

# PANEL PACKET

## MARCH 2017





## NOTICE / AGENDA

### MEETING TIME/PLACE

Friday, March 24, 2017 at 9:30 a.m.  
Sierra Room – 1001 I Street  
Sacramento, CA 95814  
Phone: (916) 327-5640

### AGENDA

- |            |                                                                                                                                                                                                                                                                                       |                                               |
|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|
| 9:30 a.m.  | Call to Order by Chair <ul style="list-style-type: none"><li>• Roll Call</li><li>• Agenda</li><li>• Minutes</li></ul>                                                                                                                                                                 | Barry Broad                                   |
| 9:45 a.m.  | Report of the Executive Director <ul style="list-style-type: none"><li>• Legislative/Budget/Other</li><li>• Request Motion to Delegate in Event of Loss of Quorum/Action</li><li>• Request Motion to Adopt Consent Calendar Projects/Action</li><li>• Funding Preview 17/18</li></ul> | Stewart Knox                                  |
| 10:00 a.m. | Report of General Counsel                                                                                                                                                                                                                                                             | Maureen Reilly                                |
| 10:15 a.m. | Review and Action on Proposals                                                                                                                                                                                                                                                        | Gregg Griffin<br>Anna Nastari<br>Mark Mazzone |
| 11:45 p.m. | Public Comments                                                                                                                                                                                                                                                                       |                                               |
| 12:00 p.m. | Public Meeting Adjourns                                                                                                                                                                                                                                                               |                                               |

The notice of Panel Meetings is also available on the ETP website ([www.etp.ca.gov](http://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, March 20, 2017 although the Panel may still change the order at the meeting.

### North Hollywood Regional Office

Building Skills Partnership-----	\$381,500
Califia Farms, LLC -----	\$230,220
Los Angeles Chapter of the National Tooling and Machining Association-----	\$949,788
New Technology Training Institute (Amendment)-----	\$56,712
Orange Coast Title Company -----	\$246,750
Wei-Chuan U.S.A., Inc. -----	\$162,000

### San Diego Regional Office

American Medical Response of Southern California -----	\$745,800
Balfour Beatty Construction, LLC -----	\$302,296
Glanbia Nutritionals (NA), Inc.-----	\$261,700
Life Generations Healthcare LLC dba Generations Healthcare -----	\$651,960
Medtronic Neurovascular -----	\$589,950
Murrieta Chamber of Commerce -----	\$499,602
Riverside Community College District, Office of Economic Development -----	\$539,176

### San Francisco Bay Area Regional Office

Informatica LLC -----	\$357,552
On-Site Manager, Inc.-----	\$333,852
United Association Local Union 342 Joint Apprenticeship and Training Committee-----	\$533,399

### Sacramento Regional Office

Butte-Glenn Community College District (Amendment) -----	\$180,936
Dycora Transitional Health-Manchester LLC -----	\$438,560
Heritage Interests, LLC -----	\$186,780
Mariani Packing Company, Inc.-----	\$203,128
MedAmerica Billing Services, Inc.-----	\$425,000

**Sacramento Regional Office** (continued)

Paychex North America Inc. -----	\$749,650
Sacramento Employment & Training Agency -----	\$928,000

**PROPOSALS APPROVED**  
**BY DELEGATION ORDER FOR 02/15/17 – 03/13/17**

<b>≤ \$100,000</b>	<b>Approved Date</b>	<b>Approved Amount</b>
<b><u>North Hollywood Regional Office</u></b>		
Brooks Brothers Interiors	02/23/17	\$13,200
Timothy K. Gaspar Insurance Services, Inc.	03/08/17	\$19,800
<b><u>San Diego Regional Office</u></b>		
Allen, Haight & Monaghan, LLP	02/23/17	\$9,724
Arvynyl Laminates, LP	02/28/17	\$23,920
Keithly-Williams Seeds, Inc.	02/24/17	\$49,280
<b><u>San Francisco Bay Area Regional Office</u></b>		
Alioto's Garage, Inc.	03/01/17	\$74,448
Cavallino Rampante, Ltd. dba Fix Auto	03/09/17	\$19,536
<b><u>Sacramento Regional Office</u></b>		
American Custom Meats, LLC	02/23/17	\$99,580
Lyons Magnus, Inc.	03/08/17	\$44,334
Roland Construction	02/21/17	\$42,432
Roseville Termite & Pest Control, Inc. dba Advance Integrated Pest Management Inc.	02/23/17	\$91,104
School Innovations & Achievement	03/08/17	\$98,436



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Roseville Termite & Pest Control, Inc. dba Advanced Integrated Pest  
Management  
School Innovations & Achievement  
Timothy K. Gaspar Insurance Services, Inc.



# M e m o r a n d u m

To: Panel Members

Date March 24, 2017

From: Stewart Knox  
Executive Director

File: Panel Memo Doc.

Subject: **Directions to Meeting Site**

The Employment Training Panel will meet on FRIDAY, **March 24, 2017 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 - Coastal Hearing Room**

### **From Sacramento International Airport:**

- Take **Hwy 5** South
- Exit on "**J**" **Street** to **11<sup>th</sup> St.**
- Turn Left on **11<sup>th</sup> 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 March 24, 2017

From: Stewart Knox  
Executive Director

File: Mtg. Site Memo

Subject: **Future Meeting Sites**

<p><b>March 24, 2017</b></p>	<p><b>California Environmental Protection Agency</b>  <b>Time: 09:30 AM</b>  <b>Sierra Hearing Room, 2nd Floor</b>  <b>1001 I Street</b>  <b>Sacramento, CA 95814</b></p>
<p><b>April</b></p>	<p><b>No Panel Meeting</b></p>
<p><b>May 25, 2017</b></p>	<p><b>California Environmental Protection Agency</b>  <b>Time: 09:30 AM</b>  <b>Coastal Hearing Room, 2nd Floor</b>  <b>1001 I Street</b>  <b>Sacramento, CA 95814</b></p>
<p><b>June 23, 2017</b></p>	<p><b>California Environmental Protection Agency</b>  <b>Time: 09:30 AM</b>  <b>Sierra Hearing Room, 2nd Floor</b>  <b>1001 I Street</b>  <b>Sacramento, CA 95814</b></p>



**STATE OF CALIFORNIA  
EMPLOYMENT TRAINING PANEL**  
Sacramento City Hall  
915 I Street  
Council Chamber, Room 1103, 1<sup>st</sup> Floor  
Sacramento, CA 95814  
February 23, 2017

**PANEL MEMBERS**

Barry Broad  
Chair

Janice Roberts  
Vice-Chair

Gloria Bell  
Member

Sonia Fernandez  
Member

Will Koch  
*Ex-Officio* Member

Gretchen Newsom  
Member

Edward Rendon  
Member

Sam Rodriguez  
Member

**Executive Staff**

Stewart Knox  
Executive Director

Maureen Reilly  
General Counsel



**STATE OF CALIFORNIA**  
**EMPLOYMENT TRAINING PANEL**  
Sacramento City Hall  
915 I Street  
Council Chamber, Room 1103, 1<sup>st</sup> Floor  
Sacramento, CA 95814  
February 23, 2017

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

Chairman Broad called the meeting to order at 9:33 a.m.

**II. ROLL CALL**

Present

Barry Broad  
Gloria Bell  
Sonia Fernandez  
Will Koch  
Gretchen Newsom  
Edward Rendon  
Janice Roberts  
Sam Rodriguez

Executive Staff Present

Stewart Knox, Executive Director  
Maureen Reilly, General Counsel

**III. AGENDA**

Chairman Broad asked for a motion to approve the Agenda.

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

Motion carried, 8 - 0.

**IV. MINUTES**

ACTION: Ms. Roberts moved and Ms. Newsom seconded the motion that the Panel approve the Minutes from the December 16, 2016 meeting.

Motion carried, 8 – 0.

## V. REPORT OF THE EXECUTIVE DIRECTOR

Stewart Knox, Executive Director, said, welcome and good morning Panel members, applicants, and stakeholders. Following the Panel meeting in December, we have a larger Panel meeting today with approximately \$15.4M in projects with another \$3.8M in Delegation Order for a total of just over \$19.3M.

Today we have a mix of Single Employer and Multiple Employer Projects. Gregg Griffin, North Hollywood Regional Office Manager, Anna Nastari, Foster City Regional Office Manager, and Willie Atkinson, Sacramento Regional Office Manager, are here today to present the Proposals.

Regarding the Budget for Alternative Fuels and Vehicle Technology Program, \$2M was approved through an Interagency Agreement in partnership with the California Energy Commission. We have approved two Proposals in the last few months for over \$900,000; approximately \$1.1M remaining for the year.

In regards to Core Funds for FY 2016/17, today the Panel will consider \$15.4M in projects with an additional \$3.8M approved by Delegation Order. Should the Panel approve all the projects today, ETP will have approximately \$14M for the remainder of the FY 2016/17.

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, 72 projects were approved totaling over \$3.8M. On a side note, we may want to look at this as a strategy for next year, especially along the issue of Panel priorities. I will have comments about that after the presentation.

For FY 2016/17 program funding to date, we have approximately 549 projects submitted, with a value of just over \$100M. If all the projects are approved today, the Panel will have approved 364 projects with a value of over \$80M in proposals. As we get closer to June, we are limited on funds. I don't foresee any major issues getting us through to the end of this FY, but I would like to discuss the way the Panel makes priorities, and how we, as staff, will handle that as we move into the next FY.

In regards to the FY 2016/17 Fund Status Report, we have a few items that will take place this year; implementation of the Employment Training Management System (ETMS), and the relocation of the San Diego Regional Office.

Regarding applications for contracts that are remaining in the Regional Offices: Single Employer Contract requests are at \$28M; \$2M in allocation. Multiple Employer Contract (MEC) requests are at \$7M; \$4.5M in allocations. Small Business has \$3M in demand; \$2.8M in allocations. Critical Proposals are at \$470,000 in demand; \$6.4M in allocations. Apprenticeships are at \$2.4M in demand; \$1M in allocations. Overall demand is approximately \$40M. We have approximately three Panel meetings left for this FY; we have March, May, and June, and I don't foresee any issues getting most of all the projects funded this FY.

Regarding the number of projects remaining in the Regional Offices: Single Employers 107, MECs 20, Small Business 103, Critical Proposals 0, and Apprenticeships 10; total of 240. AAU by category: Single Employers 25, MECs 3, Small Business 9, Critical Proposals 0, and Apprenticeships 1; total of 38. We will definitely make it through the end of the FY, which is good news. Staff is currently working very hard; 90% of all the projects have been assigned to the regional offices, and they continue to work through the projects as we move forward.

In regards to the legislative update, a handout has been provided to the Panel members. Details concerning the bill are summarized as follows:

#### AB 316 (Assemblymember Marie Waldron) Workforce Development

Summary: AB 316 includes 3 separate appropriations, one for Labor Workforce Development Agency (LWDA), one for California Workforce Development Board (CWDB), and one for the Employment Training Panel (ETP), all for the purposes of workforce development. The LWDA's \$200M appropriation sets up a competitive grant program for certain targeted populations and geographic areas. The CWDB's \$10M appropriation enhances their existing Workforce Accelerator Program with a grant fund for current students in the community college and vocational certificate programs. The ETP's \$100M appropriation would establish a competitive contract granting program, again to target certain populations, industries, and geographic areas. The bill would add a new section (102018) to ETP's founding legislation, currently UIC 10200 – 102017.

Status: From Printer. May be heard in committee on 3/9/17.

#### AB 96 (Assemblymember Phil Ting) Budget Act of 2017 & SB 72 (Senator Holly Mitchell) Budget Act of 2017

Summary: These are the budget bill placeholders for this year's budget.

Status: On 1/19/17, AB 96 was referred to the Assembly Committee on Budgets. On 1/11/17, SB 72 was referred to the Senate Committee on Budgets & Fiscal Review.

#### AB 809 (Assemblymember Sharon Quirk-Silva) Veterans: Workforce Training

Summary: Current law provides various programs to support the education and employment of veterans. This bill would state the intent of the Legislature to enact legislation to develop workforce training for veterans.

Status: From Printer. May be heard in committee on 3/18/17.

#### AB 1111 (Assemblymember Eduardo Garcia) Removing Barriers to Employment Act: Breaking Barriers to Employment Initiative

Summary: Would enact the Removing Barriers to Employment Act, which would establish the Breaking Barriers to Employment Initiative within the Labor and Workforce Development Agency (LWDA). The bill would require the initiative to be led by the Secretary of LWDA and authorize the secretary to assign all or part of the administration of the initiative to one or



more entities within the agency's oversight, or to authorize another state agency, under specified conditions, to administer a portion of the initiative.

Status: Bill was read for the first time on 2/17/17.

AB 916 (Assemblymember Sharon Quirk-Silva) Workforce Development: Local Workforce Development Board

Summary: The federal Workforce Innovation and Opportunity Act of 2014 provides for workforce investment activities, including activities in which states may participate. Current law contains various programs for job training and employment development, including work incentive programs, as specified, and establishes local workforce development boards to perform duties related to the implementation and coordination of local workforce development activities. This bill would add to those duties requirements to address the differing training needs of employers within the region based on size and legal structure of the business organization and to identify and promote strategies that support the training needs of emerging and dominant business types, as specified.

Status: From Printer. May be heard in committee on 3/19/17.

AB 1149 (Assemblymember Joaquin Arambula) Workforce Investment Boards: Funding

Summary: Existing law requires local workforce investment boards to spend a minimum percentage of specified funds for adults and dislocated workers on federally identified workforce training programs and allows the boards to leverage specified funds to meet the funding requirements, as specified. Existing law authorizes a credit of up to 10% of that funding minimum for leveraged funds, which include Pell Grants and employment training panel grants. This bill would expand the types of services to which leveraged funds may be applied to include supportive services and would expand the types of leveraged funds that may be applied to the 10% credit, described above, to include specified federal, local, state, and private funds.

Status: Bill was read for the first time on 2/17/17.

AB 849 (Assemblymember Dante Acosta) Workforce Development

Summary: Current law declares the need to have a well-educated and highly skilled workforce in the state. Current law also declares specified principles to guide the state's workforce investment system. This bill would declare the intent of the Legislature to subsequently amend this bill to include provisions that would convene a task force to review and establish common performance measures for the state's workforce education programs, as specified.

Status: From Printer. May be heard in committee on 3/19/17.

### AB 977 (Assemblymember Travis Allen) Workforce Development

Summary: Current state law provides that the California Workforce Development Board is the body responsible for assisting the Governor in the development, oversight, and continuous improvement of California's workforce investment system and the alignment of the education and workforce investment systems to the needs of the 21st century economy and workforce. This bill would make a non-substantive change to that provision.

Status: From Printer. May be heard in committee on 3/19/17.

### AB 1336 (Assemblymember Kevin Mullin) California Workforce Development Board

Summary: Would require the California Workforce Development Board to determine the approach for measuring labor market impacts, provided that, to the extent feasible, the board uses statistically rigorous methodologies to estimate, assess, and isolate the impact of programs on participant outcomes. The bill would modify the requirement that the workforce metrics dashboard be produced using existing available data and resources that are currently collected and accessible to state agencies, to require that it be done to the extent feasible.

Status: Bill was read for the first time on 2/17/17.

### SB 449 (Senator William Monning) Skilled Nursing & Intermediate Care Facilities: Training Programs

Summary: Current law requires a skilled nursing or intermediate care facility to adopt an approved training program, which is required to include a precertification training program consisting of at least 60 classroom hours of training on basic nursing skills, patient safety and rights, the social and psychological problems of patients, and resident abuse prevention, recognition and reporting, and at least 100 hours of supervised and on-the-job training clinical practice. This bill would require that at least 8 of the 60 hours of classroom training address the special needs of persons with Alzheimer's disease and related dementias. By changing the definition of a crime, this bill would impose a state-mandated local program.

Status: From Printer. May be heard in committee on 3/18/17.

### SB 366 (Senator Connie Leyva) Electrical Corporations: Workforce Development: Green Tariff Shared Renewables Program.

Summary: Would require the PUC, in consultation with the Labor and Workforce Development Agency, to establish rules by January 1, 2019, requiring an electrical corporation to establish training programs that will cultivate quality workforce development, and that will provide recruitment, job opportunities, and job retention strategies for residents living in disadvantaged communities. The bill would require that the training program include those training opportunities that the PUC determines to be prudent and reasonable for persons that construct, operate, or maintain distributed generation resources that interconnect to the electrical corporation's electrical grid.

