the Company has committed to hiring five new full-time employees. The date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

High Unemployment Area

All trainees in Job Number 2 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Panel may modify the ETP Minimum Wage by up to 25% if post retention wages exceed the start of training wages. The Company's location in Santa Paula qualifies for HUA status under these standards.

➤ **Wage Modification**

AGC is asking for a wage modification for trainees in Job Number 2 from \$15.60 to \$11.70 per hour.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. In support of continuous employee development, The Company's current training budget is approximately \$1.2M and covers new-hire orientation, Manager training, department head training, sales skills workshop and other job-specific courses in a classroom or on-the-job training setting.

Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

Impact/Outcome

The proposed ETP-funded training will enable AGC to remain competitive in an industry with rapid and continuous changes in demands and processes. The overall goal is to provide employee training that will yield a higher quality, more cost effective product from its growing grounds to consumers.

➤ Training Infrastructure

AGC's Training Manager will oversee the internal project administration. The Company also retained an outside administrative consultant to ensure that training documentation adheres to ETP requirements.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

AGC retained Downey, Smith & Fier (DS&F) in Lakewood to assist with development of this proposal for a flat fee of \$7,500.

ADMINISTRATIVE SERVICES

DS&F 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

- Product Knowledge
- Customer Service
- Leadership
- Project Management
- Team Building
- Inventory
- Merchandising
- Sales Skills
- Conservation
- Time Management

COMMERCIAL SKILLS

- Agriculture Training
- Production Training
- Equipment Operation
- Horticulture
- Water Practice
- Growing Techniques
- Shipping and Logistics
- Order Fulfillment
- Driving & Delivery Techniques

COMPUTER SKILLS

- Manufacturing Resource Planning (MRP)
- Microsoft Office Suite (Advanced & Intermediate)
- POS System

CONTINUOUS IMPROVEMENT

- Process & Quality Improvement
- Growing Improvement

HAZMAT

- Hazardous Materials Handling

MANAGEMENT SKILLS (*For Managers Only*)

- Management Training

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

DELEGATION ORDER**RETRAINEE - JOB CREATION****Training Proposal for:****Cal Net Enterprises, LLC dba Cal Net Technology Group****Agreement Number: ET16-0357****Approval Date:** February 4, 2016**ETP Regional Office:** North Hollywood**Analyst:** J. Romero**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Technology/IT Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 105	U.S.: 105	Worldwide: 105
<u>Turnover Rate:</u>	11%		
<u>Managers/Supervisors:</u> (% of total trainees)	15%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$87,600		\$0	\$0		\$87,600

In-Kind Contribution:	100% of Total ETP Funding Required	\$87,600
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Computer Skills	80	8-200	0	\$720	\$18.00
				Weighted Avg: 40			
2	Job Creation Initiative Priority Rate	Computer Skills	15	8-200	0	\$2,000	\$18.00
				Weighted Avg: 100			

Minimum Wage by County: \$16.48 for Los Angeles County on Job 1; and \$13.73 for Job 2 (Job Creation).

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1:		
Systems Engineer 1		9
Systems Engineer 2		25
System Engineer 3		10
Technology Manager		6
Project Manager 1		9
Project Manager 2		9
Manager		12
Job Number 2:		
Systems Engineer 1		15

INTRODUCTION

Founded in 1995, Cal Net Enterprises, LLC dba Cal Net Technology Group (Cal Net), (www.CalNettech.com) is a leading provider of outsourced Information Technology (IT), Cloud, and Unified Communications (UC) to various organizations in the public and private sector. The Company currently operates in two facilities in California, located in Chatsworth and Anaheim. Cal Net offers implementation and support services, with onsite and remote delivery models through system software.

Cal Net is eligible for standard retraining under the Out-of-State Competition Provisions for companies facing out-of-state competition.

Cal Net has grown at a steady rate since 1998. After extending clientele services to include business entities in addition to residential, over the past five years, it has continued to grow at an average rate of 25% per year. This expansion of services created an increase in demand, requiring additional staff. Training under this proposal will take place at the Company's facilities in Chatsworth and Anaheim. This will be Cal Net's first ETP agreement.

PROJECT DETAILS

With continuous change and updates in the technology integration industry, training is essential for Cal Net to retain existing business relationships, and enter new markets. Cal Net plans to train newly-hired staff on company processes as well as cross-train incumbent staff with a higher level of skills. The higher skill set will require training in intermediate and advanced software modules: TECManage, COManage and SYSManage and their UC.

Retrainee - Job Creation

In support of job creation, the Panel offers incentives to companies that commit to hiring new employees. Under the Retrainee-Job Creation program, training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

Cal Net has committed to hiring 15 new employees (Job Number 2). The date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Cal Net's plan to hire additional staff under this Agreement is in response to an increase in product demand and services, which has grown steadily since 1998. The Company hired 12 new employees in November; six of them Systems Engineers that will be included in this training. These employees need more training to become familiar with the Company's software systems to a level of skill required to perform their job.

Training Plan

Cal Net is requesting ETP funds to train their employees in their innovative products and software systems to improve employee skills and knowledge and maximize job-performance. Cal Net plans to train employees in Computer Skills which includes analytics training on different company software, system upgrades and optimization. Training will be provided on different levels of intensity and scope consistent with the needs of the staff and their base line knowledge.

Computer Skills (100%): This training will be offered to all occupations. Cal Net's software products are very complex and utilize sophisticated procedures. This training will provide skills to

install, implement, maintain, and upgrade the new software. This training is vital to enabling employees to be responsive to customer demands and keeping the Company efficient.

Commitment to Training

Cal Net spends approximately \$200,000 annually on providing job-specific training to its workforce. The training include new-hire orientation, OSHA mandated training, sexual harassment prevention and first-aid 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 qualified in-house trainers. Cal Net is ready to start training upon approval of this proposal. The Company has assigned a number of staff dedicated to scheduling and tracking the training, and act as the designated contact with ETP.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8 – 200

Trainees may receive any of the following:

COMPUTER SKILLS

- Microsoft Exams
 - Implementing a Desktop Infrastructure
 - Configuring Windows 8
 - Managing and Maintaining Windows 8
 - Upgrading Your Skills to MCSA Windows 8
- HP
 - Architecting HP FlexNetwork Solutions
 - Implementing HP MSM Wireless Networks
 - Creating HP Software-Defined Networks
 - HP Unified Wired-Wireless Networks and BYOD
 - Building HP FlexFabric Data Centers
 - Creating HP Software-Defined Networks
 - HP Unified Wired-Wireless Networks and BYOD
 - Building HP FlexFabric Data Centers
 - HP Advanced Sales Certified
- Dell
 - Security Competency Overview - SECC0913WBTS
 - SonicWALL Sales Training - DSWS0512WBTS
- EMC
 - Technical Architect Specialist Course
- VMware
 - VCP-DCV vSphere: Install, Configure, Manage
 - VCAP-DCD vSphere: Design Workshop

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

DELEGATION ORDER



Training Proposal for: Cummins Pacific, LLC

Agreement Number: ET16-0358

Approval Date: February 4, 2016

ETP Regional Office: San Diego

Analyst: K. Campion

PROJECT PROFILE

Contract Attributes:	Retrainee SET HUA	Industry Sector(s):	Wholesale Trade Services Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Orange, Los Angeles, Ventura, San Diego, Alameda, Humboldt, Shasta, Yolo, San Bernardino, Kern, Fresno	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No IAMAW, District Lodge 947; IAMAW, East Bay Automotive Machinists Lodge, No. 1546		
Number of Employees in:	CA: 628	U.S.:27,000	Worldwide: 61,000
<u>Turnover Rate:</u>	17%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$99,000		\$0	\$0		\$99,000

In-Kind Contribution:	100% of Total ETP Funding Required	\$197,950
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET	Business Skills, Commercial Skills, Computer Skills, Continuous Impr.	75	8 - 200	0	\$495	\$28.37
				Weighted Avg: 33			
2	Retrainee SET HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Impr.	125	8 - 200	0	\$495	\$15.60
				Weighted Avg: 33			

Minimum Wage by County: Job Number 1: \$28.37 per hour SET Statewide Average Hourly Wage; Job Number 2: \$15.60 per hour for San Bernardino, Kern, and Fresno Counties, and \$16.46 per hour for San Diego County (SET HUA).

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

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

Up to \$3.97 per hour may be used to meet the Post-Retention SET Wage for Job 1 trainees;

Up to \$2.61 per hour may be used to meet the Post-Retention SET HUA Wage for Job 2 trainees

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
JOB NUMBER 1		
Distribution Staff		4
Engineering/Technican Staff		49
Service/Support Staff		10
Sales/Marketing Staff		5
Field Service Supervisor		7
JOB NUMBER 2		
Distribution Staff		15
Engineering/Technican Staff		65
Service/Support Staff		15
Sales/Marketing Staff		12
Field Service Supervisor		18

INTRODUCTION

Cummins Pacific, LLC (Cummins) (www.cumminspacific.com) serves as the exclusive distributor and repair provider in California for Cummins diesel engines above 50 horsepower. Cummins markets, distributes and provides maintenance services for diesel and natural gas engines found in medium and heavy-duty vehicles, such as trucks, buses, recreational vehicles and emergency vehicles. The Company provides maintenance and repair services, and offers new and remanufactured parts for Cummins diesel and natural-gas engines. Cummins also offers emission reducing particulate filter technologies in its engines and provides a wide range of electrical power for RV, boat and home owners as well as public utilities and commercial facilities.

Headquartered in Irvine, Cummins has additional California facilities in Downey, Santa Fe Springs, Ventura, El Cajon, Arcata, San Leandro, Redding, West Sacramento, Bloomington, Bakersfield, and Fresno, all training sites under this proposal. Cummins is eligible for ETP funding under Special Employment Training (SET) provisions for frontline workers.

This is the third project between Cummins Pacific and ETP. In the first Agreement, Cummins Cal Pacific (which subsequently merged to form Cummins Pacific) focused on certification training for Technicians on the products the Company serviced at that time, as well as Customer Service training throughout the organization. The second Agreement, which included additional facilities, focused on new company requirements and processes resulting from the Company's recent merger.

Cummins has new, critical training needs propelling the Company to return to ETP for a third agreement. There will be no duplication of training for the same trainees under the proposed Agreement. In order to provide state-of-the-art products and services to its customers using the most current technology and sustainable practices, Cummins is rolling out new products in 2016 and 2017. It will be critical for the frontline workforce to fully understand the fundamentals and mechanics of the new products and to effectively and efficiently provide troubleshooting, diagnostics and service. This requires training for frontline staff.

New Products/Technology

The focus of this proposal is training on new company products. Cummins has developed and recently released *Connected Diagnostics*, a new application designed to work seamlessly with leading telematics systems ("black box" technologies) to transmit data in real time back to an organization. Cummins Connected Diagnostics full production release occurred in 2015, and the Company must ensure its frontline workforce has the necessary knowledge and skills to sell, service, and support engines with this new technology

In addition, Cummins recently unveiled a revolutionary, proprietary new system for its engines that brings the fuel economy benefits of stop-start technology to conventional buses. One-hundred buses were planned to be in service in the fourth quarter of 2015 with the full production launch scheduled for March 2016. Technicians must be trained in how to maintain and service these new bus engines.

The Company has additional new, proprietary engine products that are in the design phase that will also be rolled out in 2016-17. This will result in the need for extensive training for Cummins' frontline workforce throughout the term of the ETP Agreement.

Training Plan

Cummins' complex engine, transmission and power generation systems demand high-quality interactive classroom and hands-on technical training. The Company's employees require extensive, customized training to understand Cummins' state-of-the-art equipment, repair procedures, and live engine transmission and generator troubleshooting. The majority of the training will be delivered via classroom and structured, hands-on laboratory training. To ensure that training is provided consistently at all training locations around the state, Cummins projects that a small percentage of training may be delivered via "virtual classroom" e-learning.

Business Skills (15%) – This training will be provided to all occupations and will include topics such as Advanced Communication Skills, Cross Functional Collaboration Skills, and New/Redesigned Cummins Product Skills. Trainees will learn these skills and use them to promote the Company's products and service offerings.

Commercial Skills (60%) – This training will be provided to Distribution Staff, Engineering/Technician Staff, and Field Service Supervisors who need technical job skills to develop and support the Company's products and customers. This training will help trainees stay up to date on the newest Cummins technology and processes to enable them to provide the best quality and service to customers.

Computer Skills (5%) – This training will be provided to all occupations based on job functions.

Continuous Improvement (20%) – This training will be provided to all occupations. The goal of this training is to increase job skills and performance in the areas of Business Process Design/Management, Decision Making Skills, Goal Setting Skills, and Increasing Team Efficiency and Time Management Skills.

HUA Wage Modification

The 125 trainees in Job Number 2 work in a High Unemployment Area (HUA). This is a region with unemployment exceeding the state average by 15%. Four of the Company's locations qualify for HUA: El Cajon in San Diego County, Bloomington in San Bernardino County, Bakersfield in Kern County, and the Fresno facility. The trainees at these locations qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage.

Frontline Worker

The Company requests to train Field Service Supervisors under SET. This occupation is non-exempt from overtime and trainees spend 75% of their time in frontline workers activities. Field Service Supervisors meet the Panel's definition of frontline workers, and as such, qualify for SET funding.

Union Support

In this proposal, Distribution and Engineering/Technician Staff at the Downey, Bloomington, Santa Fe Springs, and San Leandro facilities are represented by the International Association of Machinists and Aerospace Workers (IAMAW). The East Bay Automotive Machinists Lodge No. 1546 and the District Lodge 947 have submitted letters of support for this proposal.

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. The Company's annual California training budget is approximately \$800,000 and covers topics such as new employee orientation, anti-harassment, diversity, basic

computer skills, basic compliance and safety training, human resources and financial policy and procedure training, and CPR training and recertification.

There will be no duplication of training for any trainee who also participated in prior ETP Agreements. The proposed training is geared toward new and emerging technologies, and engineering design and development. It will allow Cummins to implement new curriculum, related to the new products and technologies described herein and will allow it to expand the amount of training it can provide to its frontline workforce, absent ETP funding.

This project will be overseen by the VP Human Resources with assistance by the Manager of Training and Development who will be responsible for managing the scheduling, delivery, and documentation of training. All original training records will be maintained in Irvine. Cummins will utilize a subcontractor to assist with ETP project administration.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by Cummins Pacific under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET14-0258	\$98,550	2/03/14 – 2/02/16	195	149	11

All training ended on 11/04/15. Based on ETP Systems, Cummins Pacific has tracked in excess of 8,000 reimbursable training hours for potential earnings of \$98,550 (100% of approved amount). The Contractor projects final earnings of 100%.

PRIOR PROJECTS

The following table summarizes performance by Cummins Pacific under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET12-0219	Irvine, Downey, Ventura, El Cajon and Bloomington	12/26/11 – 12/25/13	\$99,120	\$98,662 (95%)

DEVELOPMENT SERVICES

Cummins Pacific retained Training Funding Partners (TFP) of Fountain Valley to assist with development of this proposal for a flat fee of \$6,800.

ADMINISTRATIVE SERVICES

Cummins Pacific also retained TFP to perform administrative services in connection with this proposal for an amount not to exceed 12% of payment earned.

TRAINING VENDORS

To Be Determined

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

8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Advanced Communication Skills
- Customer Facing Skills
- Cross Functional Collaboration Skills
- Inventory Control/Management
- New/Redesigned Cummins Product Skills

COMMERCIAL SKILLS

- Cummins Engine Mechanical Qualification Skills
- New Engine/Equipment Diagnostics/Servicing Skills
- Warranty/Audit Process Skills

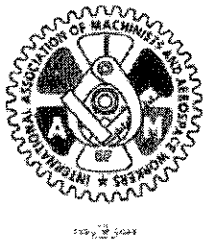
COMPUTER SKILLS

- Cummins Proprietary System Skills
- Quickserve System Skills
- EPiC Customer Service Communication System for Service Business
- PowerPac Customer Service Communication for Power Generation Business

CONTINUOUS IMPROVEMENT

- Business Process Design/Management
- Business Process Troubleshooting/Reengineering
- Decision Making Skills
- Coaching/Emerging Leadership Skills
- Goal Setting Skills
- Increasing Team Efficiency
- Time Management Skills

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



IAMAW DISTRICT LODGE 947

535 W. Willow St. • Long Beach, CA 90806 • (562) 427-8900 • Fax (562) 427-1122

December 1, 2015

Employment Training Panel

Ms. Diana Torres

5353 Mission Center Rd., Suite 110

San Diego, CA 92108-1350

Re: Application to Employment Training Panel for Cummins Pacific, LLC.

Ref# 15-0671

Dear Ms. Torres:

The International Association of Machinists and Aerospace Workers District Lodge 947 represents employees at the following Cummins Pacific, LLC facilities:

- 9520 Stewart and Gray Road, Downey, CA 90241
- 3161 S. Riverside Avenue, Bloomington, CA 92316
- 11725 Willake Street, Santa Fe Springs, CA 90670

We support the training of the workforce as it improves upon the skills of the workers we represent. Therefore, the International Association of Machinists and Aerospace Workers DL 947 supports Cummins Pacific's application for funding from the Employment Training Panel.