Status: From Printer. May be heard in committee on 3/17/17.

### SB 758 (Senator Cathleen Galgiani) State Employment: Apprenticeship Agreements

Summary: This bill would state the intent of the Legislature to enact legislation that would ensure compliance in state employment with that required apprentice agreement provision.

Status: Bill was introduced and read for the first time on 2/17/17. Bill currently resides at the Senate Committee on Rules.

### SB 762 (Senator Ed Hernandez) Health Care Workforce Development

Summary: This bill would state the intent of the Legislature to enact legislation relating to health care workforce development.

Status: Bill was introduced and read for the first time on 2/17/17. Bill currently resides at the Senate Committee on Rules.

### SB 789 (Senator Josh Newman) California Apprenticeship Council: Report

Summary: Current law requires the Chief of the Division of Apprenticeship Standards and the California Apprenticeship Council to report annually through the Director of Industrial Relations on the activities of the division and the council, and further requires that the report include specified information with respect to apprenticeship programs in this state. This bill would require the report to include an analysis of any apprenticeship standards or regulations that were proposed or adopted in the previous year.

Status: Bill was introduced and read for the first time on 2/17/17. Bill currently resides at the Senate Committee on Rules.

Mr. Knox said, as you know we've launched the Employment Training Management System (ETMS) three and a half months ago. Initially, ETMS was only used for Single Employer. The employer functionality has been operational, and over 300 applications have been submitted through the new process. Twelve projects are in the development phase, and we will see a few of those projects come through in March and May.

As discussed previously, we are making more enhancements and improvements on the Multiple Employer Contract (MEC) system, and we are looking at the end of the FY, or midsummer for those changes to take place. What I'd like to see is get further into the development phase of the new system, and then we can look at some dates in the future to hold a forum with the stakeholders.

We received all your feedback, and currently, we are recommending 14 pages worth of improvements to the vendor, Geographic Solutions. As we get closer to the end mark, we can bring all of the constituents, and have a discussion on where we are.

We will be sending out packets to our Panel members prior to its first introduction, and we would like your input. It will be different from what you see today; different is not always bad. There are some issues with how the presentation looks, but we are working on improving those issues, and we will try to get them out by April.

Our call centers will continue to provide support; we are open Monday to Friday, 8am to 5pm., and most of you have emailed and given our staff kudos on how the call centers are working.

Mr. Knox said, I would like to present some ideas to the Panel moving into the next FY. The Panel does not have to take action or make a decision today; these are just previews.

For now, the caps on the Delegation Order are working at this point. We have seen a huge uptake on the projects that are \$100,000 or less. We want to present some ideas on how to streamline that a little bit better going into the next year.

On policy issues, I have four or five different ideas, and Ms. Reilly will also present an idea, but not for a vote. I also want to bring up setting a standard cap for healthcare benefits. In the past, we've done a couple of reviews from our own internal audit. We've looked at the Kaiser example of what the costs are to the employers, and we have some good evidence of where the costs occur.

Typically, the cost is around \$3.08, and Kaiser ranges anywhere from \$2.75 to \$4; JATC and union side is a little bit higher. We've talked about possibly setting it at \$2.50, which is a very safe number, and there are reasons behind that, which Ms. Reilly will discuss further later on.

Concerning priority setting for the next FY, we can hold a forum in March, and discuss some options and get some input around this. Currently, the Panel sets the priorities. With the launch of ETMS online, we are accepting application and pre-applications 24 hours a day, seven days a week, all year long, and we don't have an open or close dates, unlike other grant programs that have open or close dates. While that is good, it also constraints the flow of the projects, and part of that is the priority setting. There is no way to stop the non-priorities coming in, so one of the idea is hold the non-priority pre-apps, and then look at those projects in December. We can look at the funding that's coming out of the first six months, and then consider the non-priority projects moving forward; we can look at their pay scale, and benefit packages. If they are \$100,000 or less, we can continue to move forward. Obviously, we want to be sensitive to those businesses we serve. Those are just some ideas, and we would love to have your input.

With regard to substantial contribution, we are looking at some options for the Panel to review in the future. The current model we have is somewhat cumbersome. We wanted a fresh start when we launched the new ETMS. Therefore, the substantial contribution from the old system was not downloaded into the new system.

Ms. Roberts and I had some discussions, and we looked at a few models, like Washington State. If you receive a grant in a five-year period, you are out for two years. It sounds simplistic, but there are plenty of details around that. We will continue to look at other models throughout the states to look for ideas; also remembering that we have a two-year contract.

Regarding the high unemployment area (HUA) and regions, the Panel has the authority to define the regions; we have 58 counties, and sometimes we even go as low as zip code, depending on the area, which is a good thing. However, that data is complex because there are over 26 different components and tables, and then you add the actual pay that the

employers pay, which complicates it even more. With the new ETMS, it's overly complex, and we would like to simplify a lot of the problems we currently have, if possible.

Those are just some of the ideas that will come up in the next couple of meetings for the Panel to review.

Mr. Broad said, before we move to the General Counsel's report, I have one issue that I want to raise for the Panel and staff to consider. We don't have to do anything about it right now, but it's inevitably going to come up. We have to determine priority funding on where we are going to place businesses involved in the production and distribution of marijuana. With the passage of Proposition 64 and the Regulation and Taxation Act of 2016, all forms of marijuana is lawful under the State law; not necessarily under Federal law, which is a complexity.

Nonetheless, this is a business that is emerging from an illegal market into a lawful market. They may or may not be paying the employment training tax, because it's a cash business deal, and they are not allowed to do banking. This question is going to be triggered by someone applying for training funds from us. This is something that we'll have to think about, and we need to determine how we want to treat that industry.

This is a lawful industry, and it should be treated no differently than the others, like alcohol manufacturing or pharmaceutical companies; there are a lot of people who produce drugs, and we would not refuse to fund them; that's a question we'll have to confront. We will discuss that when it arises

## **VI. MOTION TO ADOPT CONSENT CALENDAR PROJECTS**

Mr. Knox asked for a motion to adopt Consent Calendar Items #1 through #10.

California Expanded Metal Products Company dba CEMCO .....	\$233,000
Clarkwestern Dietrich Building Systems LLC.....	\$187,200
Cobham Advance Electronics Solutions Inc.....	\$149,440
Gar Tootelian, Inc.....	\$124,575
Gardena Hospital, L.P. dba Memorial Hospital of Gardena.....	\$152,000
Inter-State Oil Co.....	\$160,560
Riverside County Economic Development Agency.....	\$244,315
Simpson Strong-Tie Company.....	\$192,858
Squar, Milner, Peterson, Miranda & Williamson, CPA, LLP.....	\$159,000
Ventura County Community College District.....	\$88,750

**ACTION:** Ms. Roberts moved and Ms. Bell seconded approval of Consent Calendar Items #1 through #10.

Motion carried, 8 – 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 Ms. Bell seconded the approval to delegate authority to the Executive Director in event of loss of quorum.

Motion carried, 8 – 0.

## **VIII. REPORT OF THE GENERAL COUNSEL**

### **ACTION ON APPEAL BY REGIONAL TECHNICAL TRAINING CENTER (RTTC)**

Maureen Reilly, General Counsel, said, Panel members each of you have a manila folder. This is a packet with three letters and print out of the governing regulation regarding an appeal by the Regional Technical Training Center (RTTC). We rarely have appeal matters come before the full Panel; the last one was in 2012. Let me just explain briefly, there's two levels of appeal under our governing regulation which follows the Administrative Procedures Act for administrative adjudication.

RTTC is a repeat Multiple Employer Contractor (MEC) for ETP, and this appeal was filed on behalf of RTTC by its CEO, Bernie Ashcraft. This is regarding an overpayment of ETP funds of approximately \$168,000. Contract ET14-0142 was approved for funding at the Panel meeting of August 2013 for just under a half a million dollars for new hire training of an estimated 90 hard-to-serve unemployed persons in Oakland. The ETP Fiscal Unit determined that there was insufficient record keeping demonstrating that the training was delivered. Attendance rosters were missing, and we need that to ensure that the hours of training billed were delivered.

The fiscal closeout on this contract is normally at the end of the contract term, which would've been around September 2015. However, closeout was delayed for about a year for RTTC, as the contractor tried to locate the missing attendance rosters. Now, their position is that the rosters were taken by a disgruntled employee, and from there, it gets complicated.

ETP gave Mr. Ashcraft several extensions to locate the rosters; at the field level of the San Francisco Regional Office during the monitoring, also on the Fiscal Unit during closeout, and in the Legal Unit at the first level of appeal.

The first level was to Executive Director, Stewart Knox, and that appeal was denied by the letter of January 17, 2017. This left Mr. Ashcraft with the right to further appeal to the full Panel action today; he did so by letter on January 18, 2017, which is also in your packet. He was also informed of his appeal rights for what to expect at the Panel by letter dating February 8, 2017.

The Panel must take action on this appeal today, due to deadlines set forth in the governing regulation, but this doesn't mean that the Panel have to make a decision today. However, Mr. Ashcraft was unable to appear today due to prior business commitment for RTTC.

Under regulation section 4450, it identifies the two levels of appeal, and it sets the deadlines under subsection a(1) and (2). As you can see at subsection a(2), the Panel must take one of three action within 45 days of first level decision, and that would be Mr. Knox's letter dated January 17, 2017.

Staff recommends a third action listed under section 4450 a(2). This would require appointing a subcommittee to conduct a formal evidentiary hearing at a future time and date in Sacramento. The subcommittee acts as the hearing officer, and also are asked to propose a ruling that would come back to the full Panel for action as a final ruling. The hearing officer ensures that there is an administrative record of evidence, including witness statements in case the matter proceeds further to Superior Court. That process is also mentioned in the regulation under subsection (c), administrative writ of mandate.

However, the Panel may also opt to conduct a hearing before its full body at a future date, which is your second choice under subsection 4450 a(2), or it may refuse to hear the matter at all, which is the first choice in that subsection. If the Panel refuses to conduct a hearing, or hear the matter, there is still a right of appeal under that writ of mandate procedure. The record would then consist of the first level decision and supporting documents.

In the past, the Panel has appointed a subcommittee. This has come up once in 2012, and the Panel appointed a subcommittee in the person of Panel Chairman, Barry Broad, and we almost had a hearing, but the appellant didn't show. I might add, I have been in communication with Mr. Ashcraft for RTTC, and he finds this action acceptable.

Mr. Broad said, since the appellant isn't here today, and we want to afford him the highest degree of due process, I would propose that we go with the proposed hearing option. I would do what I have done before, which is, act as a hearing officer to conduct the hearing. Should the hearing proceed, I will issue a proposed decision after hearing all the evidence. The Panel would essentially act as an appellate body to approve, disapprove, or modify the proposed decision.

Typically, in that situation, if it got that far, the appellant doesn't change the factual record. In other words, the full Panel wouldn't re-hear all the facts of the case. The appellant could himself, or through an attorney, argue about procedural irregularities, or something like that, but the administrative record, as it was taken at the proposed hearing level, would be the record before you.

This is one of the rare circumstances where we're acting in a quasi-judicial, as opposed to quasi-legislative role, and so we take on the function of a court, or administrative law judge with a full appellate panel. I would make a motion that the Panel appoint me to act as a hearing officer to hear the appeal, and to prepare a proposed decision on the record that is made at that hearing. Is there a second to that motion?

ACTION: Mr. Broad made a motion that the Panel appoint him to act as a hearing officer to hear the appeal and Ms. Fernandez seconded the motion.

Motion carried, 8 – 0.

### **PREVIEW REGULATION PACKAGE FOR FY 2016-17**

Ms. Reilly said, the Panel members are authorized to adopt regulations interpreting its enabling legislation, and to amend them as necessary. The regulations are published under Title 22, in the California code of regulations.

From time to time, the Panel takes action to adopt, amend, or repeal through the rulemaking process governed by the Administrative Procedures Act. This is the quasi-legislative function, as opposed to quasi-judicial. This process takes a minimum of six months from start to finish, and it requires a 45-day notice period for public comment.

As part of the process, staff takes a proposed recommendation to the Panel for regulation, revision, or adoption, showing in strikeout, and underlined format to clearly show the changes. There is a cover memo, and a discussion of why staff is recommending the changes, and the full discussion on the Panel's part. At that time, the Panel could ask for further changes.

Once the Panel has approved the text of the new or amended regulation, we will post a hearing notice for the public to attend and comment. The Panel doesn't have to adopt the comments, but they can consider them. It's all very procedural, that's the main thing; that's why it takes so long.

Staff is currently reviewing the Panel's existing regulation to determine if some of these changes are necessary, and this will include a review of the various definitions under section 4400. There are several minor changes as things come up in the years; we have not done a regulation change in five or six years.

In particular, staff will be reviewing the possibility of amending regulation section 4418. This is on wages, and it discusses what the Panel will consider as wages, such as tips, bonuses, commission, and employer paid share of health premiums. It needs some clarification, as Mr. Knox mentioned.

One idea to address is a way to a better system of valuing that employer paid share of cost. At present, we pretty much accept the employer's statement as to what they are paying toward the premium share cost, but there really is no distinction as to whether a trainee for example, is being covered for single health coverage, or single plus one health coverage, or family health coverage; or whether that trainee has opted out of coverage. Everything is more complicated with the Affordable Care Act (ACA), especially if the ACA could possibly change, as we move forward. Whatever the valuation is, we pretty much accept the employer's statement. That amount, up to whatever they need to make the post-retention wage is included in earnings.



The employer paid share of health benefits are considered earnings under the labor code and our statute recognizes it specifically under UI Code section 1020(f). Now our regulation right now says that these health benefit payments must be reliable and verifiable, but there's no valuation method. This is all in the training plan proposal, under the Training Plan Table. Regardless of contrary type, there is no distinction in health and premium share of cost between types of coverage.

As part of the proposed amendments, staff will recommend across the board valuation for these employer paid share. This is what we're looking at now as a way to streamline. We are conducting a research to see if there are studies on what an average employer paid share of costs is. We did a survey among our own audited contracts population to see, because audits will look to payroll reporting, and other means for the actual employer paid share of cost, so we have a report on that. The more difficult thing is to find out if there are any research on how many people opt out, and there may not be.

Mr. Broad said, there are many factors that are involved when it comes to creating the valuation of health care, and we, as the Panel, don't know because they might repeal the ACA. They might take it back to "cancer only" healthcare contracts, which means you have a lifetime hospitalization cap at \$100,000, which means you get one trip to the hospital in your entire life. We need more clarification; it's a bit more complicated.

We need to know what healthcare packages are offered to the employee. Is it for an individual, or family? What is the cost of employee share? There may be other factors. Those are meaningful things, because we don't know if the employee can afford it; that is very common in lower wage employment where they offer health coverage, but the employee can't afford it, so they don't do it. I just want to make sure that we're giving the proper credit to the employers who are really paying for a decent healthcare plan, and we're essentially discounting the value of healthcare that is elusory. That may not be a function of trying to value, so come up with some dollar amount, because it's an actual reality for each employee. I don't know if that is something we can work on, but that will actually tell you whether what they're offering is real or not.

Mr. Knox said, it's probably doable; it's kind of what we do now. Right now we are seeing some of them valued at \$6.00 an hour, or whatever that might be, and that might be the employer share, because they're paying 100% of a family package. There are others that are at \$.50 on the dollar, because it's only offered to the employee, and they're paying 75% of their total care.

Another issue we're facing under the ACA is that they may opt out if they are a minimum wage earner, or sometimes, it's cheaper for the employee to move forward and go through Medical. We find that in the audits; that's the only place we can find it, then it's an overpayment issue. It's very complex, but we will come back with some suggestions. I think that there's a way to work through a portion of it.

For now, this is what we're trying to say, let's just give one blanket cost across the board, which is fairly low; lower than what most employers pay, which is \$2.08. This is the average cost for most employers.

Mr. Broad said, you can bring it back, but I just don't know if that will work. For example, in San Francisco, the healthcare cost for hotel union workers is 80% of the cost of their wage level; it's a lot of money to provide full family healthcare.

Healthcare is simply wages paid out in another way, right? I hate to see somebody get the benefit of paying out wages in another way that they're not paying out. That's just not going to work, because we're allowing them to credit against the ETP minimum wage. That's a real gift to someone who is not paying for healthcare, and not paying very high wages. That's not a high priority funding for me. The employer who pays high wage and healthcare, or pay low wages but provide a good healthcare plan deserve the credit for that payment. I can see the administrative complexity of it. If we allow them to use healthcare, it has to be real healthcare.