Best regards,

James Perks, Business Representative/Organizer

IAMAW District Lodge 947

535 W. Willow Street

Long Beach, CA 90806

562-427-8900 x104



EAST BAY AUTOMOTIVE MACHINISTS LODGE No. 1546

INTERNATIONAL ASSOCIATION OF MACHINISTS AND AEROSPACE WORKERS

10260 MACARTHUR BOULEVARD, OAKLAND, CALIFORNIA 94605
AREA CODE 510 638-6705 • FAX 510 638-1840



Affiliations:

California Conference of Machinists
Northern California
Automotive Machinists Coordinating Committee
East Bay Automotive Council
Northern California United Food & Drug Council

Affiliations:

Machinists Automotive Trades District Lodge #190
of Northern California
California Labor Federation AFL-CIO
Alameda County Central Labor Council
Contra Costa County Central Labor Council

November 30, 2015

Employment Training Panel
Ms. Diana Torres
5353 Mission Center Rd., Suite 110
San Diego, CA 92108-1350

Re: Application to Employment Training Panel for Cummins Pacific, LLC
Ref#15-0671

Dear Ms. Torres:

The Machinists Automotive Trades District Lodge No. 190 of Northern California, Local Lodge 1546 represents employees at the following Cummins Pacific, LLC facilities:

- 14775 Wicks Blvd, San Leandro, CA 94577

We support the training of the workforce as it improves upon the skills of the workers we represent. Therefore, the Machinists Automotive Trades District Lodge No. 190 of Northern California, Local Lodge 1546 supports Cummins Pacific's application for funding from the Employment Training Panel.

Best regards,

Steve Older
Business Rep/Organizer
Machinists Automotive Trades District Lodge No. 190 of Northern California
Local Lodge 1546
10260 McArthur Blvd.
Oakland, CA 94605



**Training Proposal for:
Four Star Meat Co., Inc.**

Small Business

ET16-0354

Approval Date: Januaury 28, 2016

ETP Regional Office: North Hollywood

Analyst: E. Wadzinski

CONTRACTOR

- Type of Industry: Manufacturing
 - Number of Full-Time Employees
 - California: 28
 - Worldwide: 28
 - Number to be trained: 28
 - Out-of-State Competition: NAICS Code Eligible
 - Special Employment Training (SET): ☐ Yes ☒ No
 - High Unemployment Area (HUA): ☒ Yes ☐ No
 - Turnover Rate: 13%
 - Repeat Contractor: ☐ Yes ☒ No
- Priority Industry: ☒ Yes ☐ No
- Owner ☒ Yes ☐ No

FUNDING

- Requested Amount: \$43,680
- In-Kind Contribution: \$53,900

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate	Business Skills, Computer Skill, Continuous Impr, Mfg Skills	24	8-120	0	\$1,560	\$15.97
				Weighted Avg: 60			
2	Retrainee Priority Rate SB<100 HUA	Business Skills, Computer Skill, Continuous Impr, Mfg Skills	4	8-120	0	\$1,560	\$11.98*
				Weighted Avg: 60			

*It will be made a condition of contract that the trainees in Job Number 2 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.

- Reimbursement Rate: Job #'s 1 and 2: \$26 SB Priority
- County(ies): Los Angeles
- Occupations to be Trained: Accounting, Administration, Finance, Owner, Distribution/Warehouse, Processor/Cutter, Sales, Processing, Supervisor/Manager
- Union Representation: ☐ Yes
☒ No
- Health Benefits: Job #1: \$2.66 per hour; Job #2: \$0.67 per hour

SUBCONTRACTORS

- Development Services: Training Funding Source in Seal Beach developed the proposal for a flat fee of \$2,800.
- Administrative Services: Training Funding Source also assisted with administration for an amount not to exceed 13% of the funds earned.
- Training Vendors: To Be Determined

OVERVIEW

Four Star Meat Co., Inc. (Four Star Meat) (fourstarmeats.com), is a family-owned and operated business founded in 1969. The Company provides Meat Processing and Wholesale Food Distribution services to predominantly Fast Food, Coffee Shop and Restaurant establishments. Four Star Meat started its business in Wilmington and moved to a newer, more modernized production and warehouse facility in Long Beach in 1991. The Company is best known for producing 100% pure ground beef patties, steaks, ground pork burgers & other cuts of meat. They also distribute additional food products which include poultry, cheese, turkey, ham and bacon, pork, gyros, seafood, weiners, pastrami, roast beef, fries and hashbrowns.

Need for Training

To remain competitive, Four Star Meat needs to implement new quality standards and improve efficiencies. To do so, employees will need to be trained on Entrée, the Company's recently implemented software program. Employees will need to be able to utilize the full suite of resources and capabilities available within the software system. This is especially true for Administrative Staff who will need to access, input and update inventory and order information to better serve its customers. Additionally, the Company will need to cross-train its employees. Cross-training will allow the Company to develop and maintain a flexible workforce to cover for absences and re-shuffle resources to areas of need.

Training Plan

Business Skills (20%): This training will be offered to Accounting, Finance, Sales, Supervisor/Manager, and Owner. Training topics provided will ensure staff is able to problem solve, develop strategies independently, and improve communication and leadership skills.

Computer Skills (5%): Training will be offered to Administration, Supervisor/Manager, Sales, Distribution/Warehouse and Owner. Trainees need computer skills to ensure staff members are able to navigate computer programs used by the Company to complete job functions efficiently.

Continuous Improvement (30%): Training will be offered to Distribution/Warehouse, Processor/Cutter, Accounting, Finance, Supervisor/Manager and Owner. Training will increase efficiency and improve facility operations. Trainees will participate in training topics such as Lean Manufacturing, Root Cause Analysis, and Process Improvement.

Manufacturing Skills (45%): Training will be offered to Processors/Cutters, Warehouse/Distribution, Supervisor/Manager and Owner. Trainees will learn to operate machinery used at the facility to run manufacturing lines proficiently. Trainees will also receive Lean Manufacturing skills.

Modifications

➤ Training Hours Limitation

Four Star Meat is requesting to modify the maximum number of training hours allowed for a Small Business from 60 hours to 120 hours. Approximately 7 trainees in Processing and Distribution, which includes Supervisors/Managers, will need up to 120 hours. The training for these occupations is described as extensive and focuses on specialized processes for meat cutting. Development of these specialized skills in this type of industry would reasonably require up to 120 hours.

➤ 24 Month Contract Term Request

Four Star Meat is requesting that the Contract term limitation of 12 months for Small Businesses be extended to 24 months. A traditional 12 month contract term would prove too challenging and allow only 9 months to provide training. As a Small Business with limited staffing resources, filling product orders and overall management of the business remains a priority. To best manage the training plan and in consideration of potential unforeseen increases in manufacturing and production demands, an additional 12 months would allow the company to properly manage the competing priorities of the needed training, while still effectively managing the business.

High Unemployment Area

Four Star Meat is located in a High Unemployment Area (HUA) exceeding the state average by at least 25%. Located in Long Beach, the Company qualifies for HUA status under these standards. The Company is requesting a wage modification to the HUA minimum hourly wage of \$11.98 in Los Angeles County for four trainees (Job Number 2). To be eligible for reimbursement, an HUA trainee's wage must be higher than the wage at start-of-training.

RECOMMENDATION

Staff recommends approval of this proposal.

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

8-120 Trainees may receive any of the following:

BUSINESS SKILLS

- Teambuilding
- Project Management
- Coaching and Feedback
- Sales/Customer Service
- Leadership Skills
- Interpersonal Skills
- Strategy Development
- Disciplines of Execution
- Organization & Efficiency Skills
- Problem-Solving
- Best Business Practices

COMPUTER SKILLS

- Microsoft Office
- Industry Specific (Entrée)

CONTINUOUS IMPROVEMENT

- Autonomous Maintenance
- Focused Improvement
- Process Improvement Maintenance
- CIL (Clean, Inspect, Lube)
- Maintenance Planning & Scheduling
- Breakdown Elimination process
- System Performance
- System Utilization Training
- Loss Elimination process
- Visual Controls
- Organizational Effectiveness

MANUFACTURING SKILLS

- Mechanical Skills Training
- Technical Skills Overview
- Programmable Logic Controllers (PLCs)
- Equipment Components
- Sanitation Training
- CIP (Clean In Process) Training
- SIP (Steam in Process) Training
- Cleaning Requirements (Marathon Training)
- Good Manufacturing Practices
- New Product Implementation & Production
- New Production Processes
- Preventative Maintenance
- General Equipment Inspection
- General Process Inspection

- Machining/Cutting/Dicing
- Food Safety Training

Safety Training will be limited to 10% of total training hours per-trainee.

Note: Reimbursement for retraining is capped at 120 total training hours per trainee, regardless of the method of delivery.