Ms. Reilly said, we were talking about the union issue, and as I understand, it's part of the collective bargaining. If the employer agrees to pay a certain amount of money, it goes into a trust fund, and I don't even know if they can opt out, unless they demonstrate another source of coverage. In the state of California, you can't opt out unless you demonstrate that you have other coverage. So far, the opt out issue is the issue in the private-sector, because it's linked to the individual's decision when you can come in and out, and you can dropout at any point in time. There is also an annual \$95 tax penalty under the ACA if you fall under a certain income level, and that is less than paying \$195 a month for health care premium

The only reason we came up with the idea of an across-the-board value that is a little low is because it would also assume enrollment; and not try to get into the individual opt out or not. We err on the side that the trainee is enrolled; we can make that assumption, but bring down the value. With the union situation, it's different. We can see the value because it's in their collective bargaining agreement. However, in the private sector, it's not so easy because it's not as transparent.

Mr. Broad asked, is there any point of doing this until we find out what they are going to do with the ACA? Ms. Reilly said, right now, we're relying on the employer's statement, and we have been getting some fairly high statements of health benefits share of cost, and we don't have any way to document it.

Mr. Broad asked, so we may have employers who are putting their finger on the scale, is that what you're saying? Ms. Reilly said, it's hard to say. It comes down to the individual's decision as to whether they take the coverage or not; whether they cover their family or not. I don't even know if the employer is quite sure. That's why we were going towards the idea of assigning a reasonable value.

Mr. Broad said, but the employer should know because it comes out of their paycheck? Ms. Reilly said, it could change during the course of the contract too. I don't know people's decision about health care coverage; and then there's open enrollment. It's just one of those areas where we have to do some research. The policy issue is, right now, we don't have any means to determine the reliability and verify it, except for the union's where we have the access to the collective bargaining.

Mr. Broad said, the take-up level of insurance is a critical issue because the employer is sort of giving the iron fist on the velvet glove. If none of the workers can afford to take up the insurance because they don't earn enough, then it's sort of a theoretical benefit.

Mr. Rodriguez asked, can you give us a theoretical example from an employer's perspective? Ms. Reilly said, as to why, at the time of development, they give us a dollar amount, but perhaps they're not quite sure?

Mr. Rodriguez asked, what are they actually stating? Ms. Reilly said, in the private sector, we don't know if the employers allow people to opt out from an employer-sponsored health plan, which is allowable under the Employee Retirement Income Security Act (ERISA). There could be various plans, as Mr. Broad was saying. You don't have to sponsor the gold Cadillac plan; you can sponsor an array of plans with different premium levels. It's unusual for an employer to pay 100%; even the State doesn't pay that. You pay your own share of costs for that premium.

Mr. Rodriguez asked, just for clarification, when you say sponsor, is that providing or directing the employee to go to the exchange? Ms. Reilly said, what I meant by sponsor is the employer has established a broader risk pool because of the health insurance. If you're a single payer, and you're only insuring yourself, you're on the risk pool. Typically, the premium cost is high, but if you have a sponsored plan group coverage, then the risk broadens. You can have a lower premium, whether the employer pays whatever percent of the cost is borne by the employer. Other than union negotiations, that's up to the employer, as long as you're sponsoring the plan; that's the employee's choice.

Ms. Reilly said, there is an array of plans with different level of coverage. It's very complicated. For now, we just accept the employer's statement, but in the private-sector, each employee can make a choice during open enrollment, and they can also change coverage at any point in time, or opt out.

Mr. Rodriguez said, at least for me, I share some of Mr. Broad's concern. We don't really know what's going to happen at the federal level that would affect the California exchange, but I appreciate the due diligence.

Ms. Reilly said, we don't really know; it's just an idea that we're trying to bring to the Panel. Staff's been aware of it for some time - that idea of an across-the-board valuation level - and it is certainly supported by some of the research and surveys of what the typical average employer share of premium costs runs. This is something to discuss. It's a proposed amendment. There's still a public hearing with comments.

Mr. Broad said, right now, part of the ACA is the expansion of Medical in California. What this means is that you could be on Medical at a low cost while you're working. That relieves those employers of that obligation so that can be seen as a subsidy of employers about employer coverage. We certainly don't want to let them count people covered by Medical as a payment that they're making; that should be counted against them because that's the taxpayer paying for that. In a larger sense, that's somebody working, and the taxpayers are paying for their healthcare, because there isn't enough in their wages to be able to afford to

take up the employer's coverage. I don't think I can see a way to get around the reality-based mathematics.

Ms. Roberts asked, why can't we ask for a payroll information prior to them applying versus at the end of the monitoring, since most companies have that information handy. The contractor may offer the health benefits, but the reality is that only a handful of people who are being trained even need the health benefits, because most of them pay higher wages than what the county allows. It may just be the new hires, or some lower level operation staff. This has been done in other states where payroll benefits are requested and it shows how much is paid out for their insurance. Ms. Reilly said, we've never done it at a program level. Audits will look at payroll, not at the monitoring level. Ms. Roberts said, that data should be available; if they want to use it, that's fine; that would be an option.

Ms. Reilly said, we can consider that. Mr. Broad said, that's a good idea. Ms. Reilly said, it's more staff intense, and it won't be automated. Ms. Roberts said, that's what I'm saying, of the 450 employees, 400 don't really need the health benefits, and maybe only 50 will do; it's just a suggestion.

Ms. Reilly said, we can present options. This regulation will be one of the most complicated in the package; it's a complex issue. Mr. Broad said, it's a little rocky at the moment. Ms. Roberts said, and like Mr. Rodriguez said, who knows what will happen with the ACA in a couple of years?

Mr. Rodriguez said, there's a single-payer bill by Senator Ricardo Lara that can take place this year because of what's happening in Washington.

Mr. Broad said, what if we do a regulation, then wind up with a single-payer bill, and it goes into effect next January? Ms. Reilly said, always go on a case-by-case basis. We're doing some research, and there's a range of possibilities from valuation across the board to look at every single trainee who needs it.

Mr. Broad said, I would strongly suggest that we put this on the back burner until the whole thing stabilizes. I think you can propose a regulation, and we can adopt it, but that regulation could be in conflict with the state or federal law. This is a bad year for this with the healthcare change this year.

Ms. Reilly said, we could propose a policy approach to determine which direction to go. These are the issues, and we can propose a policy. Mr. Broad said, OK.

Ms. Newsom said, these issues are definitely in my usual line of questioning, and I get frustrated when I don't have enough information available as to what the employer is doing to help the worker with their healthcare costs. The employers can claim that they meet the post-retention wage by upping their share of cost. I've seen the numbers fluctuate widely, and I just don't have that information as to what that means for the worker, and the prospect of waiting until something happens at the federal level makes me nervous. In the spirit of trying to get more information, I really like Ms. Robert's suggestion to help guide staff. I want to make sure that employers are taken care of.

Mr. Broad said, although that's more work for the staff, not less, and the intention of this proposal is to make it easier for them. This will make it a little more complicated for the contractor, but we should be able to see more documentation for accuracy. Ms. Roberts said, most states require employers to have that payroll information.

## **IX. REVIEW AND ACTION ON PROPOSALS**

### **Single Employer Proposals**

#### **Northrup Grumman Systems Corporation**

Greg Griffin, Manager of the North Hollywood Regional Office, presented a proposal for Northrup Grumman Systems Corporation (NGSC) in the amount of \$862,728. This proposal for NGSC has been designated a Critical Proposal by the Governor's Office of Business and Economic Development based on NGSC's planned business expansion and commitment to adding new jobs in California.

NGSC is a global security company that develops innovative products and solutions in unmanned systems, cyber, C4ISR (Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance), and logistics for government and commercial customers worldwide. NGSC operates in four different business sectors: Aerospace Systems, Information Systems, Technical Services, and Electronic Systems.

Mr. Griffin introduced Brian Massey, Director of Process Operation and Administration.

There were no questions from the Panel.

**ACTION:** Ms. Roberts moved and Mr. Rendon seconded approval of the proposal for Northrup Grumman Systems Corporation (NGSC) in the amount of \$862,728.

Motion carried, 8 – 0.

#### **Providence West Valley Healthcare Center, LLC dba Providence West Valley**

Mr. Griffin presented a Proposal for Providence West Valley Healthcare Center, LLC dba Providence West Valley (PWV) in the amount of \$618,458. PWV is a skilled nursing facility owned and managed by Providence Healthcare Center, LLC (Providence) based in Utah.

Mr. Griffin introduced PJ Sanford, Executive Director.

Ms. Roberts said, this seems like a very ambitious project. This is a big project with a lot of moving parts. You have numerous job classifications; be careful with your internal structure. Be sure to keep all your documentations in order. Mr. Sanford said, I appreciate the advice.

Ms. Bell said, feel free to reach out to your representative, because we want you to be successful.

Mr. Broad said, I have a question about your curriculum; is it comprehensive? Do you offer training on how to lift patients who cannot move themselves? Mr. Sanford said, we have a small population of our residents who are bedbound, so we do lift training with our staff on how to mobilize those patients.

Mr. Broad asked, is that a part of the training? I've heard of injuries caused by improper lifting of patients who aren't able to move themselves. People are heavier than they used to be, and lifting patients are causing career-ending injuries because the workers are not using lift teams. I would like to see our funds go into training employees on how to properly lift patients to avoid those injuries. Mr. Sanford said, it's not explicitly outlined in the curriculum, but we provide the training with the Hoyer lift for the patients that are bedbound. Mr. Broad said, thank you.

**ACTION:** Ms. Rodriguez moved and Ms. Newsom seconded approval of the proposal for Providence West Valley Healthcare Center, LLC dba Providence West Valley in the amount of \$618,458.

Motion carried, 8 – 0.

### **QVC, Inc.**

Mr. Griffin presented a Proposal for QVC, Inc. (QVC) in the amount of \$648,000. QVC is a leading television and e-commerce retailer of consumer goods including beauty products, apparel, electronics, kitchenware, jewelry and more.

Mr. Griffin introduced Melissa Thomas, Employee Engagement Manager, Paul Violette, Training Partner, and Zach Hetrick,

Ms. Roberts asked, do you have any other entities; do you have a warehouse in Pennsylvania? Mr. Hetrick said, we currently have four warehouses in the US. Our headquarters is in Pennsylvania, and our distribution centers are in Virginia, North Carolina and South Carolina.

Ms. Roberts asked, have you received any funding from any of those states? I know those states pretty well, and I know there's really nothing in Pennsylvania, and West Virginia has a minimal funding of \$40,000. Do you understand the complexity of what ETP entails? You're doing a start-up operation and hiring 500 employees. I've been involved in start-up operations in the past, and they don't always come together as you'd like it to. How is your hiring coming along right now? Mr. Hetrick said, we do participate in South Carolina as far as training credits, and this is my second time with this kind of contract in California. We hit our hiring goals for 2016, and we have to process nine million packages for 2017; we are on track to meet our goal.

Ms. Roberts asked, how many employees have you hired for 2016? Mr. Hetrick said, approximately 160; between 2017 and 2018, we will reach 520 employees. Ms. Roberts said, that's a lot of new employees. Mr. Hetrick said, over the course of our four-year project, we estimate that we will end at about one thousand employees. We will operate seven days a week and run a three-shift operation in a million-square-foot building.

Ms. Roberts said, I noticed that you don't have any administrative support, but I understand from another source that you have Ernst & Young as your tax accountants. They are familiar with our training grants; will they be assisting you, or be identified as part of this contract? Mr. Hetrick said, we chose them because they have the experience.

Ms. Robert said, we're certainly happy that you've opened a distribution center here in California; hiring people is really positive for us. I wish you the best of luck on this contract and hope to see you back at the Panel after the success.

Mr. Broad said, it states in the Panel packet that you have 405 trainees. How many people do you have currently employed? Ms. Thomas said, right now, we have 140 employees.

Mr. Broad said, this is what I would like to suggest. I don't want this to sound punitive in any way, but this will be beneficial for you. I would suggest that we bifurcate this contract in half; we'll have part one and part two. After you've shown performance on your contract, come back to us, and request for an amendment. It would be a disadvantage to you if you don't earn all of your money, or only earn 50%, because the next time you come back to us for funding, what we'll typically do is right-size your contract. You may not be aware of this, but you could be harming your future ability to come back to us and get funded at a level that you really need because of lack of performance. Once you've shown that you've done your hiring, loaded your hours, and you're on track, you can return for an amendment. Is that a problem for you? Mr. Hetrick said, no; it's not a problem. I'll respect your thought on that.

Ms. Roberts said, I'm familiar with most of your training, but I don't see any technical training in your curriculum. I know your average training hours is 80. Most of the courses in your training are two, four, or possibly eight hours. I'm just trying to figure out how all the pieces of your training will come together; these aren't really robust training courses. Mr. Hetrick said, it will certainly be broken out over multiple training sessions, and especially the safety training which we're focused on. We've been in our building for 265 days, and we've been safe and have not had any incidence. It's 80 hours of dedicated training all in one shot; it will be a recurring training for multiple functions throughout the course of the year. Ms. Robert said, only 10% of safety training is allowed. I've trained in this area, and we do it in training blocks of two-hours. You're trying to get your operation up and running; there's no technical skills in here.

Mr. Broad said, I don't want to use the phrase "to punish people", but we do sort of punish people who don't thoroughly think through what they plan on doing. The "rookie" mistake that happens is that people ask for more than what they need. We often see this, and people don't complete the training. I would ask you to go back, talk to the staff member that you're working with, and re-look at the number of training hours that you can realistically give your employees. Two solid weeks of training in a warehouse setting is a lot of hours, and I represent a lot of those warehouse workers. You don't want to be in a situation where you train your employees over and over again, which will take away from your production time, just to earn the money.

Mr. Broad said, there's no harm, at this stage, if you want to rethink this; just a word to the wise. I'm going to make a motion to cut this proposal in half, at no prejudice, then come back after you are on track for earning the first half. Ms. Roberts said, you can always come back

for an amendment once you've earned 70% of the dollars. Mr. Broad said, we want you to succeed; we want you to come back.

Mr. Griffin asked, Mr. Broad, would you like them to come back and appear before the Panel for the amendment? Mr. Broad said, I'd like to see them come back to the Panel.

**ACTION:** Ms. Roberts seconded approval of the proposal for QVC, Inc. in the amount of \$324,000. (Original request was \$648,000.)

Motion carried, 8 – 0.

## **The Boeing Company**

Mr. Griffin presented a Proposal for The Boeing Company (Boeing) in the amount of \$333,175. This project has been designated a Critical Proposal by the Governor's Office of Business and Economic Development based on Boeing's plan to expand its business capacity in California by adding several new hundred high-skilled, high-wave engineering jobs in 2017.

Boeing is a manufacturer of commercial jetliners and military aircraft. Boeing also designs and manufactures defense systems, satellites, and launch vehicles. The Company's customers include most domestic and international airline carriers, NASA and all branches of the military.

Mr. Griffin introduced Noreen McQuinn, Technical Fellow.

Ms. Newsom asked, when you move your engineers around, is that between the Long Beach and Seal Beach location, or is it out-of-state? Ms. McQuinn said, it's within the Seal Beach and Long Beach area. We're just moving them to a different department, not out-of-state.

Ms. Newsom asked, what is the distribution of the trainees between your Long Beach and Seal Beach facility? Ms. McQuinn said, two-thirds of the engineers are in Seal Beach, and one-third in Long Beach. Boeing products for core engineering are designed and produced in Long Beach, and service engineering for aircraft modification is in Seal Beach.

Ms. Newsom said, Reuter's reported that Boeing received over \$8.7B in tax break from the state of Washington in 2013, but also noted that since the tax break, Boeing eliminated approximately 11,000 jobs. Also, LA Times reported last month that Boeing anticipates laying off engineers. Are these the same engineers that you're planning to train? Can you please elaborate on that? Ms. McQuinn said, Boeing is a specialty company. We have builders, and provide customer service throughout the country and parts of California. The builder industry and customer service grew by about 800 or so. From the time we had the last contract, we grew by another hundred to support the additional and final buildout of the existing Boeing aircraft. At this time, there are no plans for layoffs within our sector. What we generally do is hire the people who were laid off. The problem is they need quite a bit of training in order to shift over, because we are a specialty company.



Ms. Newsom asked, will this training be for your current engineers, or is this hiring a new segment of engineers and then training them? Ms. McQuinn said, this training will be for a new segment of engineers, because when we shift people around within the different model, they require additional training. Ms. Newsom said, thank you.

Ms. Bell asked, what is the final closeout invoice from the previous contract that was submitted in January? Mr. Griffin said, the final number was 90%.

There were no further questions from the Panel.

**ACTION:** Ms. Roberts moved and Mr. Rendon seconded approval of the proposal for The Boeing Company in the amount of \$333,175.

Motion carried, 8 – 0.

### **ABC Home Health Care, LLC dba Bridge Home Health, LLC**

Mr. Griffin presented a Proposal for ABC Home Health Care, LLC dba Bridge Home Health, LLC (Bridge Home Health) in the amount of \$348,088. Bridge Home Health provides home-based patient care services for skilled nursing, rehabilitative care, and therapy. This therapy includes physical, speech, and occupational therapy; medical, social services, activities of daily living and hospice. There are two distinct patient groups: 1) short-term, transitional rehabilitation patients, and 2) long-term, chronically-ill patients.

Mr. Griffin introduced Joe Monteforte, Director of Finance, and Mike Suor, Executive Director.

Ms. Roberts said, I just want to commend you on your higher wages for your CNA's; you pay good wages.

Mr. Rodriguez said, I'm not familiar with bundle payments. Mr. Suor said, it's a different payment model. It's a challenge between upstream and downstream providers; we get reimbursed through the upstream providers.

Mr. Broad asked, is the hospital getting a lump sum? Is your money coming from insurance, government program or Medical? Mr. Suor said, right now majority is through Medicare.

**ACTION:** Ms. Roberts moved and Ms. Newsom seconded approval of the proposal for ABC Home Health Care, LLC dba Bridge Home Health, LLC in the amount of \$348,088.

Motion carried, 8 – 0.

### **Glanbia Nutritionals (NA), Inc.** Withdrawn

## **Orora Packaging Solutions**

Mr. Griffin presented a Proposal for Orora Packaging Solutions (OPS) in the amount of \$749,600. OPS is a nationwide manufacturing, distribution and logistics company. The Company manufactures corrugated paper products, packing materials, janitorial products, shipping supplies, and custom-built corrugated packaging and industrial packaging products.

Mr. Griffin introduced Karen Merriman, Manager, Talent Development.

Ms. Bell asked, did you say that your wages are actually higher than what is listed in the proposal? Ms. Merriman said, the range is higher; the lowest wage in that job segment is at \$11.70. Ms. Bell asked, is it \$11.28 for the shipping and receiving staff? Ms. Merriman said, I only have one person in that position.

Ms. Bell asked, what is your starting rate of pay? Ms. Merriman said, it depends on the site; there are 21 sites represented in this contract. Ms. Bell asked, is your pay scale based on geography? Ms. Merriman said, yes; it's by geography, manager and job position. Managers have the latitude at their site to hire for the position. Since we operate independently by site, the new vice president of our HR has flattened all our pay structure. We are going through the process of making all of the jobs across the sites more levelled; that's why you have that broad variance. Ms. Bell said, thank you.

There were no further questions from the Panel

**ACTION:** Ms. Roberts moved and Ms. Fernandez seconded approval of the proposal for Orora Packaging Solutions in the amount of \$749,600.

Motion carried, 8 – 0.

## **Fox Factory, Inc.**

Anna Nastari, Foster City Regional Office Manager presented a Proposal for Fox Factory (Fox), Inc. in the amount of \$350,040. Fox designs, engineers, and manufactures high performance shock absorbers and suspension products for mountain bikes, snowmobiles, motorcycles, ATV's, UTV's, off-road trucks, SUV's, and specialty vehicles.

Ms. Nastari introduced Martha Chavarria, HR Business Partner, and Majusha Velivelli, Production Manager.

Ms. Newsom said, the wage range for the 337 trainees for your production staff is \$12.50 to \$28.50. Can you give me a breakdown? Ms. Chavarria said, the lowest paid trainee is our production staff assembler, and there are different levels. Right now, we probably have 20.

Ms. Roberts asked, what is it that you manufacture; bike parts; parts and products for Ford, Chrysler; Toyota? Ms. Chavarria said, that would be our off-road division. We manufacture the suspension products for off-road; we also have our power sports, ATV's; there's a variety of products. Ms. Roberts said, thank you for the clarification.

Ms. Bell asked, is your main office in Scotts Valley? Ms. Chavarria said, our headquarters and machine shop is in Scotts Valley. We build the raw materials there, and we have over 80 machines operating. Ms. Bell asked, so what do you manufacture in Watsonville? Ms. Vellivelli said, we manufacture and produce the shocks.

**ACTION:** Ms. Bell moved and Mr. Rodriguez seconded approval of the proposal for Fox Factory, Inc. in the amount of \$350,040.

Motion carried, 8 – 0.

## **Betts Company**

Willie Atkinson, Sacramento Regional Office Manager, presented a Proposal for Betts Company (Betts) in the amount of \$301,200. Betts is a family owned business that manufactures and sells steel springs for the automotive and truck industries.

Mr. Atkinson introduced Laurie Medina, Director of Human Resources, Jonathan Leed, Chief Technology Officer, and Michael Jester, Consultant.

Ms. Bell asked, what is your current headcount? Ms. Medina said, it's 280 companywide, and 250 in California. Ms. Bell asked, of those 280, how many are employed as temporary associates? Ms. Medina said, currently, we have about 9 employees that are temporary associates in California; it's a small percentage. Ms. Bell said, thank you.

Ms. Roberts said, we've funded two previous contracts, and you've been very successful. However, you're still paying fairly low wages in the high unemployment areas in Fresno and San Joaquin. Will there be an increase on the wages for the employees after they receive training, or are the lower wages for the incoming new hire? Ms. Medina said, yes; in most cases, the low wages are for the newly hired, unskilled workers. We also hire at higher rates based on skills that would be \$2 to \$5 higher than the lower end.

Ms. Roberts asked, will the training enhance the skills of the employees to enable them to move up to a higher wage level? Ms. Medina said, yes; it actually has. Within the past year, we have three associates that moved up to our leaf spring assembly, which requires higher skill; you need to know fractions, decimals, and conversions.

Ms. Robert asked, after training, will the employees that came in at \$10 an hour be able to move into a higher paying position? Ms. Medina said, yes; absolutely. We encourage people to move up within the organization.

Mr. Rodriguez said, I need some clarification. You requested for two wage modification; is this part of your administrative policy? Will you be requesting this on an ongoing basis? Ms. Medina said, I would say yes. However, it depends on the area and position.

Mr. Jester said, the wage modifications for the 38 employees are relatively new employees. The wage range for the new hire should probably read at \$15 instead of \$10.28. These employees progress quickly once they complete the training.

ACTION: Ms. Roberts moved and Mr. Rendon seconded approval of the proposal for Betts Company in the amount of \$301,200.

Motion carried, 8 – 0.

### **Clark Pest Control of Stockton, Inc. dba Clark Pest Control**

Mr. Atkinson presented a Proposal for Clark Pest Control of Stockton, Inc. dba Clark Pest Control (CPC) in the amount of \$261,000. CPC provides pest management solutions to residential and business clients.

Mr. Atkinson introduced James Jensen, Director of Finance, and Heather Garcia, Director of Human Resources.

Mr. Rodriguez said, you mentioned that this is your first contract? How did you hear about ETP? Mr. Jensen said, the company that I used to work for was involved with ETP.

Mr. Rodriguez asked, so how long has the company been around? Mr. Jensen said, since 1950; it's one of the largest family-owned pest control in the United States.

Ms. Roberts said, you don't have any administrative support, and this is your first contract. It's a relatively low amount, but you seem like you have a lot of support who can collect rosters. Just be cautious since you have a lot of moving parts. We really want you to be successful and come back again; it's a good company.

ACTION: Ms. Roberts moved and Ms. Bell seconded approval of the proposal for Clark Pest Control of Stockton, Inc. dba Clark Pest Control in the amount of \$261,000.

Motion carried, 8 – 0.

### **Macias, Gini, and O'Connell, LLP**

Mr. Atkinson presented a Proposal for Macias, Gini, and O'Connell, LLP (MGO) in the amount of \$305,640. MGO is a full service firm that specializes in tax, assurance, advisory, outsourcing, staffing and business management services. MGO has ten locations throughout California.

Mr. Atkinson introduced Steven Thomas, Professional Development Manager, and Larry Mandell, Training Refund Group.

Mr. Rodriguez asked, can staff elaborate on their eligibility for out-of-state provision? Mr. Knox said, our attorney can address that.

Ms. Reilly said, this is one of those areas where these companies do deal almost entirely on the Internet as far as services. If this company has a presence in another state, customer base in another state, whether or not you hold personal meetings or not; I'd have to look at the eligibility determination, but if you did not have personal meetings with the customer base out of state and you're competing on the Internet, we've been accepting that.

Mr. Thomas said, the bulk of our business is in state. We are expanding to a couple of states outside California. However, we don't see that as being the bulk of our business, but most of our customers are California oriented; the company started here in Sacramento.

Ms. Reilly said, to get out of state competition you would've had to establish, and I'm saying this back at the time of eligibility determination, you would have had to establish that 25% of your revenue base is derived from customers out of state, or you compete regularly for your customer base in California with companies located out-of-state that are trying to get their business, which I assume you did.

Mr. Mandell said, I presented that information at the preliminary application level. There are accounting firms outside of California that are coming in. They can do the meetings over the Internet, and the level of expertise that can be provided out-of-state to a California company makes it a very competitive environment.

Mr. Rodriguez said, was that a checkbox, or was it done in the narrative form? Ms. Reilly said, it's not in the narrative form, but we can add it. It's the checkbox in the small business proposals as to the basis of out-of-state. It's verified at eligibility determination. And the reason companies want to get that out-of-state is because they don't have to have to be funded under special employment training, which has a very highest wage standard. Here, it wouldn't have made a difference because it's way above ETP minimum wage. They could have easily met the statewide hourly wage standard, but it's just kind of a determination made at the pre application level. Mr. Broad said, that is irrelevant at this level because the least paid employee make \$25 an hour.

Ms. Reilly said, it's something we could add in; it's not a big issue here, and it's absolutely vetted at the pre-application state; that's what they do. Mr. Rodriguez said, thank you for the clarification.

**ACTION:** Ms. Roberts moved and Ms. Newsom seconded approval of the proposal for Macias, Gini, and O'Connell, LLP in the amount of \$305,640.

Motion carried, 8 – 0.

### **Multiple Employer Proposals**

#### **Professionals In Human Resources Association**

(Presented out-of-order)

Mr. Griffin presented a Proposal for Professionals In Human Resources Association (PIHRA) in the amount of \$949,090. PIHRA is a non-profit membership organization dedicated to providing business education, networking and advocacy with an emphasis on the human resources environment.

Mr. Griffin introduced Brian Allain, Executive Director.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Mr. Rendon seconded approval of the proposal for Professionals in Human Resources Association in the amount of \$949,090.

Motion carried, 8 – 0.

### **Brand Consulting Group, LLC dba Brand College**

Mr. Griffin presented a Proposal for Brand Consulting Group, LLC dba Brand College (Brand College) in the amount of \$949,994. Brand College is a training agency that provides Information Technology (IT) courses designed to help IT professionals and businesses succeed in today's technology-driven environment.

Mr. Griffin introduced Debbie Ruiz, Director.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Mr. Rendon seconded approval of the proposal for Brand Consulting Group, LLC dba Brand College in the amount of \$949,994.

Motion carried, 8 – 0.

### **Bricklayers and Allied Craftworkers Local #4 California Joint Apprenticeship Committee**

Mr. Griffin presented a Proposal for Bricklayers and Allied Craftworkers Local #4 California Joint Apprenticeship Committee in the amount of \$151,140.

Bricklayers and Allied Craftworkers Local #4 California Joint Apprenticeship Committee, located in the City of Arcadia, sponsors a training program for Southern California Brickmasons through its JAC (Brickmasons JAC).

Mr. Griffin introduced Robert Collins, Apprenticeship Director.  
There were no questions from the Panel.

ACTION: Ms. Fernandez moved and Ms. Newsom seconded approval of the proposal for Bricklayers and Allied Craftworkers Local #4 California Joint Apprenticeship Committee in the amount of \$151,140

Motion carried, 8 – 0.

### **Employers Group Service Corp.**

Mr. Griffin presented a Proposal for Employers Group Service Corp. (Employers Group) in the amount of \$602,090. Employers Group is a non-profit trade association specializing in Human Resources Management.

Mr. Griffin introduced Jeffrey Hull, Senior Director.

There were no questions from the Panel.

**ACTION:** Ms. Roberts moved and Mr. Rendon seconded approval of the proposal for Employers Group Service Corp. in the amount of \$602,090.

Motion carried, 8 – 0.

### **Kern County Electrical Joint Apprenticeship & Training Committee**

Mr. Griffin presented a Proposal for Kern County Electrical Joint Apprenticeship & Training Committee (Kern Electrical JATC) in the amount of \$287,600. Kern Electrical JATC is a nonprofit training organization dedicated to providing up-to-date industry skills training and secure high-quality job opportunities for its members.

Mr. Griffin introduced Greg Rogers, Training Director.

Ms. Fernandez said, thank you for hiring veterans, and for making a difference for the workers in your area.

**ACTION:** Ms. Fernandez moved and Mr. Rodriguez seconded approval of the proposal for Kern County Electrical Joint Apprenticeship & Training Committee in the amount of \$287,600.

Motion carried, 8 – 0.

### **San Bernardino Community College District**

Mr. Griffin presented a Proposal for San Bernardino Community College District (SBCCD) in the amount of \$949,917. SBCCD is one of 72 college districts in the state of California. SBCCD offers vocational, occupational and workforce training to local area residents and businesses.

Mr. Griffin introduced Robert Levesque, Director.

Ms. Fernandez said, I think you have a great track record.

There were no further questions or comments from the Panel.

**ACTION:** Ms. Fernandez moved and Ms. Roberts seconded approval of the proposal for San Bernardino Community College District in the amount of \$949,917.

Motion carried, 8 – 0.

## **Studio Arts, Ltd.**

Mr. Griffin presented a Proposal for Studio Arts, Ltd. (Studio Arts) in the amount of \$899,712. Studio Arts is a private training company for high-tech, computer-based software and hardware for the motion picture, television, and post-production industries in Los Angeles.

Mr. Broad asked, has the number of people your training gone up because of the increase in the film production tax credit? Mr. Huelsman said, yes. I don't have the statistics in front of me, but there has been a tremendous amount of studios starting in the Los Angeles area; Amazon, Netflix, and Yahoo. Folks from Atlanta and Toronto are coming back to Southern California. We are happy to see them and hope that the trend will continue. The demand for immersive media training has increased; I think it's going to be gigantic.

Mr. Rodriguez said, congratulations on your performance. You have received five letters of support since November of 2016; that's impressive. Can you elaborate further on your Houdini advance technology training? Mr. Huelsman said, it's a sophisticated piece of software used for visual effects. It's also an animation tool used for character modeling. Quite often, effects are made through computer production. Disney, Dreamworks, and Netflix are doing actual effects during production time when shots are made around town, and they use Houdini to create those visual effects.

Ms. Roberts said, I just wanted to say thank you for doing all the marketing on this. You have all the 55 employees here that you sourced out to the training, and it takes a lot of effort, and you have a larger support cost.

**ACTION:** Mr. Rodriguez moved and Ms. Fernandez seconded approval of the proposal for Studio Arts, Ltd. in the amount of \$899,712.

Motion carried, 8 – 0.

## **Ventura County Electrical Joint Apprenticeship and Training Committee**

Mr. Griffin presented a Proposal for Ventura County Electrical Joint Apprenticeship and Training Committee (Ventura JATC) in the amount of \$195,000. Ventura JATC is a joint effort of the International Brotherhood of Electrical Workers (IBEW) Local 952 and the National Electrical Contractors Association (NECA).

Mr. Griffin introduced Steve Earhart, Training Director.

Mr. Rodriguez asked, do you use the classroom training in Oxnard or Ventura? Mr. Earhart said, our training is located in Oxnard; we have our stand alone training center there. Mr. Rodriguez asked, is it brand new? Mr. Earhart said, it was built in 1999; it's state of the art and we've got all the bells and whistle.



**ACTION:** Mr. Rodriguez moved and Ms. Fernandez seconded approval of the proposal for Ventura County Electrical Joint Apprenticeship and Training Committee in the amount of \$195,000.

Motion carried, 8 – 0.