**Retrainee - Job Creation
Training Proposal for:
Hydro Tek Systems, Inc.**

Small Business

ET16-0355

Approval Date: February 16, 2016

ETP Regional Office: North Hollywood

Analyst: E. Wadzinski

CONTRACTOR

- Type of Industry: Manufacturing
 - Number of Full-Time Employees
 - California: 64
 - Worldwide: 64
 - Number to be trained: 34
 - Out-of-State Competition: NAICS Code Eligible
 - Special Employment Training (SET): ☐ Yes ☒ No
 - High Unemployment Area (HUA): ☐ Yes ☒ No
 - Turnover Rate: 7%
 - Repeat Contractor: ☒ Yes ☐ No
- Priority Industry: ☒ Yes ☐ No
- Owner ☒ Yes ☐ No

FUNDING

- Requested Amount: \$28,080
- In-Kind Contribution: \$27,215

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate	Business Skills, Computer Skills, Continuous Impr, Mfg Skills	30	8-60	0	\$780	\$15.07*
				Weighted Avg: 30			
2	Job Creation Initiative Retrainee SB<100 Priority Rate	Business Skills, Computer Skills, Continuous Impr, Mfg Skills	5	8-60	0	\$936	\$12.33*
				Weighted Avg: 36			

*It will be made a condition of contract that the trainees in these Job Numbers 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.

- Reimbursement Rate: Job #'s 1 and 2: \$26 SB Priority
- County(ies): San Bernardino
- Occupations to be Trained: Administration, Customer Service, Engineering, Inventory/Order Handling, Manager/Supervisor, Owner, Production Purchasing/Logistics, Sales/Marketing
- Union Representation: ☐ Yes
☒ No
- Health Benefits: Job #1: \$2.66 per hour Job #2: \$1.33 per hour

SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: To Be Determined

OVERVIEW

Founded in 1985, Hydro Tek Systems, Inc. (Hydro Tek) (www.hydrotek.us) is located in Redlands. The Company designs, engineers and manufactures high quality cold, hot and steam pressure washers. Hydro Tek sells its high-pressure washers for industrial, commercial, and household use through wholesalers and retailers throughout the world. The Company operates from a single facility in Redlands which is where training will take place. This is Hydro Tek's second ETP Contract.

In the first Agreement, Hydro Tek focused training in Lean manufacturing concepts and a "demand-pull" (just-in-time) production philosophy. Hydro Tek also provided training to help improve production processes utilizing new Enterprise Resource Planning (ERP) and AutoCAD software.

Training under this proposal will focus on new processes and business expansion. In regards to new processes, Hydro Tek will be implementing a new proprietary technology into the manufacturing process, and it will be launching a new product line. Training will help employees learn these new processes. Additionally, with the new technology and product line, the Company will be adding 10 new vendor distribution centers. The Company expects a 10-15% increase in sales over the next 2 years.

Retrainee - Job Creation

The Panel is offering incentives to companies that commit to hiring new employees (higher reimbursement rate and a lower post-retention wage). Trainees must be hired within the three-month period prior to Panel approval or during the term of the contract.

Hydro Tek is expanding its business capacity by hiring five new employees to support production and sales (Job Number 2). The date of hire 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

Business Skills – Training will be offered to all occupations. Training is expected to support internal and external customers and provide better service in a timely manner.

Computer Skills – Training will be offered to all occupations. This training will include software updates, inventory control programs, as well as software changes incorporated with the addition of the 10 new distribution centers. Engineers will also receive training in AutoCAD.

Continuous Improvement – Training will be offered to all occupations on Lean Concepts. Training is geared towards increasing productivity and improving production and services to increase sales and help the Company remain competitive.

Manufacturing Skills – Training will be offered to Production Staff, Engineering, Inventory/Order Handling, Purchasing/Logistics, Manager/Supervisor and Owner. Training will focus on equipment maintenance and operation.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Hydro Tek under an ETP Agreement that was completed within the last five years.

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0367	Redlands	05/10/13- 05/09/15	\$27,300	\$23,518 (86%)

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

8 - 60 Trainees may receive any of the following:

BUSINESS SKILLS

- Project Management
- Accounting & Inventory Control
- Marketing Expansion
- Listening and Communication Skills
- Administrative Support and Effectiveness
- Customer Service and Sales Skills
- Teambuilding
- Leadership Skills

COMPUTER SKILLS

- AutoCAD
- Network Administration
- Server Management
- Enterprise Resource Planning
- Customer Relationship Management (CRM) Software
- Microsoft Office (Intermediate or Advanced)

CONTINUOUS IMPROVEMENT SKILLS

- Effective Measures
- Lean Manufacturing
- Problem Solving
- Documentation Processes
- Process Improvement
- Inventory Management
- Quality Control
- ISO 90001

MANUFACTURING SKILLS

- Manufacturing Practices
- Production Operations
- Equipment Operations
- Assembly Procedures
- Forklift Operations
- Inventory Control
- Blue Prints

Safety Training will be limited to 10% of total training hours per-trainee.

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.

DELEGATION ORDER**Training Proposal for:****Marvin Test Solutions, Inc.****Agreement Number: ET16-0380****Approval Date:** February 11, 2016**ETP Regional Office:** San Diego**Analyst:** M. Ray**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Manufacturing Aerospace Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 761	U.S.: 761	Worldwide: 761
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	15%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$12,240		\$0	\$0		\$12,240

In-Kind Contribution:	100% of Total ETP Funding Required	\$31,277
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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., Mfg. Skills	40	8 - 200	0	\$306	\$16.51
				Weighted Avg: 17			

Minimum Wage by County: \$16.51 per hour in Orange County

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

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

Up to \$1.51 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Support		4
Assembler/Technician		10
Sales/Marketing		4
Junior Engineer		2
Engineer		14
Manager		3
Engineering Manager		3

INTRODUCTION

Founded in 1988 and located in Irvine, Marvin Test Solutions, Inc. (Marvin Test) (www.marvintest.com) is a test and measurement company. The Company, acquired by Marvin Group in 2012, designs and delivers test systems and solutions for factory, depot, intermediate, and flightline used in the military, aerospace and manufacturing industries. The Company also manufactures test systems for the military's aircraft and munitions used worldwide. Its test solutions support and maintain military aircrafts including F35, F16, F18, TA50, FA50, F5, Hawk, and Remotely Piloted Aircrafts. In addition, Marvin Test's products and services are used in the commercial aircraft, transportation, space and semiconductor manufacturing markets.

Marvin Group owns four California facilities: Marvin Engineering, Marvin Land Systems, Flyer Defense, and Marvin Test Solutions. This proposal will train approximately 40 of 86 workers in the Marvin Test facility only.

PROJECT DETAILS

Marvin Test focuses on complex and innovative test systems and solutions to surpass the demanding requirements of military and aerospace testing. Its customers are constantly developing highly-specialized and sophisticated products which require the Company to adhere to stringent specifications, as well as develop internal product and process guidelines.

With increased testing of new fighter and bomber aircrafts, Marvin Test projects a revenue 15% growth every year for the next three years. The Company was recently awarded a project to provide test system solutions for two new aircraft programs, the F35 Joint Strike Fighter and the new Long Range Strike Bomber. This project requires Marvin Engineering to build missile rail systems, which interface with Marvin Test's test systems. On a similar project with Northrop-Grumman, the Company will provide services to test bomb racks built by Marvin Engineering. In both cases, the clients demand specific requirements for extremely sensitive armament systems.

To support growth and highly-complex customer needs, Marvin Test has developed strategic objectives to focus on increased number of skilled workers and improved business processes. The Company is committed to provide its workers with education and skill development opportunities to encourage upward mobility and promote retention.

Further, the Company is implementing a new type of support equipment, Automated Test Equipment (ATE), to meet customer requirements in information assurance and nuclear certifications. ATE is a computer-operated machine used to test devices for performance and capabilities. ATE can include testing for electronics, hardware, software, semiconductors and avionics. This new equipment will allow the Company to perform tests rapidly and effectively to save on manufacturing costs and help prevent faulty products from entering the market.

With ETP funding, Marvin Test is poised to develop a more specific training program to support changes occurring within the Company. Training will provide workers with extensive Business, Computer, Continuous Improvement and Manufacturing Skills to keep pace with numerous quality requirements and performance specifications.

Training Plan

Business Skills (25%): Training will be provided to all occupations in communication, time management, technical writing and sales. Training will give employees the skill sets to implement customer solutions and improve customer satisfaction.

Computer Skills (35%): Training will be offered to all occupations as it pertains to their job duties. Training will include ATEasy (9.0, 10) software and coding skills, and CRM. Training will provide workers with an understanding of the Company's products and business processes. Topics also include Altium Vault Advanced, Altera Quartus (design software), Verilog Software, Peachtree and Linux. MS Office (Intermediate or Advanced) will also be provided.

Continuous Improvement (15%): Training will be offered to all occupations and is job specific. Training topics include Project Management, Project Administration, ITAR Documentation, and Export Compliance Procedures. This training will provide the skills needed to support increased sales while complying with stringent customer requirements and standards.

Manufacturing Skills (25%): Training will be offered to Engineers and Assembler/Technician. Training will include IPC, J-STD-001E, and Printed Circuit Board in Protel. Training in Lean manufacturing and Marvin Test products will allow trainees to remain up-to-date with the Company's products and manufacturing procedures.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law. Company-funded training includes export compliance, ISO, safety, J-Standard, Altium PCB Design, public speaking, ATEasy, Lean Product Development, ESD Control, and project management skills.

➤ Training Infrastructure

Training will be provided by Marvin Group's in-house trainers. The Company may also acquire outside vendor(s) to provide training during the term of the contract. The Company's Human Resources (HR) Staff will oversee, manage and implement training. HR will also be responsible for the overall administration of the proposed ETP Agreement. Managers and Senior Management Executives will be responsible for approving and scheduling training.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

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

8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Time Management
- Forms Management
- Communications
- Sales & Negotiations
- Technical Writing
- Bookkeeping Skills
- Leadership Skills

COMPUTER SKILLS

- ATEasy (9.0, 10)
- ATEasy Coding
- Customer Relationship Management Developer
- Customer Relationship Management Users
- Altium Vault Advanced
- Altera Quartus (Design Software)
- Verilog Software
- MS PowerPoint
- MS Project Scheduler
- Peachtree
- MS Office Suite (Intermediate and Advanced)
- Linux

CONTINUOUS IMPROVEMENT

- Project Management
- Project Administration
- International Traffic in Arms Regulations Documentation Training
- Export Compliance Procedures

MANUFACTURING SKILLS

- Printed Circuit Board in Protel
- IPC/WHMA-A-620
- Solder Standards J-STD-001E
- Oscilloscopes, Function Generators & Counters
- MTS Products
- Semiconductor Field
- Lean Manufacturing

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.

DELEGATION ORDER**Training Proposal for:****Menasha Packaging Company, LLC****Agreement Number: ET16-0356****Approval Date:** February 5, 2016**ETP Regional Office:** North Hollywood**Analyst:** L. Vuong**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing 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: 250	U.S.: 5,009	Worldwide: 5,273
Turnover Rate:	3%		
Managers/Supervisors: (% of total trainees)	10%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$72,000		\$0	\$0		\$72,000

In-Kind Contribution:	100% of Total ETP Funding Required	\$76,320
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Impr., HazMat, Mfg. Skills	100	8-200	0	\$720	\$16.48
				Weighted Avg: 40			

Minimum Wage by County: \$16.48 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 \$2.42 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Staff		10
Machine Operator		37
Operator Assistant/Helper		20
Forklift Driver		14
Maintenance Staff		9
Manager/Supervisor		10

INTRODUCTION

Founded in 1849, Menasha Packaging Company, LLC (Menasha) (www.menasha.com) is wholly-owned by Menasha Corporation. Menasha designs and manufactures corrugated and solid fiber boxes for retail and consumer packaged goods. The Company also provides displays, unique packaging and shipping solutions services. Menasha's products assist consumers in providing attractive promotions, campaigns and retail merchandising programs. Headquartered in Neenah, WI, Menasha has facilities in 12 states and operates 3 facilities in California (Ontario, Perris and Santa Fe Springs). This proposal will train the Santa Fe Springs facility only.

Menasha is currently experiencing significant growth in sales and workforce, and increased customer demands and expectations. Its Santa Fe Spring facility increased sales by 6% and increased staff from 94 employees in 2014 to 105 employees in 2015. To meet increasing demands and remain competitive, Menasha will add a third shift in production and expand its facility. The Company also plans to expand products to include full-color product displays.

The Company is developing an internal training program to keep up with technology and support continued growth. ETP funds will help the Company deliver formalized training and develop the skills necessary for the Company to remain competitive. This will be Menasha's first ETP Agreement.

PROJECT DETAILS

Menasha is striving to become a value-focused, customer-driven organization and a high performance workplace. The Company is committed to upgrading workers skills; implementing new processes and becoming more efficient. Employees will be cross-trained to increase productivity.

Training Plan

Menasha will deliver Classroom/Laboratory and Video Conference training in the following:

Business Skills (15%): Training will be offered to all occupations and focus on customer service, conflict management, effective communication, reporting skills and strategic planning.

Computer Skills (15%): Training will be offered to all occupations and include intermediate and advance software skills for Microsoft Office and Manufacturing Resource Planning software.

Continuous Improvement (20%): Training will be offered to all occupations. Trainees will receive leadership skills, team building, motivation and decision making. Training will help create a team environment to assist in building a better workplace.

Hazardous Materials (10%): Training will be offered to Machine Operators, Operator Assistants/Helpers and Maintenance Staff to ensure the proper and safe handling of toxic materials involved in manufacturing.

Manufacturing Skills (40%): Training will be offered to Machine Operators, Operator Assistants/Helper, Forklift Drivers and Maintenance Staff on various production equipment as well as learning production operations, machine operations, lock-out/tag-out, powered equipment operations, printing presses and forklift operating.

Commitment to Training

Menasha has an annual training budget of approximately \$55,000 for its Santa Fe Springs facility. Menasha provides sexual harassment prevention awareness, legal compliance and basic safety training. In addition, the Company provides job specific training as needed. On-the-job and class/lab training has been provided to all trainees in all departments.

ETP funds will support Menasha's ongoing financial commitment in training. The Company anticipates this training proposal will be the platform to establish a continuous formal training program. In addition, the Company has worked diligently to identify the factors that will contribute to the success of its workforce.

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

➤ Training Infrastructure

Training is scheduled to begin upon Panel approval and will be delivered on-site by in-house staff and outside training vendor if needed. Menasha has designated an HR Manager and HR

Generalist to oversee ETP training including all administration (scheduling training, enrolling trainees, tracking training hours, verifying retention, invoicing and monitoring activities). The Company will also utilize a third party vendor Tax Credit Co. to support its administrative efforts (see Administrative Services below).

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Tax Credit Co. in Los Angeles assisted with development for a flat fee of \$2,500.

ADMINISTRATIVE SERVICES

Tax Credit Co. 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
- Conflict Management
- Effective Communication
- Reporting Skills
- Strategic Planning

COMPUTER SKILLS

- Intermediate and Advanced Microsoft Office
- Time and Labor Software (ECats Program)

CONTINUOUS IMPROVEMENT

- Leadership
- Coaching
- Motivation
- Team Building
- Decision Making

HAZARDOUS MATERIALS

- Toxic Chemicals Handling

MANUFACTURING SKILLS

- Production Operations
- Machine Operations
- Lock-Out/Tag-Out
- Powered Equipment Operations
- Printing Press Operations
- Forklift Operations

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

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



**Retrainee - Job Creation
Training Proposal for:
MVinix Corporation**

Small Business

ET16-0362

Approval Date: February 4, 2016

ETP Regional Office: San Francisco Bay Area

Analyst: R. Jackson

CONTRACTOR

- Type of Industry: Manufacturing
 - Number of Full-Time Employees
 - California: 24
 - Worldwide: 24
 - Number to be trained: 27
 - Out-of-State Competition: NAICS Code Eligible
 - Special Employment Training (SET): ☐ Yes ☒ No
 - High Unemployment Area (HUA): ☐ Yes ☒ No
 - Turnover Rate: 12%
 - Repeat Contractor: ☐ Yes ☒ No
- Priority Industry: ☒ Yes ☐ No
- Owner ☒ Yes ☐ No

FUNDING

- Requested Amount: \$22,880
- In-Kind Contribution: \$16,520

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate	Continuous Impr, Mfg Skills, Mgmt Skills	20	8-60 Weighted Avg: 30	0	\$780	\$17.02
2	Retrainee SB<100 Priority Rate Job Creation	Continuous Impr, Mfg Skills	7	8-60 Weighted Avg: 40	0	\$1040	\$14.19

- Reimbursement Rate: Job #'s 1 and 2: \$26 SB Priority
- County(ies): Santa Clara
- Occupations to be Trained: Group Lead, Sales Staff, Engineer, Manager, Administrative Staff, Production Staff, Quality Assurance, Owner
- Union Representation: ☐ Yes
☒ No
- Health Benefits: Job #1: \$1.02 per hour; Job #2: \$2.15 per hour

SUBCONTRACTORS

- Development Services: Manex Consulting assisted with development of this proposal. [Note: Manex Consulting is eligible to receive 10% of the approved amount of funding for referrals such as this, under a marketing agreement with ETP, not to exceed \$15,000. In this proposal, the fee will be \$2,288. This fee does not affect the approved amount of funding.]
- Administrative Services: N/A
- Training Vendors: EPTAC in Santa Clara was retained for training in Manufacturing Skills.

OVERVIEW

MVinix Corporation (MVinix), founded in 2008 and headquartered in San Jose, is a small business that specializes in manufacturing medical devices. The Company offers high speed precision design, assembly, manufacturing and testing of printed circuit boards (PCB's). Mvinix serves medical and semiconductor industries and is ISO and IPC certified. Some of their better known customers include: Apama Medical, Shockwave Medical, Google, Intel, and Samsung.

Need for Training

MVinix has identified skill upgrades in order to meet new contract demands and quality improvement/performance goals. This resulted from a comprehensive training needs assessment which consisted of customer feedback and internal performance appraisals to set specific training goals. Training will mainly focus on reinforcing the Company's goal to accelerate delivery of high quality, customized products with greater efficiency through Continuous Improvement.