### **Riverside Community College District, Office of Economic Development**

Withdrawn

### **Alameda County Electrical Industry Apprenticeship and Training Trust**

Ms. Nastari presented a Proposal for Alameda County Electrical Industry Apprenticeship and Training Trust (Alameda Electrical Trust) in the amount of \$501,200. Alameda Electrical Trust is a joint labor-management organization between the Northern California Chapter, National Electrical Contractors Association and the Local 595 International Brotherhood of Electrical Workers. Founded in 1946, the Trust provides funds for training in electrical inside wiring for Apprentice, Pre-Apprentice and Journeyman.

Ms. Nastari introduced Byron Benton, Training Director, and Jan Borunda, California Labor Federation.

There were no questions from the Panel.

**ACTION:** Mr. Rodriguez moved and Ms. Newsom seconded approval of the proposal for Alameda County Electrical Industry Apprenticeship and Training Trust in the amount of \$501,200.

Motion carried, 8 – 0.

### **Bay Area Counties Roofing and Waterproofing Industry Apprenticeship Training Fund**

Ms. Nastari presented a Proposal for Bay Area Counties Roofing and Waterproofing Industry Apprenticeship Training Fund (Bay Area Roofers) in the amount of \$448,875. Bay Area Roofers is a joint trust serving three apprenticeship programs.

Ms. Nastari introduced Daniel Smith, Director of Training and Steve Duscha, Consultant.

Mr. Rodriguez asked, has the government created a policy barrier for out-of-state contractors, especially from Texas and Oklahoma? Mr. Smith said, there are a bunch of factors, and the one that has helped us is AB566. We see a lot of area contractors scrambling around looking for qualified workers to work for prevailing wage, or above, and they're not finding them. Mr. Rodriguez said, OK; thank you.

**ACTION:** Mr. Rodriguez moved and Ms. Newsom seconded approval of the proposal for Bay Area Counties Roofing and Waterproofing Industry Apprenticeship Training Fund in the amount of \$448,875.

Motion carried, 8 – 0.

**Urban Corp of San Diego County Charter School**  
(Presented out-of-order)

Mr. Griffin presented a Proposal for Urban Corp of San Diego County Charter School (Urban Corps) in the amount of \$284,950. Urban Corps offers participants an accelerated WASC-accredited high school diploma program, job training, and complete career and support services, including case management, career and psychological counseling, certified training programs, life skills, vocational coursework, and job placement services.

Mr. Griffin introduced Dan Thomas, Dean of Education.

Mr. Broad said, support costs are normally at 8%. Your support cost is at 12%; why is it higher? Mr. Smith said, we use most of that for recruiting and marketing. Mr. Broad said, we can increase it from 8% to 12% on a case by case basis, but we need a reason as to why you need the extra money compared to everybody else who comes before us.

Mr. Griffin asked, is your organization making any special effort to reach a specific population that you can share with the Panel? Mr. Smith said, we are a training program for high school dropouts; 18-20 years old. Since the removal of the California High School Exit Exam (CAHSEE), many people in the area need a high school diploma. With the uptake in the economy, young people are floundering around from one low wage job to the next. We are working on reaching that specific population through our marketing effort.

Mr. Broad asked, are you having trouble reaching them? Mr. Smith said, it's hard to get them into our program. Mr. Broad asked, why does the outreach cost more? Mr. Smith said, advertisements in different forms cost more, and we don't have a budget for that.

Ms. Roberts said, what was the support cost from your previous contract? Mr. Smith said, I think it was 12%; I don't recall. Ms. Roberts asked, do you know if Ms. Torres has that information? Mr. Griffin said, the previous contract was at 8%.

Mr. Broad asked, are you paying for advertising, as opposed to something that's free? Do you actually expend money on social media? Mr. Smith said, yes; we spend money on radio advertising, and we send out our staff to man booths and career fairs. Mr. Broad said, so that would explain the increased support cost, I suppose. Most of the Multiple Employer Contracts (MEC) don't pay for advertising.

Mr. Broad said, I just don't want to hand out the taxpayers' money greater than what we normally do, unless there's a demonstrable cost in excess of the normal 8%, and increasing that to 12% is a lot, so we need to know why. Mr. Smith said, I don't have the exact amount for radio advertising, but I could tell you that we work with our marketing department. Mr. Broad said, I would be happy to approve this up to 12%, but you have to provide an invoice showing our staff that you're spending money on extra-ordinary cost.

Mr. Rodriguez asked, are you a part of the San Diego Workforce Investment Board? Mr. Smith said, we collaborate with them, but we're not a part of their organization. Mr. Rodriguez asked, do you used them to supplement your outreach? Mr. Smith said, we

absolutely do that. Mr. Rodriguez asked, were are you located in San Diego? Mr. Smith said, we're in old town.

Ms. Newsom said, it states in the Panel packet that you have training delivered in three tracks: construction, landscaping, and green recycling. I can see the partners that you've specified for green recycling and landscaping, but what construction companies are you funneling the students to? Mr. Smith said, New Era Construction and Grondin Construction Company.

Ms. Newsom said, due to multiple barrier focus on ex-offender and at-risk youth, you requested for a wage modification to decrease the post-retention wage from \$13.94 to \$10.50 per hour. I struggle to support that notion; that would make them more vulnerable by paying them even less. Can you please address those concerns? Mr. Smith said, our placement staff is very thorough in vetting the companies that we're partnered with, and we look for upward mobility. With the minimum wage increase in San Diego, trying to place the students in a job, as they're struggling from homelessness to transitional house and stable housing, employment is a big step.

Mr. Broad said, if the students are successful, do they usually stay retained by these partners that you have? In other words, do they stay in those jobs and start a career? Mr. Smith said, at Alvarado Hospital where they do recycling, they move into other departments when they see a job opening and other avenues. They may not stay in the recycling component; the same thing with the hotels, like the Marriott.

Mr. Rodriguez said, provide details if your clientele has multiple barriers, not just economic barriers, but also include social and language barriers; justify the increase from 8% to 12%, which is significant. I think it's vital that you provide that information.

Ms. Newsom said, I would also do a method of research, and ask your population how did they hear about your program; is it through social media? Mr. Smith said, we do that during the intake.

Mr. Rodriguez said, you mentioned your marketing department, is it FTE? Mr. Smith said, our sister agency is the training arm of the operation. Mr. Rodriguez asked, do you incorporate with YouthBuild? Mr. Smith said, yes; we have a YouthBuild program.

Mr. Broad said, we do allow a higher 12% support cost, it's covered in your proposal, but the cost is a little bit unclear. If you're incurring a radio ad expense, which is unusual, that is a cause, and I can see that as more than the typical outreach. You are reaching out to a population that is hard to reach. I'm willing to vote for this, but I want our staff to make sure that it's justified, and it's more than just asserted.

**ACTION:** Ms. Roberts seconded approval of the proposal for Urban Corps of San Diego County Chartered School in the amount of \$284,950.

Motion carried, 8 – 0.

## **City and County of San Francisco**

Ms. Nastari presented a Proposal for City and County of San Francisco (City of SF) in the amount of \$514,476. City of SF is a joint powers entity governed by the City Mayor and County Board of Supervisors.

Ms. Nastari introduced Holly Moala, CityBuild Analyst, and Steve Duscha, Consultant.

There were no questions from the Panel.

**ACTION:** Ms. Roberts moved and Mr. Rendon seconded approval of the proposal for City and County of San Francisco (City of SF) in the amount of \$514,476.

Motion carried, 8 – 0.

## **Fresno, Madera, Kings and Tulare Counties Electrical Industries Joint Apprenticeship and Training Committee**

Mr. Atkinson presented a Proposal for Fresno, Madera, Kings and Tulare Counties Electrical Industries Joint Apprenticeship and Training Committee (Fresno Electrical JATC) in the amount of \$403,700. Fresno Electrical JATC provide up-to-date skills training and secures high-quality job opportunities for its members.

Mr. Atkinson introduced Edward Stanton, Training Director.

There were no questions from the Panel

**ACTION:** Ms. Fernandez moved and Ms. Roberts seconded approval of the proposal for Fresno, Madera, Kings and Tulare Counties Electrical Industries Joint Apprenticeship and Training Committee in the amount of \$403,700

Motion carried, 8 – 0.

## **Northern California Valley Sheet Metal Industry Joint Apprenticeship Training Committee**

Mr. Atkinson presented a Proposal for Northern California Valley Sheet Metal Industry Joint Apprenticeship Training Committee (Norcal Sheet Metal JATC) in the amount of \$266,880. Norcal Sheet Metal JATC provides training for apprentices and journeymen in the sheet metal, HVAC, and testing and air balance industries under collective bargaining between representatives from Local 104.

Mr. Atkinson introduced Robert Verdugo, Administrator.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Ms. Fernandez seconded approval of the proposal for Northern California Valley Sheet Metal Industry Joint Apprenticeship Training Committee in the amount of \$266,880.

Motion carried, 8 – 0.

### **Amendment**

Mr. Griffin presented an amendment for Procore Technologies Inc. (Procore) in the amount of \$504,050. Procore is a construction management software company. With an award-winning suite of project management tools, Procore has over a million registered users across the globe managing all types of construction projects including industrial plants, office buildings, apartment complexes, university facilities, and retail centers.

Mr. Griffin introduced Steve Zahan and Greg Gillis.

Mr. Rodriguez asked, have you outgrown your space? Mr. Zahan said, our biggest limitation, surprisingly, is not the space itself but parking. We run a shuttle from Santa Barbara to bring people down, and we rent a parking space on the north side of the freeway.

Mr. Broad said it's pretty unusual for us to get an amendment that increases the size of the contract by this much. Will the same employees be getting more training? Mr. Gillis said, initially, there were 17 trainees in Job Number 2, but we ended up with 166 employees. There are people who have already started the training, but have not concluded the training. We were conservative when we started, and our goal was to reach 70% of the training in three months. We wanted to make sure that we could execute and track all of the paperwork for the training, and we partnered with Glendale to make sure that we can get through the process. Once we felt comfortable with the program, we would move forward with the necessary amendment. With the \$400,000, we are a growing company and we are at a unique intersection. As Mr. Zahan said, we have smart people who come to us, but they don't have the construction and technical experience; they don't understand the SaaS development and implementation. It's really important to train the people because the dynamics and architectural changes are constantly changing. We have three new product lines, and we're going to have to train all those people.

Mr. Rodriguez asked, how many new hires are you anticipating for the next quarter? Mr. Zahan said, 225 for this year for our Carpinteria location. Currently we have 725 employees and the bulk of that is in Carpinteria, and last year we hired 350.

Mr. Broad said, in Job Number 2, the cost goes up from \$480 to \$4000 per trainee. Your original proposal was under \$100,000, and it came through Consent Calendar; now, it's roughly 400% bigger. It feels like it's changed in principle and character. We have a small project that came through, and now they are coming in for a bigger amount. You could've asked for \$400,000, but you're coming in for an amendment; we could've heard all that, so this creates a problematic precedent for us. I guess you could've had \$4000 per trainee, originally, and done the whole curriculum, and train fewer employees, as opposed to training a large number of employees with 10% of the curriculum. To me, it looks like your trainees got the first 10 pages of a 50-page course, and the question is, is the 10 pages worth

anything without the last 40 pages; then what did we approve in the first place? All of that is troubling to me, and I'm not sure what the resolution is. What we have here can be precedence where people think they can come in with a \$50,000 contract, show performance, then return for an amendment for \$750,000. It's circumventing the process, and the person who is looking at it from our staff has no idea where this is going. You may be perfectly transparent, but why not ask for \$400,000; we've never done this before. It seems to me that you guys are enthusiastic, and you don't seem like you're the kind of people that are hiding the ball. You delivered \$99,000, but this is a big jump.

Ms. Roberts said, logistically, you only have 12 months left. Why aren't you looking at a more conservative number? I don't see a training curriculum here. I never saw the original proposal in the Consent Calendar, and all I see is an amendment. Logistically, this doesn't make sense.

Mr. Gillis said, we were advised from the recommendation, and we wanted to make sure that we understood how to implement the process. At that time, it was just another trainer and an intern. Now, it has grown, and we have brought in two senior trainers, and that is based on what we did. Initially when we got into the program, we wanted to get our feet wet. We wanted to understand how to execute, so we looked at a smaller amount, and we were transparent. In fact, we want to invite all of you to come down to our site and see our training methodology.

Mr. Rodriguez asked, what was the advice from staff? When you come in for an amendment, staff is supposed to guide you. You originally came in for \$100,000, and now it's half a million; can you elaborate further?

Mr. Griffin said, with a proposal of this nature, we develop the project consistent with the initial request. I would assume your original application was for \$99,000, so that's what we developed. If there is a demand in excess of the existing training, they need to show that. Again, it's up to the contractor; if it's \$99,000, then we move forward with that.

Mr. Rodriguez asked, were they advised to submit an entirely new proposal? Mr. Griffin said, we talked about coming up with a new contract; absolutely. The same amount of work goes into a new project as the amendment, but they chose to move forward with an amendment for additional funding.

Mr. Broad said, the facts we have are limited, compared to what we would normally have in front of us. We know that 272 employees will be trained, and we know the cost and the number of hours they want to increase it to. Did you think that the curriculum justified that number of increase in hours; are they capable of performing that within the time remaining in the contract? Mr. Griffin said, we did. Based on the extensive curriculum, it's a lot of technology-based training, and considering the number of people they have in the company and the time remaining, we felt comfortable that they could meet that. Traditionally, we don't move forward and bring up amendments this much larger than the original contract, but as staff, we felt it was doable, based on our conversation. For instance, in Job Number 2, they're showing \$4000 as an average cost per trainee, but that was based on 17 employees. If that number were to increase exponentially, the cost per trainee will go down. That was our thinking initially, when we brought it forward.

Ms. Roberts said, even for the bulk of employee, 100 weighted hours, you're talking one year. When would they run the business? They're not shutting down for an entire month.

Mr. Zahan said, construction and technology are two words that don't go together, and so the thought was to create an environment with a positive culture to attract employees as we compete with Google, Facebook and Snap. Glassdoor named Procore as one of the top 10 software cultures in the US; Entrepreneur Magazine ranked us number two in their annual rating of company cultures. We have one of the most positive cultures in all of Southern California, and we are the employer of choice in Santa Barbara. We invest heavily in the mastery of our employees. If I only did 100 hours of training a year, I would wonder why they aren't more interested in what they're doing. We bring in employees who know nothing about construction. Our training curriculum in sales, orientation, management, interviewing, hiring and compensation, anti-harassment, technical skills and continuing education, for us, on annual basis, 100 hours is pretty low. We are adding 255 employees in 2017, and we are rapidly growing, and this is a story coming out of Santa Barbara, not Silicon Valley, which is impressive on a statewide basis. I'm very passionate, and we're a different type of company. This isn't just a person sitting in a classroom for training that's not being effective, and I'm excited that a program like this exist.

Mr. Broad said, I sort of came in here thinking that there's no way I'm doing this. I'm going along with this, and you sort of convinced me that you are a different kind of company. I'm still worried, if we approve this in its form, that this is setting a bad precedent. This cannot be the model for how this is done.

Mr. Griffin said, as management, we talked about that. We don't get this very often, but we are going to look at this internally in terms of how to move those forward as an organization, but this is a unique situation.

Mr. Broad said, if you really looked at the issues that we are raising, and you reached the conclusion that this is doable, I have enough faith in our staff. This is why we approve so many proposals here. I'm willing to vote for this, but it is not a precedent, and I really don't want us to be made fools for going along with this.

Mr. Griffin said, moving forward, we always talked about the terms on how to structure this. We want to be conservative and realistic. There was an extensive conversation around that as managers and with the contractors as well. One of the consideration for this was the high volume of training in that industry, and the wages that they pay in the time remaining on the agreement as well. We felt comfortable enough to bring it forward before the Panel; it's not what we normally do.

Ms. Roberts said, this was originally approved under Delegation Order, and we didn't even see any of the training curriculum; this isn't complete enough for me. I can say the same about our company, but I have to tell you, we have to run a business. I don't care if you've got people training in the classroom. It takes a lot of effort to get employees on the floor to get 100 hours of training; this doesn't make sense to me. I've been in training for 20 years, and I can tell you, I don't care how passionate you are, it's just not going to happen.

Mr. Gillis said, before a customer service representative can answer a call, from the date they are hired, they're already got 75 hours of training. A lot of it is frontloaded, because you need that to be able to have a conversation with a construction professional; you need that knowledge. I understand, from my training perspective, it seems audacious, but I would like to invite you to come, and look at our operation.