MVinix is growing its business by fulfilling contracts requiring more integrated and value-added assemblies. This has prompted new design processes; and new optical inspection and washer equipment. The Company has committed to investing \$260,000 in new equipment. Training will also address these topics. Additionally, MVinix must train employees to maintain IPC-A 610 and ISO13485 certifications and meet regulatory requirements.

Retrainee - Job Creation

In anticipation of business growth, the Company has committed to hiring 7 new employees (Job Number 2). The occupations include Sales Staff, Production Staff, and Quality Assurance. MVinix represents that the date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. The Company also represents that these trainees will be hired into "net new jobs" as a condition of the contract.

Training Plan

Training will be delivered by a combination of in-house subject matter experts and vendors based in California.

Continuous Improvement: Training will be offered to all occupations as needed to improve efficiency. Training will help reduce costs and errors and improve quality, accuracy, and delivery. Additionally, an update to ISO 9001 that includes risk mitigation will require more focus on failure mode and effects analysis both for design and process requirements. Sales staff will receive product information and other training to improve customer service.

Management Skills: Training will be offered to Group Leads and Managers only. Topics include: Supervisory Skills, Management Skills, Project Management, Strategic Planning, and Leadership. Enhanced supervision is aligned with the Company's aim to improve quality, reduce waste, expand services, and ultimately grow the business.

Manufacturing Skills: Training will be offered to Production Staff, Quality Assurance, Owner, Managers, Engineers, and Group Lead. Training will improve skills in design, complex tools, and testing. Additionally, training will help the Company meet customer expectations related to required certifications which the Company maintains.

RECOMMENDATION

Staff recommends approval of this proposal.

Exhibit B: Menu Curriculum

Class/Lab Hours

8-60

Trainees may receive any of the following:

CONTINUOUS IMPROVEMENT:

- ✚ 6S Fundamentals
- ✚ Basic Quality Tools;
 - Fishbone,
 - 5Why,
 - Pareto,
 - Spaghetti Diagrams
 - Plan
 - Do Check and Act
 - Business Improvement Principles
- ✚ Continuous Improvement Skills
- ✚ Cycle-time Reduction Techniques
- ✚ Cycle-time Management Techniques
- ✚ Failure Mode and Effect Analysis (FMEA)
- ✚ Design of Experiments (DOE)
- ✚ ISO 9001 & ISO 13485
- ✚ IPC 610
- ✚ Lean Manufacturing
- ✚ Process Capabilities
- ✚ Process Improvement
- ✚ Root Cause Analysis
- ✚ Statistical Process Control (SPC):
- ✚ Team Building/Problem Solving:
- ✚ Total Quality Management (TQM)
- ✚ Train the Trainer
- ✚ Value Stream Mapping
- ✚ Variation/Process Control
- ✚ Sales Training

MANAGEMENT SKILLS (Managers Only)

- ✚ Appraisal Skills
- ✚ Coaching/Feedback
- ✚ Communication Skills
- ✚ Conflict Management
- ✚ Decision Making/Problem Solving
- ✚ Developing Teams
- ✚ Leadership/ Management Development
- ✚ Management Skills
- ✚ Management Styles
- ✚ Managing Change
- ✚ Performance Management: Performance and process control
- ✚ Project Management
- ✚ Strategic Planning
- ✚ Supervisory Skills

MANUFACTURING SKILLS

- + Automated Optical Inspection Equipment 2D and 3D systems
- + Allen Bradley Programmable Logic Controllers
- + Assembly Operations
- + Basic Schematics
- + Basic Electronics
- + Computer Aided Design
- + Computer Aided Engineering
- + Computer Aided Manufacturing
- + Computer Numeric Control
- + Cellular Manufacturing
- + Electro Static Discharge
- + Electrical controls training
- + Electrical troubleshooting and prevention
- + Electronic Assembly Workmanship
- + Equipment Operations
- + Equipment/Preventive Maintenance
- + Flow through ovens
- + Layout
- + Manufacturing Processes
- + Surface Mount Technology Operations
- + Total Productive Maintenance
- + Variable Speed Alternating Current drives
- + Waferfab basics
- + IPC and IPC 610
- + Schematic Capture
- + PCB Layout Design
- + PCB Fabrication
- + 3D and 2D Automated Optical Inspection
- + Equipment Programming/Operations

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

DELEGATION ORDER



RETRAINEE - JOB CREATION

Training Proposal for:

Rolls-Royce Engine Services-Oakland, Inc.

Agreement Number: ET16-0359

Approval Date: February 16, 2016

ETP Regional Office: San Francisco Bay Area

Analyst: C. Hoover

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative Veterans	Industry Sector(s):	Manufacturing Aerospace and Defense Transportation/Logistics Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 400	U.S.: 7,700	Worldwide: 54,100
<u>Turnover Rate:</u>	4%		
<u>Managers/Supervisors:</u> (% of total trainees)	8%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$99,706		\$0	\$0		\$99,706

In-Kind Contribution:	100% of Total ETP Funding Required	\$149,400
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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, Computer Skills, Cont. Imp., HazMat., Mgmt. Skills, Mfg. Skills, PL-Mfg. Skills	101	8-200	0-20	\$306	\$20.00
				Weighted Avg: 17			
2	Job Creation Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat., Mgmt. Skills, Mfg. Skills, PL-Mfg. Skills	21	8-200	0-20	\$1,600	\$20.00
				Weighted Avg: 80			
3	Veterans Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat., Mgmt. Skills, Mfg. Skills, PL-Mfg. Skills	100	8-200	0-20	\$352	\$20.00
				Weighted Avg: 16			

Minimum Wage by County: Job Numbers 1 & 3: \$17.02 per hour for Alameda County.

Job Number 2 (Job Creation): \$14.19 per hour for Alameda County.

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

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

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
Component Repair Technicians		82
Engine Mechanics and Testers		75
Engine Inspectors		15
Engineers		15
Sales Staff I		5
Sales Staff II		3
Supervisors/Managers I		9
Supervisors/Managers II		9
Project Managers I		5
Project Managers II		4

INTRODUCTION

Rolls-Royce Engine Services-Oakland, Inc. (RRESO) (www.rolls-royce.com), a subsidiary of Rolls-Royce North America, provides maintenance, repair and overhaul of Rolls-Royce brand aviation gas turbine engines and component parts. The Oakland facility was established in 1999. Its customers include the US Department of Defense (Navy, Marines, Air Force, etc.), foreign military entities (British and Algerian Air Force), municipal governments (Los Angeles Police Department helicopters), and private and commercial aircraft owners and operators (Lynden Air Cargo).

RRESO operates in a competitive industry and many competitors are located outside the State of California. The Company maintains its competitive edge by reducing cost through continuous improvement (6-Sigma and Lean Manufacturing) and assuring high quality services and products.

This is RRESO's second ETP Agreement. In the prior ETP Agreement, which is still active, the Company made significant investments in its Oakland site to expand the facility and production, while introducing new technologies in manufacturing and engine testing. Some of the training courses listed in the curriculum are repeated from the Company's prior Agreement. No trainee who received this type of training in active Agreement will receive it in this proposal. [Note: The active Agreement is entering fiscal close-out.] Training will also be delivered to a new trainee population, under Job Creation.

RRESO needs to develop a more flexible workforce where employees will be cross-trained in the repair and overhaul of multiple engine product lines to increase productivity, reduce costs, increase retention and improve competitiveness. Without ETP funding, the Company would take much longer to train its employees in multiple skills (i.e.- Business, Computer and Manufacturing Skills) and the Continuous Improvement training would only be provided to a small segment of its employee population. In addition, new Supervisors and Managers will receive Management Skills training, and 21 new employees will be hired.

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 and trainees will be subject to a lower post-retention wage.

In this proposal, RRESO has committed to hiring 21 new employees (Job Number 2). RRESO represents that the date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. The Company also represents that these trainees will be hired into "net new jobs" as a condition of contract.

Due to an increase in customer demand, RRESO needs to hire 21 additional employees. The AE2100 engine product line has seen a surge in unplanned engine removals (due to engine performance reasons) from the United States Air Force and the United States Marine Corps. This surge in demand has exceeded the Company's AE2100 assembly capacity in terms of trained assembly technicians. As a result, military aircraft have been grounded due to lack of serviceable engines. The Company needs to hire workers to meet these demands.

PROJECT DETAILS

RRESO is focused on building a high performance workplace where employees are able to work in multiple jobs, solve problems, and identify and implement ideas for continuous improvement.

This training builds on workforce skills obtained under the Company's previous ETP Agreement. Training goals include:

- Increase skill base (Project Mgmt., Communication, & Technical Report Writing)
- Increase productivity and quality (Six Sigma, High Performance Culture, & Quality Mgmt. Systems)
- On-time delivery and customer satisfaction (Customer Relationship Mgmt.)

Each engine product line (AE1107, AE2100, Engine Nacelle and T56) supports a different military aircraft, which has different component parts and requires specific training. In the past, most employees only developed skills in one engine line. ETP funding will enable RRESO to train its employees to work on multiple engine lines.

Training Plan

Classroom/Laboratory (Class/Lab), Productive Lab (PL) and Computer-Based Training (CBT) will be provided in the following:

Business Skills (4%): Training will be provided to Administrative Staff, Engineers, Sales Staff, Project Managers and Supervisors/Managers. Training will focus on Project Management, Risk Management, Leadership, Communication and other job-related skills.

Computer Skills (2%): Training will be provided to Supervisors/Managers. A significant portion of this training will support the transition to a new HR system (Work Day).

Continuous Improvement (14%): Training will be provided to Engineers, Component Repair Technicians, Engine Inspectors, Engine Mechanics and Testers. With RRESO's commitment to continuous improvement, the Company has a staff of Six Sigma Black Belts that support ambitious improvement goals. Training will support its plan to reach Gold status for all work centers. Training will build a high performance culture.

Hazardous Materials (1%): Training will be provided to Component Repair Technicians, Engine Inspectors, Engine Mechanics and Testers in Hazardous Materials handling procedures and proper use of Material Safety Data Sheets.

Manufacturing Skills (15%): Training will be provided to Component Repair Technicians, Engine Inspectors, Engine Mechanics and Testers in Precision Measurement, Inspection, Engine Assembly/Disassembly, Computer Numerical Control Machining, Heat Treatment, Chemical Cleaning and Grinding. Trainers will be provided with skills for structured on-the-job training (OJT) and job skills assessment. Training will also be provided to Engineers and include Geometric Dimensioning and Tolerance and advanced process training in a variety of areas including heat treatment, metals, adaptive machining and coating.

Management Skills (4%): Training will be provided to Supervisors/Managers and Project Managers to lead teams effectively and efficiently.

PL-Manufacturing Skills (60%): Training will be provided to Engine Inspectors, Component Repair Technicians, and Engine Mechanics and Testers. This PL training will be utilized to cross-train employees on multiple engine lines. Skills must be practiced and demonstrated at a sufficient level to assure an airworthy end product.

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

PL training will be structured training on the production floor to assure skills learned are practiced and demonstrated at a sufficient level to assure quality products. PL is necessary due

to the large amount of specialized tooling and machinery used on the production floor, which cannot be accomplished in a classroom environment.

RRESO will train approximately 150 employees in PL-Manufacturing Skills with a trainer-to-trainee ratio of 1:1. Trainees may receive up to 60 hours of PL training due to the specialized production environment and the lack (and expense) of duplicate tooling and machinery for classroom training. All PL training will be conducted by an experienced subject matter expert.

Production will be slowed during the training due to the practice and explanations given. PL training has proven to be a very effective training environment for the jet engine repair industry. Due to the critical specification required in the repair and overhaul of an aircraft engine, training time will take at least 60 hours.

Certified Safety Training

Hazardous Materials (HAZMAT): This training is also 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, Component Repair Technicians, Engine Inspectors, Engine Mechanics and Testers will receive up to 50 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, an in-house certified trainer who recently completed a Lion Technology, Inc. (certification entity) Hazardous Waste in California Workshop will provide training.

Computer-Based Training

While the majority of the training will be PL and Class/Lab, Computer-Based Training (CBT) will be provided for curricula that RRESO employees can take at their own pace without instructors. CBT is restricted to no more than 50% of a trainee's total training hours.

Temporary to Permanent Hiring

RRESO estimates that 21 trainees (Job Number 2) will come under Panel guidelines for "temporary to permanent" employment. RRESO has retained these employees through a temporary agency, with the intention of hiring them into full-time, permanent positions after training. RRESO retains its workers in temporary status for approximately 12 to 18 months. Once a temp-to-perm worker is hired by the Company, eligible health benefits are available on the date of hire.

These trainees must be determined eligible to participate in ETP-funded training before the start of training, while on payroll with the temporary agency. However, the retention and post-retention wage requirements cannot be satisfied until after trainees have been hired by the RRESO. Until then, RRESO may not receive progress payments.

The Panel's adoption of a six-month (180-day) time period for the use of ETP funds under the Temp-to-Perm Program is measured from Date of Hire into a full-time permanent position, looking back to the first day of training, per trainee.

Veterans Program

RRESO appreciates qualities and skills that veterans gain from their military service. The Company is passionate about hiring veterans that bring a unique set of skills and abilities its workforce. The skills learned in military service transfer readily to RRESO products and services. The Company is particularly focused on Veterans hiring given its Department of Defense customer base. The Company's current workforce is comprised of approximately 25% Veterans. They were not identified for training in the active ETP Agreement, inadvertently. In this proposal, the training plan accurately reflects 100 incumbent Veteran workers (Job Number 3).

The Panel has established a higher reimbursement rate and other incentives for training California veterans, as will be reflected in the contract.

Commitment to Training

RRESO spends \$300,000 on training annually. Most of the training is job specific, and includes Train the Workplace Trainers, Health, Safety and Environment and Leadership, and SAP training.

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

➤ Training Infrastructure

RRESO has dedicated one employee to scheduling training, enrolling trainees, tracking training hours, and meeting with ETP staff.

Impact/Outcome

RRESO's training goals include: cross-train workers; improve productivity through reduction of non-productive time; improve product quality; improve on time delivery and customer satisfaction; increase use of virtual training to reduce travel costs.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

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

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET14-0332	\$99,864	5/5/14 – 5/4/16	146	0	0

The last day of training was 2/4/16 and this contract is entering the final invoicing and fiscal close-out stage. The ETP Online System shows 5,250 reimbursable hours for potential earning of \$94,513 (95% of approved amount).

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

GP Strategies of Santa Maria has been retained to provide Management Skills and Continuous Improvement training. Other training vendors will be identified for ETP record-keeping purposes, as they are retained by RRESO.

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- + Technical Report Writing
- + Project Management
- + Dealing Effectively With Conflict
- + Giving Feedback
- + Communication
- + Project Management
- + Scope Management
- + Customer Relationship Management

COMPUTER SKILLS

- + SAP End User Training
- + SAP Key User Training
- + SAP Super User Training
- + Shop Floor Management
- + Programmable Logic Controller Programming

CONTINUOUS IMPROVEMENT

- + Leadership for Frontline Workers
- + Understanding/Improving Business of Operations
- + Six Sigma Green Belt
- + Six Sigma Black Belt
- + Yellow Belt
- + Lean Manufacturing
- + Problem Solving/Root Cause Analysis
- + Eight Disciplines Problem Solving
- + Risk Assessments
- + Failure Modes and Effects Analysis
- + High Performance Culture
- + Quality Management Systems
- + Role of the Project Sponsor
- + Process Excellence Leadership Academy - Part 1
- + Process Excellence Leadership Academy - Part 2
- + Rolls-Royce Production System
- + Lean Real Time Workshop
- + Lean Sigma Green Belt

HAZARDOUS MATERIALS

- + Hazardous Materials
- + Material Safety Data Sheets
- + Health, Safety & Environment Responsibilities
- + Environmental/Air Quality Management District/Air Permits

MANAGEMENT SKILLS (MANAGERS/SUPERVISORS ONLY)

- + Team Leader Essentials
- + Management Essentials
- + Crucial Conversation Mastery

MANUFACTURING SKILLS

- + Interpreting the Maintenance Manual and Planning Repair
- + Using Measurement Tools
- + Interpreting Drawings
- + Technical Processes (Heat Treat, Welding, Coatings)
- + Advanced Adaptive Machining
- + Train the Workplace Trainer
- + Train the Workplace Assessor
- + Technical Processes: Heat Treat, Welding and Coatings
- + Advanced Adaptive Machining
- + Geometric Dimensioning and Tolerance
- + Statistical Process Control
- + Instrumentation and Controls
- + Manufacturing Engineering Foundation Course
- + Cost Management for Manufacturing Engineers
- + Precision Measurement Instruments
- + National Physical Laboratory - Level 1

Safety Training is capped at 10% of a trainee's total training hours
(This cap does not apply to HAZMAT)

Productive Lab Hours

0-60

MANUFACTURING SKILLS (Ratio 1:1)

- + Engine Inspection
- + Fitter (Assembly)
- + Machinist
- + Thermal Spray
- + Airflow
- + Plasticize
- + Heat Treat
- + Rework
- + Cleaning Tech
- + Paint Tech
- + Metrology
- + NDT
- + Kitting
- + Sheet Metal
- + Accessory Tech (Electrical)
- + Accessory Tech (Small)
- + Accessory Tech (Large)
- + Laboratory
- + Welding
- + Compressor Case
- + Gearbox
- + Document Control
- + Test Cell
- + AEP
- + Bearing