Mr. Rodriguez said, just to echo the Chairman's words, this is a public process; there will be a press release of the awardees after the hearing, and the optics of an amendment of this size is troublesome, and that's our concern. But we do have full faith and confidence in our staff in doing their due diligence. That's really the issue here; we're concerned about the optics as it reflects upon us for having incomplete information from our perspective. Now, I have done my homework on you, prior to this. You are a different company; you are an anchor in the Central Coast; you're trying to emulate the best practices, all the Google and Facebook in that area. I'm very aware of your ambitious business plan, and you have a different culture, and I commend you on that. I concur with the Chairman. We have to be very careful that this does not occur again; it's a reflection on the board.

Ms. Fernandez said, in the future, I would like for staff to provide us with a sample of the training that will take place, because that will help us make our decision. Mr. Griffin said, absolutely. Ms. Fernandez said, you stated that you have a copy of the training; is it possible for us to see it? Mr. Griffin said, we don't normally include that in the amendments, but we can do that in the future. Ms. Fernandez said, I think that's something that needs to be shown in order for us to make a careful, and precise decision. We have to see what we're sharing and investing these monies in, because we're very limited into who we share, and who we support, so I really think it's important to have that material before us. Mr. Griffin said absolutely; OK.

Mr. Broad said, let me try to make a motion. I can't see us going to four times the amount. I can see us doubling it; they can come back, or do a new proposal at whatever amount they want, and justify that based on what it is. I am going to suggest that, they gotten \$99,000, it can go up to \$250,000; that's more than doubling it. I've seen doubling these things, but that's about it. We'll give them a little bit more, and then ask them to come back, and do a new proposal. I think that's consistent with our past policies, frankly, with a company that's growing very rapidly. That's 500 employees, and it's training 270 employees; it's adding 200 employees; it's growing exponentially. There's a lot going on here, we want to encourage this company to do what they're doing, but we have to be a little bit careful about how our money gets spent. So that would be the motion; to amended it to allow them to go up to \$250,000 from the \$99,000 that they got now, and they can come back whenever they are ready, or when they have completed the training.

Ms. Roberts said, you can come back when you complete 70% of that training for another contract. It just doesn't look good, and if you actually knew that you'll need 75 hours for the first two weeks, then you should have built that into your first contract. Nothing has changed from when you came in August last year to now, you're still doing the 75 hours of training in two weeks, so you should have put down your numbers together, and said, "hey, we can go for \$650,000", based on that kind of numbers. I don't care what you tell me now, it just doesn't look good. I'll second the motion.



ACTION: Mr. Rodriguez moved and Ms. Roberts seconded approval of the proposal for Procure.

Motion carried, 8 – 0.

## **X. PUBLIC COMMENTS**

### Steve Duscha

Mr. Duscha said, Mr. Knox introduced some ideas for simplifying the program for reducing the huge number of different minimum wages that are in the current system. Ms. Reilly's proposal was much better than it sounded, because it affects the same issue. Health benefits are about getting a lower minimum wage, and anybody who sits through the Panel meetings understand that there are a lot of uncomfortable Panel members with the minimum wage structure. I certainly think that going down to the state minimum wage, which you see a lot of, with health benefits, is a bad idea.

This project that Mr. Knox and Ms. Reilly has embarked on is to put some sense back into the minimum wage, and tell everybody that they've got to be above that. You don't need a new computer system as complex as ETMS to keep track of all the stuff. You can hurt people by doing this, but you can have a better program; and you have a program that's clear and understandable. Thank you.

## **XI. MEETING ADJOURNMENT**

Mr. Broad adjourned the meeting at 12:33 PM.

## 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.



**Amendment Proposal #2 for:  
Butte-Glenn Community College District  
Agreement Number: ET16-0128**

**Amendment Effective Date:** August 13, 2015

**Panel Meeting of:** March 24, 2017

**ETP Regional Office:** Sacramento

**Analyst:** K. Smiley

**CURRENT PROJECT PROFILE**

<p>Contract Type: Priority/Retrainee SB&lt;100 SET/HUA</p>	<p>Industry Sector(s): Financial Services Retail Manufacturing</p>
<p>Counties Served: Butte, Humboldt, Shasta, Del Norte, Lassen, Mendocino, Modoc, Plumas, Siskiyou, Tehama, Glenn</p>	<p>Repeat Contractor: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>Union(s): <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	<p>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>

Current Contract Term: August 11, 2015 to August 10, 2017

Current Funding	In-Kind Contribution
\$404,493	\$825,510

**AMENDMENT FUNDING**

Requested Funding	Support Costs	Amendment Funding	In-Kind Contribution
+\$169,152	+\$11,784	+\$180,936	N/A

<b>Total Funding</b>
\$585,429

**AMENDMENT TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, HAZWOPER, Mfg. Skills, Mgmt. Skills, Literacy Skills, OSHA 10/30, Advanced Tech.	<b>158</b>	8-200	0	\$1,001	\$15.07
		Weighted Avg: 52					
2	Retrainee Priority Rate SB<100	Business Skills, Computer Skills, Cont. Imp., HazMat, HAZWOPER, Mfg. Skills, Mgmt. Skills, Literacy Skills, OSHA 10/30, Advanced Tech.	<b>40</b>	8-200	0	\$1,112	\$15.07
		Weighted Avg: 40					
3	Retrainee Priority Rate SB<100 HUA	Business Skills, Computer Skills, Cont. Imp., HazMat, HAZWOPER, Mfg. Skills, Mgmt. Skills, Literacy Skills, OSHA 10/30, Advanced Tech.	<b>35</b>	8-200	0	\$1,112	*\$11.30
		Weighted Avg: 40					
4	Retrainee SB<100	Business Skills, Computer Skills, Cont. Imp., HazMat, HAZWOPER, Mfg. Skills, Mgmt. Skills, Literacy Skills, OSHA 10/30, Advanced Tech.	<b>27</b>	8-200	0	\$941	\$15.07
		Weighted Avg: 40					
5	<b>Deleted Per Amendment</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>\$0</b>
		Weighted Avg: 0					
6	SB<100 SET Retrainee	Business Skills, Computer Skills, Cont. Imp., HazMat, HAZWOPER, Mfg. Skills, Mgmt. Skills,	<b>16</b>	8-200	0	\$941	\$27.40
		Weighted Avg: 40					

		Literacy Skills, OSHA 10/30, Advanced Tech.					
7	Retrainee SET Priority SB<100	Business Skills, Computer Skills, Cont. Imp., HazMat, HAZWOPER, Mfg. Skills, Mgmt. Skills, Literacy Skills, OSHA 10/30, Advanced Tech.	28	8-200	0	\$1,112	\$20.55
				Weighted Avg: 40			
8	<b>Deleted Per Amendment</b>		0	0	0	\$0	NA
				Weighted Avg: 0			
9	<b>Deleted Per Amendment</b>		0	0	0	\$0	NA
				Weighted Avg: 0			
10	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Cont. Imp., HazMat, HAZWOPER, Mfg. Skills, Mgmt. Skills, Literacy Skills, OSHA 10/30, Advanced Tech.	272	8-200	0	\$1,001	*\$11.30
				Weighted Avg: 52			

\*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the statewide minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table.

**Minimum Wage by County:** Job Numbers 1, 2 & 4: \$15.07 per hour for Butte, Del Norte, Lassen, Mendocino, Modoc, Plumas, Shasta, Siskiyou, Tehama & Humboldt counties.

Job Numbers 3 & 10 (HUA): \$11.30 per hour for Butte, Humboldt, Shasta, Del Norte, Lassen, Mendocino, Modoc, Plumas, Siskiyou & Tehama, Glenn counties.

Job Number 5(SET/HUA): \$11.30 per hour for Butte, Humboldt, Shasta, Del Norte, Lassen, Mendocino, Modoc, Plumas, Siskiyou & Tehama, Glenn counties.

Job Number 6(SET/Statewide): \$27.40 per hour; Job Number 7(SET/Priority): \$20.55 per hour

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Staff	*	30
Accounting Staff		32

Operations Staff	*	50
Maintenance Staff		40
Customer Service Staff	*	28
Warehouse Staff		25
Purchasing Staff	*	15
Supervisors		20
Managers I		20
IT Developers		22
Technicians		11
Logistical Support Staff		11
Export Administrator		11
Agricultural Worker		11
Engineering Staff		11
Analyst		11
Manager II		11
Manager III		11
Sales Staff		10
Owner		13

## **INTRODUCTION**

Butte-Glenn Community College District (Butte), located in Oroville, was founded in 1968. The institution is a 2-year community college and is accredited by the Accrediting Commission for Community Junior Colleges (ACCJC) of the Western Association of Schools and Colleges (WASC). As a community college, Butte offers general education classes to the local community.

## **AMENDMENT DETAILS**

Since their project was approved by the Panel, Butte has successfully delivered training, and currently anticipates earnings equivalent to 105% of the original Agreement amount. The demand for training remains great. Thus, Butte is requesting additional funding to meet this demand for further training from the following participating employers: Sierra Nevada Brewery Co., Johns Manville a Berkshire Hathaway Company, WEHAH Farm, Inc. dba Lundberg Family Farms, DBI Beverage Chico and LuLu's Fashion Lounge, Inc. These employers need additional training in Continuous Improvement, Business and Manufacturing Skills. Training will focus on Butte's Train-the-Trainer certification program, supervisory skills and operations training in order to increase customer satisfaction, competitive business practices and manufacturing efficiencies.

This Amendment will:

- Increase Agreement amount by \$180,936; and,
- Increase trainees by 183.

## **RECOMMENDATION**

Staff recommends approval of this Amendment.



**SUMMARIZE PRIOR MODS/AMENDS**

**Modification 1:** Added course topics under Manufacturing and Continuous Improvement Skills.

**CURRENT CONTRACT PERFORMANCE**

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

Agreement No.	Approved Amount	Term	No. Trainees (Average)	No. Completed Training	No. Retained
ET16-0128	\$404,493	8/11/15 – 8/10/17	393	0	0

Based on training hours entered into ETP Systems, 19,013 reimbursable hours have been tracked for potential earnings of \$424,493 (105% of the funding amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress.

## **Exhibit B: Menu Curriculum**

### **Class/Lab Hours**

Job No. 1-4,6-7, 10  
8-200

~~Job No. 8, 9~~  
~~8-60~~

Trainees may receive any of the following:

### **BUSINESS SKILLS**

- Business Assessment and Growth Strategies
- Business Fundamentals
- Business Structure and Finance
- Brand Identity and Global Markets
- Business Process Re-engineering
- Business Writing
- Collaboration
- Conflict Resolution
- Corporate/Department Budgeting and Forecasting
- Cost Control
- Communication Styles
- Creative Marketing
- Customer Relationship Management
- Customer Service Skills
- Dealing with Difficult People
- Financial Analysis
- Funding Strategies
- Global Business Skills
- Identifying New Markets
- Import/Export (Regulations & Procedures)
- Leadership
- Marketing/Sales Techniques
- Multiculturalism
- Negotiating
- Online Platforms and Affiliate Marketing
- Operational Skills
- Personal Effectiveness (Problem Solving, Decision Making, Taking Ownership)
- Planning, Organizing, and Goal Setting
- Presentation Skills
- Product Knowledge
- Project Requirements Analysis and Specifications
- Retaining Customers
- Relationship Building
- Target Markets and Market Research
- Wrap-up and Launch Strategy
- Effective Succession Planning Methods
- Individual Contributor Development
- Maximizing the Customer Experience

- Customer Service and Sales Academy
- Development Dimensions International Courses
- Healing Customer Relations
- Multitasking for Excellence
- Your Brain at Work
- Mastering a Positive Attitude

### **COMPUTER SKILLS**

- Excel II, III (Customized for employer)
- Microsoft Office Suite (intermediate and advanced courses)
- Computerized Scheduling
- Material Resource Planning
- Sales Forecasting
- Inventory Control
- Accounts Payable/Accounts Receivable
- Personnel/Payroll Processing
- Company Specific ERP Systems
- Salesforce and other Customer Relationship Management systems
- Slack Communication Systems
- Troubleshooting

### **CONTINUOUS IMPROVEMENT**

- Hazard Analysis & Critical Control Points (HACCP)
- SQF Quality Systems
- Internal Auditor
- ISO 9000Lean Enterprise
- Lean Principles & Waste Identification
- Business Process Mapping
- Value Stream Mapping
- A3/PDCA: Problem Solving Practices
- Change Over
- Kanban
- Standardized Work
- Kaizen
- Visual Management/Workplace Organization
- Kata Coaching
- Training Within Industry (TWI)
- Process Improvement: Safety Incident Interview
- Maximizing Team Performance
- Strategic Planning
- Quality Systems Program Monitoring
- Equipment Inspection and Management
- Marketing, Website training
- Managing the Metrics
- Shift Management: Schedule forecasting and Planning
- **Brewery fundamentals**
- **Safety in The Brewery**
- **Inventory Control**

- **Beer Steward Training**
- **Team Building**

### **HAZARDOUS MATERIALS**

- Hazwoper: Hazardous Waste Operations and Emergency Response

- 

### **OSHA 10/30**

- Machine Guarding
- Electrical Safety
- Confined Space
- Lockout/Blockout
- Forklift Training and Certification
- Hotworks/Welding

### **\*LITERACY SKILLS**

- Vocation English as Second Language: Basic English Language Skills/Reading/Comprehension and Basic Mathematics

### **MANAGEMENT SKILLS (Managers only)**

- Change Management
- Corporate Finance for Managers
- Delegation
- Developing a Successful Corporate Culture
- Essential Skills for a New Manager
- Leadership Skills
- Managing a Department
- Team Building
- Strategic Planning
- Interview Skills
- Coaching
- Performance Reviews
- Workload Management
- Making Meetings Work
- Empowerment
- Train the Trainer
- Risk Management/Disaster Preparation
- Developing Safety Plans and Procedures

### **MANUFACTURING SKILLS**

- Basic Mechanics
- Basic Electrical
- Electrical Troubleshooting
- Inventory Control
- Cross-Training
- Training Within Industry
- Warehousing
- Welding
- CNC
- Robotics

- Solid works
- PLC Controls
- HAAS Robotic Equipment
- Laser Equipment
- **Brewery Operations Training**

**AT Hours**

Job No. 1-4,6-7, 10  
0-20

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

- SQL Server
- ASP.net
- C# Programming
- Java Script

\*Literacy Skills cannot exceed 45% of trainees total hours

**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:

**Califia Farms, LLC**

**Agreement Number: ET17-0450**

**Panel Meeting of:** March 24, 2017

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate HUA Job Creation Initiative	Industry Sector(s):	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: 250	U.S.: 250	Worldwide: 250
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	7%		

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$230,220		\$0	\$0		\$230,220

In-Kind Contribution:	100% of Total ETP Funding Required	\$335,491
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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., HazMat, Mfg. Skills	34	8-200	0	\$630	\$16.96
				Weighted Avg: 35			
2	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Continuous Impr., HazMat, Mfg. Skills	200	8-200	0	\$630	*\$12.12
				Weighted Avg: 35			
3	Retrainee Priority Rate Job Creation Initiative	Business Skills, Computer Skills, Continuous Impr., HazMat, Mfg. Skills	13	8-200	0	\$1,200	*\$14.13
				Weighted Avg: 60			
4	Retrainee Priority Rate Job Creation Initiative HUA	Business Skills, Computer Skills, Continuous Impr., HazMat, Mfg. Skills	56	8-200	0	\$1,200	*\$11.00
				Weighted Avg: 60			

\*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 regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

**Minimum Wage by County:** Job Number 1: \$16.96 per hour for Los Angeles County;  
Job Number 2 (HUA): \$12.12 per hour for Kern County;  
Job Number 3 (Job Creation): \$14.13 per hour for Los Angeles County; and  
Job Number 4 (HUA/Job Creation): \$11.00 per hour for Kern County.

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

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Up to \$2.34 per hour for Job Number 1, up to \$1.12 per hour for Job Number 2; and up to \$2.13 per hour for Job Number 3 may be used to meet the Post-Retention Wage. No Health Benefits needed for Job Number 4.

<b>Wage Range by Occupation</b>		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Marketing/Sales Staff		13
Administrative Staff		15
Manager/Supervisor Level 1		3
Manager/Supervisor Level 2		3
<b>Job Number 2 (HUA)</b>		
Production Staff		150
Distribution Staff		38
Administrative Staff		4
Manager/Supervisor Level 1		6
Manager/Supervisor Level 2		2
<b>Job Number 3 (Job Creation)</b>		
Marketing/Sales Staff		6
Administrative Staff		2
Manager/Supervisor Level 1		3
Manager/Supervisor Level 2		2
<b>Job Number 4 (HUA- Job Creation)</b>		
Production Staff		43
Distribution Staff		10
Administrative Staff		1
Manager/Supervisor Level 1		1
Manager/Supervisor Level 2		1

**INTRODUCTION**

Califia Farms, LLC (Califia) ([www.califiafarms.com](http://www.califiafarms.com)) manufactures, markets and distributes an array of plant-based beverages across five different categories: Plant Milks (also known as Alternative Dairy or Nut Milks), Enhanced Plant Milks (with botanicals), Almond Milk and Coconut Milk Creamers, Cold Brew Coffees, and Juices. Califia’s customers include retailers, distributors, foodservice accounts, supermarkets and grocery stores (Ralphs, Super King, Safeway, Stater Brothers, Albertsons, Pavilions, Vons, Kroger, Sprouts, Target and Walmart), wholesale food distributors (Sam’s Club and Costco), CVS, United Natural Foods Inc. and hundreds of independent coffee shops and convenience stores across the United States.

Headquartered in Los Angeles, Califia has a manufacturing facility located in Bakersfield. Training under this proposal will take place at both the Los Angeles and Bakersfield facilities.

Califia has experienced a 30% growth in sales and hired 50 additional staff in the past year. To maintain its strong sales, promote growth and to keep customers interested in new products, Califia has modified and improved its ingredients, added new products, designed new



packages, expanded into international markets and online sales and invested in new equipment and computer systems. Califia will continue to support new initiatives and improvements in technology. Califia also plans to purchase a new coffee roasting facility located in Downtown, Los Angeles in 2017.

## **PROJECT DETAILS**

Califia seeks to become the long-term plant-based food and beverage company of the future. Training under this proposal will focus on adding healthier products, improving productivity, attract new customers, and meeting customer demands. The Company continues to evaluate consumer feedback to improve products to meet customer expectations.

In 2016, the Company invested \$10 million in new equipment and computer systems, including two food processors, two bottle fillers, a blending machine and project management and business management software. Califia would like to update the beverage preparation techniques, the manufacturing equipment, and computer systems. Staff must stay knowledgeable of these changes to maintain safe and efficient operations.

### **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.

Califia will expand existing business capacity by hiring new employees. Since November 2016, the Company has hired 25 new employees and has committed to hiring 69 additional new employees at its Los Angeles and Bakersfield facilities over the next two years (Job Numbers 3 & 4). Califia will train these employees to learn and operate sophisticated equipment, technology systems and computer programs. Trainees will also have a better understanding of the Company's business operations.

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

### **Training Plan**

ETP funds will help the Company deliver formalized training to its workforce, upgrade worker job skills, keep up with technological advances, and improve the efficiency and quality of production, sales and business operation. Workers will receive skills necessary to enhance and manage production, integrate new product line, better understand and serve customers' needs and become more efficient. Training will take place at Los Angeles and Bakersfield facilities. Training will be provided by both in-house subject matter experts and outside vendors.

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

**Business Skills (25%):** This training will be offered to all occupations in communication, planning, time and project management, sales and leadership. Training will allow all trainees to become proactive with customers, improve communication skills to better serve customers, organize work and manage time more efficiently.

**Computer Skills (25%):** This training will be offered to all occupations to support business operations. Trainees will learn to effectively use the Company's automated systems to manage customer accounts, identify costs and manage overall business operations.

**Continuous Improvement (15%):** This training will be offered to Production Staff, Distribution Staff, Administrative Staff and Managers/Supervisors. Trainees will learn to improve manufacturing processes, enhance quality products and services to meet customer demands.

**Hazardous Materials (5%):** This training will be offered to Production Staff, Distribution Staff, Administrative Staff and Managers/Supervisors. Trainees will learn proper techniques, knowledge and communication on handling chemicals, hazardous materials and food handling safety.

**Manufacturing Skills (30%):** This training will be offered to Production Staff, Distribution Staff, Administrative Staff and Managers/Supervisors. Training will help trainees maintain, operate and improve highly automated equipment and systems, best manufacturing practices and inventory control. It will also upgrade worker's job skills and increase production to meet growing customer demands.

### **Commitment to Training**

Califia provides basic hazardous materials, sexual harassment prevention, new-hire orientation, first-aid, basic safety/OHSA, job skills and on-the-job (OTJ) training. All training is mandatory and all workers receive training at the Company's expense.

ETP funding will allow Califia to provide well-designed, goal-oriented company-wide training. The Company will be able to implement changes throughout the organization to meet its goals. 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. Califia has designated a Chief Human Resource Office and a number of staff to oversee ETP training and administrative responsibilities including scheduling, managing, delivery and documentation of training. Califia will also utilize a third party administrator to assist with the administrative process for enrollment, data tracking, invoicing, ETP monitoring and ensuring compliance with all ETP requirements. (See Administrative services below).

### **High Unemployment Area**

All trainees in Job Numbers 2 and 4 work in Bakersfield, a High Unemployment Area (HUA with unemployment exceeding the state average by at least 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. Califia is requesting the 25% wage modification from \$16.16 per hour to \$12.12 per hour for trainees in Job Number 2 and from \$13.22 per hour to \$11.00 per hour for trainees in Job Number 4.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

Califia retained Training Funding Source (TFS) in Seal Beach to assist with development of this proposal for a flat fee of \$13,500.

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

To Be Determined

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

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Coaching and Motivation
- Leadership
- Meeting Facilitation
- Project Management
- Sales
- Time Management
- Product Knowledge
- Communication

**COMPUTER SKILLS**

- Microsoft Office (Intermediate/Advanced only)
- Red Zone
- Ross ERP
- Sales Force and Planning Software

**CONTINUOUS IMPROVEMENT**

- HACCP (Hazard Analysis and Critical Control Points)
- Process improvement
- Quality Improvement
- Lean Manufacturing

**HAZARDOUS MATERIALS**

- Hazardous Material Handling (Pesticides and Other Hazardous Materials)
- MSDS (Material Safety Data Sheets Documentation)

**MANUFACTURING SKILLS**

- Confined Space (Procedures and Work Around Tanks and other Confined Spaces)
- Driving and Delivery Scheduling, Planning and Routing
- Equipment Operations and Maintenance
- Forklift
- Inventory Control
- Merchandising
- Order Fulfillment
- Product Availability

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

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



**Training Proposal for:  
Heritage Interests, LLC**

**Agreement Number: ET17-0452**

**Panel Meeting of:** March 24, 2017

**ETP Regional Office:** Sacramento

**Analyst:** J. Lazarewicz

**PROJECT PROFILE**

Contract Attributes:	Retrainee Veterans Priority Rate HUA	Industry Sector(s):	Manufacturing  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Butte, Sacramento	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: 365	U.S.:365	Worldwide: 365
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	4%		

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$186,780		\$0	\$0		\$186,780

In-Kind Contribution:	100% of Total ETP Funding Required	\$190,698
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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, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30, PL-Mfg. Skills	242	8-200	0	\$756	\$16.16
				Weighted Avg: 42			
2	Retrainee Priority Rate Veterans	Business Skills, Literacy Skills, Mfg. Skills, OSHA 10/30, PL- Mfg. Skills	6	8-200	0	\$638	\$16.16
				Weighted Avg: 29			

**Minimum Wage by County:** Job Number 1: \$16.16 for Butte County and \$16.46 for Sacramento County. Job Number 2 (Veterans): \$16.16 for Butte County and \$16.46 for Sacramento County.  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
Up to \$0.96 per hour may be used to meet the Post-Retention Wage in Job Numbers 1 and 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Customer Service		1
Estimators		2
Installers		190
Installation Managers		5
Shop Staff		50
<b>Job Number 2</b>		
Installers		4
Shop Staff		2

**INTRODUCTION**

Founded in 2012 and headquartered in Sacramento, Heritage Interests, LLC (Heritage) ([www.heritageonEDOOR.com](http://www.heritageonEDOOR.com)) specializes in the manufacture and installation of pre-hung doors, windows, millwork and hardware. The Company provides an all-inclusive delivery system from sales to manufacturing and installation. Heritage's customers include residential, mixed-use, and commercial markets in California. Heritage has facilities in Chico and Sacramento, which will participate in the training proposal.

## **PROJECT DETAILS**

This is Heritage's second ETP Agreement, the second in the last five years. In the previous Agreement, the Company concentrated on introducing Lean manufacturing concepts to increase production efficiency. ETP-funded training allowed the Company to create an extensive training center and program for hands-on training by in-house experts to ensure properly delivered skills. The Company also implemented a pay scale adjustment system, allowing trainees to earn pay increases each time a training outcome is achieved.

Under this new proposal, training will continue to build on Lean manufacturing skills. Heritage invested approximately \$1M on new assembly and packaging equipment. Training is necessary to ensure employees obtain necessary skills to be more efficient and productive.

Additionally, Heritage recently upgraded production software systems. Bistrack, the Company's internal software program, was upgraded to improve management of estimates, purchases, inventory, scheduling, invoicing, and collections. Also, the Company will be updating its payroll system. Training is necessary to give employees the tools necessary to navigate these systems and improve processes.

Some training topics in this proposal may be repeated from the previous Curriculum. However, the content is updated and more advanced.

### **Training Plan**

Class/Lab and Productive Lab (PL) training will be provided by in-house subject-matter experts and vendors.

**Business Skills (8%):** Training will be offered to Customer Service, Estimators, and Installation Managers. Course topics include Inventory Control, Customer Service Skills, Communication Skills, and Project Management. Training will provide workers necessary skills to improve customer service, increase effective communication, and manage workload.

**Computer Skills (11%):** Training will be offered to Customer Service, Estimators, and Installation Managers in new software and upgraded systems. Training will improve overall processes and productivity. Training topics include Bistrack Software, Paylocity, and JobTrack Software.

**Literacy Skills (1%):** Training will be offered to Installers and Shop Staff who must overcome written language barriers in the workplace. Training will ensure staff can follow written directions to reduce waste and repetition due to miscommunication.

**Management Skills (1%):** Training will be offered to Installation Managers and focus on effective leadership, improving efficiencies, and motivating staff.

**Manufacturing Skills (75%):** Training will be offered to Installers and Shop Staff. Training will provide staff with the skills to operate newly-acquired equipment, install pre-hung doors, and improve production, processes, and procedures. Training topics include Assembly Procedures, Door Installation, New Equipment Operation, New Process Training, and Equipment Safety.

### **OSHA 10/30 (4%)**

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.

Completion of the training results in a certificate that expands employment opportunities. To ensure that each trainee receives certification, ETP will only consider payment earned upon

completion of the full 10-hour or 30-hour course. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

This training will be provided to Installers, Shop Staff, and Installation Managers. The goal is to give Installation Managers knowledge to maintain a safe work environment and show Installers and Shop Staff how they can be actively involved in reducing injuries on the job.

### **Productive Laboratory (20%)**

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

Heritage will train approximately 240 Installers and Shop Staff in PL Manufacturing Skills. Training topics include Door Installation, Equipment Operation, Assembly Procedures, and Tool Operation. PL is necessary for Shop Staff to ensure equipment safety and production standards are being met. Installers need PL to sharpen skills as they perform real jobs at customer sites. PL will result in much slower pace production with significantly higher defects as trainees gain proficiency. A subject-matter expert will conduct training. The trainer will first demonstrate in a live environment how to complete a task, then supervise a trainee's work. The trainer and trainee will repeat the work process until the trainee has achieved competency and proficiency. Trainees may receive up to 24 hours, and the trainer-to-trainee ratio will not exceed 1:1.

### **High Unemployment Area**

The Company's facility in Butte County qualifies as a High Unemployment Area with unemployment exceeding the state average by at least 25%. Heritage is not asking for an HUA wage modification.

### **Commitment to Training**

ETP funds will not displace the Company's existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. Heritage budgets approximately \$150,000 annually for each facility. Training includes new hire orientation, staff development, job specific training and safety training.

#### ➤ Training Infrastructure

Heritage has a detailed training schedule in place and has dedicated a staff to monitor this proposal. In addition, Heritage has retained Propel Consulting Group to assist with administration of the project.

### **Veterans Program**

The Panel has established a higher reimbursement rate and other incentives for training California veterans. Six Veterans (Job Number 2) will receive training as part of the ETP program.

### **RECOMMENDATION**

Staff recommends approval of this proposal.



**PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0384	Chico, Sacramento	05/05/2014– 05/04/2016	\$204,142	\$148,709 (73%)

**DEVELOPMENT SERVICES**

Heritage retained Propel Consulting Group in El Dorado Hills to assist with development of this project for a flat fee of \$12,141.

**ADMINISTRATIVE SERVICES**

Heritage also retained Propel Consulting Group to provide administrative services for a fee not to exceed 6.5% of payment earned.

**TRAINING VENDORS**

Holden Law Group of Auburn has been retained to provide Management Skills training. Other trainers will be identified as they are retained.

**Exhibit B: Menu Curriculum**

**Class/Lab Hours**

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Business Performance
- Communication Skills (Internal and External)
- Customer Complaints
- Customer Service
- Data Collection and Analysis
- Inventory Control
- Product Knowledge
- Project Management
- Workforce and Product Scheduling

**COMPUTER SKILLS**

- Bistrack Software
- JobTrack Software
- Mobile Devices (e.g. iPads, handhelds)
- Microsoft Office – Intermediate/Advanced
- Paylocity
- Plan Grid
- Supply Pro

**LITERACY SKILLS**

- Basic English – Written

**MANAGEMENT SKILLS** (For Managers/Supervisors in Job #1)

- Coaching and Mentoring
- Decision Making
- Leadership
- Project Administration
- Teambuilding

**MANUFACTURING SKILLS**

- Assembly Procedures
- Door Installation
- Equipment Operation
- Equipment Safety
- Hardware Installation
- Installation/Carpentry Task Matrix
- Inventory Management
- Jobsite Problem Solving
- Jobsite Trouble Shooting
- Millwork Installation
- Plan Take-Offs
- Process Operation
- Product Training
- Tool Operation

- Tool Safety
- Warehousing

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

- OSHA 10 (Requires completion of 10-hour course)
- OSHA 30 (Requires completion of 30-hour course)

Literacy Training cannot exceed 45% of total training hours per-trainee.  
Safety Training will be limited to 10% of total training hours per-trainee.

**PL Hours**

0-24

**MANUFACTURING SKILLS** (1:1 trainer-to-trainee ratio)

- Assembly Procedures
- Door Installation
- Equipment Operation
- Equipment Safety
- Hardware Installation
- Installation/Carpentry Task Matrix
- Inventory Management
- Jobsite Problem Solving
- Jobsite Trouble Shooting
- Millwork Installation
- Plan Take-Offs
- Process Operation
- Product Training
- Tool Operation
- Tool Safety
- Warehousing

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. PL is capped at 24 hours per-trainee.



## RETRAINEE - JOB CREATION

### Training Proposal for:

## Mariani Packing Company, Inc.

**Agreement Number: ET17-0453**

**Panel Meeting of:** March 24, 2017

**ETP Regional Office:** Sacramento

**Analyst:** K. Smiley

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative HUA	Industry Sector(s):	Agriculture Manufacturing  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Solano, Yuba	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 289	U.S.: 401	Worldwide: 406
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	10%		

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	=	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$203,128		\$0		\$0		\$203,128

In-Kind Contribution:	100% of Total ETP Funding Required	\$325,000
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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 HUA	Business Skills, Manufacturing Skills, Computer Skills, Literacy Skills	50	8-200	0-20	\$828	\$12.12
				Weighted Avg: 46			
2	Retrainee Priority Rate	Business Skills, Manufacturing Skills, Computer Skills, Literacy Skills	176	8-200	0-20	\$828	\$16.16
				Weighted Avg: 46			
3	Retrainee Job Creation Initiative Priority Rate	Business Skills, Manufacturing Skills, Computer Skills, Literacy Skills	20	8-200	0-20	\$800	\$13.22
				Weighted Avg: 40			

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

**Minimum Wage by County:** Job Number 1: \$12.12 for Yuba County; Job Number 2: \$16.16 for Solano County; Job Number 3: \$13.22 for Solano County

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

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

Up to \$0.62 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Up to \$3.66 per hour may be used to meet the Post-Retention Wage for Job Number 2.