CBT Hours

0-20

BUSINESS SKILLS

- + Objective Setting (1 hr.)
- + Strategic Export Control (1 hr.)
- + Project Curriculum Earned Value (EV) Cost Planning and Control (3 hrs.)
- + Project Curriculum Estimating (3 hrs.)
- + Project Curriculum Planning and Scheduling (5 hrs.)
- + Project Curriculum Resource Management (3 hrs.)
- + Project Curriculum Risk Analysis and Management (3 hrs.)
- + Protecting Trade Secrets (.3 hr.)
- + Supply Chain Planning and Control- Technical Development Remedies (.5 hr.)
- + Integrated Product and Production Readiness Process (.75 hr.)
- + Project Curriculum Planning and Scheduling (5 hrs.)
- + Planning and Control Awareness (1 hr.)
- + Intellectual Property and Proprietary Rights (4 hrs.)
- + Risk Basics (1.4 hrs.)
- + Supply Chain Planning and Control (SCPC) - Inventory Overview (.5 hr.)
- + Supply Chain Planning and Control (SCPC) - Cell League Table Performance Monitoring (.5 hr.)
- + Supply Chain Planning and Control (SCPC) Level 1 Customer Demand Knowledge (3 hrs.)
- + Supply Chain Planning and Control (SCPC) Level 2 Customer Demand Knowledge (3.3 hrs.)
- + Supply Chain Planning and Control (SCPC) Level 2 Supply Base Knowledge Training (3 hrs.)
- + Production Planning Principles (.45 hr.)
- + Lead Time and its Impact on Cell Performance (1 hr.)
- + Basics of Shop Floor Control (1 hr.)
- + Load and Capacity (1 hr.)

COMPUTER SKILLS

- + ITSM (IT Service Management Tool): Service Request Management (3 hrs.)

CONTINUOUS IMPROVEMENT

- + Rolls-Royce Production System (1 hr.)
- + Building a Quality Management System (2 hrs.)
- + Process Excellence and Quality (1 hr.)
- + Product Safety (1.3 hrs.)
- + Foreign Object Defect (FOD) Prevention Awareness (.3 hr.)
- + Process Excellence and Quality (1 hr.)
- + Product Integrity - Safety Issues within the Aerospace Sectors (1.3 hrs.)
- + Process Failure Mode and Effect Analysis (FMEA) (1 hr.)
- + 7 Step Process (.5 hr.)
- + Getting Results by Building Relationships (2 hrs.)
- + Customer Focused Management (2.3 hrs.)
- + Concept of Value Stream (.45 hr.)
- + Manufacturing Cell Concept (1 hr.)

MANAGEMENT SKILLS (MANAGERS/SUPERVISORS ONLY)

- ✚ Component Definition (Drawing) Awareness (3.5 hrs.)
- ✚ Health Safety and Environment and Occupational Health for Managers (1 hr.)
- ✚ Interpersonal Communication: Listening Essentials (1 hr.)
- ✚ Interpersonal Communication: Communicating Assertively (1 hr.)

MANUFACTURING SKILLS

- ✚ Manual Handling Techniques (3.5 hrs.)
- ✚ Gas Turbine Technology (.5 hr.)

CBT hours are capped at 50% of trainee's total training hours

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per trainee excluding HAZMAT. PL is capped at 60 hours per-trainee.



DELEGATION ORDER

RETRAINEE - JOB CREATION

Training Proposal for:

Sycamore Healthcare Associates dba Legacy Nursing and Rehabilitation

Agreement Number: ET16-0372

Approval Date: February 16, 2016

ETP Regional Office: Sacramento

Analyst: W. Sabah

PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Medical Skills Training Retrainee SET Priority Rate	Industry Sector(s):	Healthcare Services Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Contra Costa	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: 102	U.S.: 102	Worldwide: 102
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$51,272		\$0	\$0		\$51,272

In-Kind Contribution:	100% of Total ETP Funding Required	\$82,295
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET Priority Rate Medical Skills Training	MS Clinical with Preceptor, Computer Skills	28	8-200	0	\$1,764	\$21.28
				Weighted Avg: 98			
2	Retrainee SET Job Creation Initiative Medical Skills Training	MS Clinical with Preceptor, Computer Skills	2	8-200	0	\$940	\$20.00
				Weighted Avg: 47			

Minimum Wage by County: Job Number 1 (SET/Priority Industry): \$21.28 per hour

Job Number 2(Job Creation): \$14.19 per hour 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

Up to \$1.28 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		
Registered Nurse		5
Licensed Vocational Nurse		17
Administration Staff		2
Frontline Manager		4
Job Number 2		
Registered Nurse		1
Social Services Staff		1

INTRODUCTION

Founded in 2008 and located in Martinez, Sycamore Healthcare Associates dba Legacy Nursing and Rehabilitation (Legacy Nursing) (www.legacynursingandrehabilitation.com) is a skilled nursing and rehabilitation facility. The Company provides short-term respite care, physical therapy, post-surgical care, pain management, and social services. Services also include 24-hour recovery care and geriatric services. Medical staff works closely with patients, primarily elders, to provide comprehensive medical, nutritional and psychosocial support.

Legacy Nursing is eligible for ETP funding under Special Employment Training (SET) provisions for frontline workers. 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. Legacy Nursing also qualifies for ETP's priority industry reimbursement as a healthcare provider.

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 and trainees will be subject to a lower post-retention wage.

Legacy Nursing has experienced a steady growth of patients within the last few years and extra support is needed to provide additional nursing care and constant monitoring of patients. The Company is expecting their monthly census to grow from 87 patients to 94 patients, and 9 short-term patients to 25 short-term patients. This new surge of patients will increase the Company's revenue by 30% and require the hire of two new employees (RN, Social Services Staff) to oversee quality improvement. The Registered Nurse will receive approximately 68 hours of training and the Social Services Staff will receive approximately 20 hours of training.

These trainees (Job Number 2) must be hired within the three-month period prior to Panel approval or during the term of contract in order for contractor to earn reimbursement for these trainees. Trainees will be hired into 'net new jobs' as a condition of contract.

PROJECT DETAILS

The healthcare industry is evolving and the recent implementation of the Affordable Care Act has changed the way nursing facilities bill patients and insurance companies. To remain compliant with state regulations, Legacy Nursing recently purchased Point Click Care, an Electronic Health Record System. Employees require training on the new recordkeeping system to accurately input health records, order lab reports and medications, and properly invoice.

In addition, employees require training on new medical skills as medical advances demand constant updating of new medical practices and treatments. Staff will receive training on updated exercise regimens, treatment of wounds, dietary needs, and medical devices to provide high skilled intense therapy and help patients recover quickly.

This proposed training will enable Legacy Nursing to remain competitive by improving processes, increasing quality of care and implementing technological advancements. Furthermore, training in Computer Skills will improve employee skills to help the Company increase efficiency, manage costs and reduce errors.

Medical Skills Training (80%)

For this project, approximately 6 RNs and 17 LVNs will participate in medical skills training utilizing preceptor training methodologies.

Training will be delivered by vendor and in-house staff to all patient care occupations to remain current in medical treatment such as bariatric care, basic life support, infection control, wound care treatments, diabetic care, pain management and IV training. Training will provide up-to-date skills in various disciplines to help staff meet or exceed quality care and patient safety standards. Some staff may be cross-trained to facilitate expanding services and allow scheduling flexibility.

Medical Skills training is reimbursed at a blended rate of \$22 per hour. This blended rate recognizes the higher cost of delivery for the Clinical Preceptor model. Computer Skills will be reimbursed at \$18 per hour.

Computer Skills (20%) - Training will be offered to all occupations in various medical software solutions. As part of the new Electronic Medical Records System, training will focus on documenting patient information, managing health records, and measuring consumer needs. Training course topics will include Point Click Care and INTERACT software.

Commitment to Training

The Company's annual training budget is approximately \$83,000. Training includes advances in medications and rehabilitations techniques to remain current with changing medical procedures.

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

➤ Training Infrastructure

The Company Administrator will work with the Director of Staff Development to administer the ETP project. The Director of Staff Development will have the primal responsibility of scheduling, delivering, documenting and managing training. The Administrator will collect all rosters to enroll trainees and track training hours.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Training Refund Group in Anaheim assisted with development for a flat fee of \$3,000.

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

MEDICAL SKILLS TRAINING - PRECEPTOR

- Body Mechanics & Safe Lifting Techniques
- Bariatric Care
- Recognizing Symptoms of Depression
- Oral Care
- Challenging Behaviors: Non-Pharm Approaches
- Basic Life Support
- Emergency & Disaster Planning
- Elder Abuse
- Infection Control
- Assessment & Documentation of Pressure
- Ulcer & Lower Extremities
- Wound Care Treatment & Modalities
- Pressure Ulcer Risk & Prevention
- Diabetic Care
- Pain Management
- Depression in Geriatric Patients
- Cardio-Pulmonary/Respiratory
- Catheter Care
- Central Vascular Device
- Infusion Therapy
- IV Training

COMPUTER SKILLS

- INTERACT Software
- Point Click Care
 - Patient Records
 - Billing Module
 - Pharmacy
 - Lab

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