Up to \$1.72 per hour may be used to meet the Post-Retention Wage for Job Number 3.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Administrative Staff		8
Production Staff		22
Manager		5
Maintenance Staff		8
Information Technology Staff		3
Accounting Staff		4

<b>Job Number 2</b>		
Administrative Staff		23
Production Staff		105
Manager		18
Information Technology Staff		15
Maintenance Staff		10
Accounting Staff		5
<b>Job Number 3</b>		
Administrative Staff		2
Production Staff		10
Manager		2
Information Technology Staff		2
Maintenance Staff		3
Accounting Staff		1

## **INTRODUCTION**

Founded in 1906 and headquartered in Vacaville, Mariani Packing Company, Inc. (Mariani) (<http://www.mariani.com>) is a fourth generation, family-owned grower, packer and shipper of dried fruit, including apricots, apples, cherries and mangos. The Company sells 125 million pounds of products annually. Their customer base includes large and small retailers such as Costco and Wal-Mart and cereal manufactures. Mariani has three California facilities; two in Marysville and one in Vacaville. The two Marysville locations complete the drying and grading process for their fruits. The Vacaville location packages dried fruits and prepares the product for transport. All locations will participate in training. This will be Mariani's second ETP Agreement, and its first in the last five years.

## **PROJECT DETAILS**

Mariani plans to remain competitive in the industry by providing staff with the knowledge to properly utilize new equipment and technology. Many of the Company's employees have never been educated on computers or trained on the key components of new machines. Training in this proposal will address this challenge in an effort to help the Company reach its goals of increasing production efficiencies. New equipment was installed in November of 2016 and includes an X-ray Sorter, 3 Laser Sorters and retail packaging equipment at a cost of \$3 million. Maintenance Staff will receive training to properly maintain the new equipment.

Mariani has also purchased an Enterprise Resources planning (ERP) software system through Systems Applications and Products (SAP). The system was installed in February 2017 at the Vacaville and Marysville locations. SAP's ERP system will enable Mariani to run their business processes, including accounting, sales, production, human resources and payments, in an integrated environment. The integration ensures that information flows from one SAP component to another without the need for redundant data entry, which will enhance process efficiencies. Mariani's staff will require training on the ERP system to ensure they have the resources and knowledge to use this software system.

**Training Plan:** Training will be provided by internal and external subject matter experts using the Class/Lab and Computer Based Training (CBT) delivery methods.

**Business Skills (5%):** Training will be provided to Administrative Staff, Information Technology Staff and Managers to enhance accounting practices and create a company culture of leadership. Courses will include Goal Setting, Finance and Accounting Principles and Leadership.

**Manufacturing Skills (80%):** Training will be offered to Production Staff, Maintenance Staff and Managers to increase production efficiencies. Staff will receive training on the new X-ray Sorter, Laser Sorters and retail packaging equipment to increase the quality of fruit processing. Course's including Lean, Six Sigma and Kaizan will also be provided to enable trainees to handle new equipment safely and efficiently.

**Computer Skills (10%):** Training will be offered to all occupations to improve internal processes and increase employee's proficiency in the use of various business software solutions. Training on the newly installed ERP software system will allow trainees to plan, schedule and adjust business processes in a single system.

**Literacy Skills (5%):** Training will be offered to Production Staff and Maintenance Staff as needed. Training will help employers meet the ongoing need to improve written and verbal communication skills for individuals for whom English is their second language. It is essential that Production Staff possess the literacy skills to comprehend processes and procedures to ensure quality.

**Computer Based Training (CBT):** TPC Technical Maintenance Training will be offered to Maintenance Staff to ensure staff can effectively and efficiently maintain production equipment. TPC Technical Maintenance Training will focus on Scheduled Maintenance, Trouble-Shooting Equipment Failures and Maintenance Safety.

### **Job Creation Initiative**

In support of 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.

Mariani is increasing business capacity by adding a permanent night shift production schedule to its current operations at their Vacaville location. The night shift began production on December 2016 and is expected to be producing at full capacity by May of 2017. This new shift will allow Mariani to manage the increase in demand for their products.

Mariani has committed to hiring 20 new employees (Job Number 3). The date-of-hire for all trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

### **Commitment to Training**

Mariani currently has an annual training budget of \$250,000, which includes state mandated compliance and food safety training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

Mariani has identified three employees to administer the ETP project. The employees will coordinate with managers of each project to schedule training on new equipment and software. Trainers will be in-house specialists.

**High Unemployment Area**

The 50 trainees in Job Number 1 work in Yuba County, a High Unemployment Area (HUA) with unemployment exceeding the state average by 25%. The Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Mariani is requesting a wage modification from \$16.16 to \$12.12 per hour for Job Number 1 trainees.

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

To Be Determined

**RECOMMENDATION**

Staff recommends approval of this proposal.



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

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Finance & Accounting Principles
- Goal setting
- Action cycles
- Business Writing
- Leadership
- Critical Thinking
- Presentation Skills

**MANUFACTURING SKILLS**

- Food Safety
- Facility Processes & Procedures
- Packaging Line Equipment Operations
- Laser Sorters
- X-Ray
- Packaging Equipment
- Palletizing
- Programmable Logic Controller (PLC) Machine
- Equipment & Maintenance Sanitation Training
- Pest Control Training for Maintenance Staff
- Facility Safety
- Lean
- Six Sigma
- Kaizan

**COMPUTER SKILLS**

- MS Office (Intermediate & Advanced)
- Mobile Technology (Tablets)
- Enterprise Resource Planning (ERP) System 2000

**LITERACY SKILLS (ESL)**

- Communication
- Writing Skills
- Reading Skills

**CBT Hours**

0-20

**MANUFACTURING SKILLS**

- TPC Technical Maintenance Training (20 hours)
  - Scheduled Maintenance
  - Trouble-Shooting Equipment Failures
  - Maintenance Safety

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

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



**Amendment Proposal #2 for:  
New Technology Training Institute  
Agreement Number: ET16-0154**

**Amendment Effective Date:** March 25, 2017

**Panel Meeting of:** March 24, 2017

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

**CURRENT PROJECT PROFILE**

Contract Type: Priority Retrainee SB<100 SET HUA  
 Industry Sector(s): Services Green Technology  
 Counties Served: Los Angeles, Orange, San Diego, Ventura  
 Repeat Contractor:  Yes  No  
 Union(s):  Yes  No  
 Priority Industry:  Yes  No

Current Contract Term: October 5, 2015 to October 4, 2017

<b>Current Funding</b>	<b>In-Kind Contribution</b>
\$94,520	\$86,570

**AMENDMENT FUNDING**

<b>Requested Funding</b>	<b>Support Costs</b>	<b>Amendment Funding</b>	<b>In-Kind Contribution</b>
+\$53,040	+\$3,672	+\$56,712	+\$48,762

<b>Total Funding</b>
\$151,232

**AMENDMENT TRAINING PLAN TABLE**

Job No.	Job Description (By Contract Type)	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Deleted per Mod#1						
2	Priority/SB<100 Retrainee SET/HUA	Commercial Skills	34	8-200	0	\$2,780	*\$11.30
				Weighted Avg: 100			
3	Phase II Priority/SB<100 Retrainee SET/HUA	Commercial Skills	34	8-200	0	\$1,668	\$16.16
				Weighted Avg: 60			

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

**Minimum Wage by County:** Job Number 2 (SET-HUA): \$12.02 per hour for Orange County; \$11.98 per hour for Los Angeles County; \$11.95 per hour for San Diego County; and \$11.30 per hour for Ventura County.

**Phase II Wages: Job Number 3 (2017/SET-HUA) \$12.72 per hour for Los Angeles County; \$12.92 per hour for Orange County; \$12.54 per hour for San Diego County; and \$12.12 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

Participating employers may use health benefits to meet the Post-Retention Wage and will vary by participating employer.

Wage Range by Occupation	
Occupation Title	Wage Range
<b>Job Number 2</b>	
Solar Energy Practitioner	
<b>Job Number 3</b>	
Solar Energy Practitioner	

**INTRODUCTION**

Founded in 1999, New Technology Training Institute (NTTI) is a private, for-profit training agency specializing in training Solar Energy Practitioners. In the past, the school has trained IT professionals in various computer certification programs for Southern California employers. However, since 2009, NTTI has been focusing on the Solar Energy Practitioner Program, targeting the renewable energy industry due to a growing demand in that field.

## **AMENDMENT DETAILS**

### **Phase II**

NTTI requests new funds (Phase II) to accommodate employees of its existing participating employers who did not participate in Phase I training. Phase II will train an additional 34 incumbent workers in new Job Number 3. This will increase the estimated number of trainees from 34 to 68 and the Agreement amount from \$94,520 to \$151,232. The additional funding will allow NTTI to implement its original training plan and accommodate more participating employers' demand.

With just over three months (07/05/2017) of training remaining in the contract term, NTTI is confident that it can earn the increased amount. There will be no changes to curriculum and trainees will meet the ETP Standard Wages.

Phase II training will begin after Panel approval.

## **SUMMARIZE PRIOR MODS/AMENDS**

Modification #1: Delete Job Number 1 and redistribute those funds to Job Number 2.

## **RECOMMENDATION**

Staff recommends approval of this Amendment.

## **CURRENT CONTRACT PERFORMANCE**

The following table summarizes performance by NTTI under the current ETP Agreement(s):

Agreement No.	Approved Amount	Term	No. Trainees (Average)	No. Completed Training	No. Retained
ET16-0154	\$94,520	10/05/15 – 10/04/17	34	42	42

As of February 15, 2017, the ETP Contract Status Report shows that 51 trainees have been enrolled; 42 trainees completed training and retention; and 9 trainees are still in training. The ETP Class/Lab Tracking System shows a total of 4,213.5 eligible hours for potential earnings of \$117,135 (124% of the Agreement amount).

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

8-200 (Job No. 2 &amp; 3) Trainees may receive any of the following:

**COMMERCIAL SKILLS**

- Photovoltaic (PV) Markets and Applications
  - History of PV Technology and Industry
  - Markets and Applications for PV
  - Types of PV Systems
  - Associate Key Features and Benefits of PV with Applications
  
- Safety Basics
  - Safety Hazards of Operational and Non-Operational PV Systems
  - Safety Hazards, Practices and Protective Equipment During PV System Installation and Maintenance
  
- Electricity Basics
  - Difference between Energy and Power
  - Basic Electrical Terms
  - Use of Digital Multi-Meter
  - Calculation of Simple Circuit Values
  
- Solar Energy Fundamentals
  - Basic Solar Terms
  - True (Solar) South & Magnetic (Compass) South Given a Declination Map
  - Basic Solar Movement and Effect of Earth Tilt
  - Solar Position Using Solar Path Diagrams
  - Angular Effects on the Irradiance of Array
  - Factors that Reduce/Enhance Solar Irradiation
  - Average Solar Irradiation on Various Surfaces
  - Conversion of Solar Irradiation into a Variety of Units
  - Effect of Horizon on Solar Irradiation
  - Use of Solar Pathfinder or Sun Charts
  
- PV Module Fundamentals
  - How a Solar Cell Converts Sunlight into Electric Power
  - Key Points on a Typical IV Curve
  - Key Output Values of Solar Modules Using Manufacturer Literature
  - Effect of Environmental Conditions on IV Curve
  - Effect of Series/Parallel Connections on IV Curve
  - Measurement Conditions for Solar Cells and Modules
  - Expected Output Values of Solar Module under a Variety of Environmental Conditions
  - Construction of Solar Cells of Various Manufacturing Technologies
  - Performance and Characteristics of Various Cell Technologies
  - Components and Construction of a Typical Flat Plate Solar Module
  - Calculate the Efficiency of a Solar Module
  - Purpose and Operation of Bypass Diodes
  - Typical Deterioration/Failure Modes of Solar Modules
  - Major Qualification Tests and Standards for Solar Modules

- System Components
  - Most Common Solar Module Mounting Techniques (Ground, Roof, Pole)
  - Features and Benefits of Different Solar Mounting Techniques
  - The Relationship between Solar Module Cell Temperature and Environmental Conditions
  - Purpose & Operation of Main Electrical Balance of System (BOS) Components (Inverter, Charge Controller, Combiner, Ground Fault Protection, Battery, Generator)
  - Key Specifications of Main Electrical BOS Components (Inverter, Charge Controller, Combiner, Battery, Generator)
- PV System Sizing
  - Interaction of Typical Loads with IV Curve
  - Load Demand for Stand-Alone and Grid Interactive Service
  - Typical System Electrical Output Derating Factors
  - Estimated Peak Power Output (Direct Current and Alternating Current)
  - Array and Inverter Size for Grid-Connected System
  - Estimated Monthly and Annual Energy Output of Grid-Connected System
  - Relationship between Array and Battery Size for Stand-Alone Systems
  - Array, Battery and Inverter Sizes for Stand-Alone System
- PV System Electrical Design
  - Series/Parallel PV Array Arrangement Based on Module and Inverter Specifications
  - BOS Components Appropriate for Specific System Requirements
  - Voltage Drop between Major Components
- PV System Mechanical Design
  - Relationship between Row Spacing of Tilted Modules and Sun Angle
  - Mechanical Loads on a PV Array (Wind, Snow, Seismic)
- Performance Analysis and Troubleshooting
  - Typical System Design Errors
  - Typical System Performance Problems
  - Performance Problems & Typical Causes
  - Equipment Needed for Typical System Performance Analysis
  - Actual System Power Output vs. Rated or Expected Values
  - Typical Locations for Electrical/Mechanical Failure

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



**Training Proposal for:**  
**Orange Coast Title Company**  
**Agreement Number: ET17-0464**

**Panel Meeting of:** March 24, 2017

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

**PROJECT PROFILE**

Contract Attributes:	Retrainee HUA	Industry Sector(s):	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: 650	U.S.: 850	Worldwide: 850
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	7%		

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$246,750		\$0	\$0		\$246,750

In-Kind Contribution:	100% of Total ETP Funding Required	\$346,800
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee	Business Skills, Computer Skills	440	8-200	0	\$525	*\$16.16
				Weighted Avg: 35			
2	Retrainee HUA	Business Skills, Computer Skills	30	8-200	0	\$525	*\$12.12
				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 regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

**Minimum Wage by County:** Job Number 1: \$17.63 per hour for Contra Costa and Santa Clara Counties; \$16.96 per hour for Los Angeles County; \$17.22 per hour for Orange County; \$16.72 per hour for San Diego County; \$16.46 per hour for Sacramento County; and \$16.16 per hour for all other Counties.

Job Number 2 (HUA): \$12.12 per hour for Imperial, Stanislaus, Fresno and San Bernardino Counties.

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

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

Up to \$1.64 per hour for Job Number 1 and up to \$0.62 per hour for Job Number 2 may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Accounting Staff		25
Administrative Staff		25
Escrow Staff		115
Payoff Staff		10
Title Staff		70
Open Orders Staff		6
Examiner		25
Lien/Search Staff		25
Typist		40
Sales Staff		55

IT Staff		10
Messenger		4
Customer Service Staff		10
Team Lead/Supervisor		20
<b>Job Number 2 (HUA)</b>		
Escrow Staff		10
Sales Staff		4
Title Staff		6
Messenger		6
Customer Service Staff		4

## **INTRODUCTION**

Founded in 1974, Orange Coast Title Company (OCTC) ([www.octitle.com](http://www.octitle.com)) provides underwriter and multiple support services to the real estate, lending, building and housing industries. Headquartered in Santa Ana, OCTC has 39 locations in California and 28 locations nationwide. This proposal targets 28 OCTC in California and includes subsidiaries Orange Coast Title Company of Southern California and Orange Coast Title Company of Northern California. OCTC is the parent company to both subsidiaries. The Company's customers are primarily large mortgage lenders such as CashCall, Inc., Mortgage Connect and Allied Title. This will be OCTC's first ETP Agreement.

The Company faces several challenges that drive the need for training: staying current with real estate industry practices and staying compliant with the California Department of Insurance, Consumer Financial Protection Bureau and Real Estate Settlement Procedures Act requirements. OCTC must also meet customer demands, remain competitive, implement standardized processes and procedures across all facilities, fill jobs left behind retired workers and implement new software systems. In addition, staff must learn each customer's software system.

The Company has invested approximately \$400,000 in new computer software including SoftPro and Ryno Live, which better serve and attract existing and new customers. ETP funds will allow its workforce to develop the skills necessary to address its needs and put the Company in a better position to compete and remain in business in California.

## **PROJECT DETAILS**

OCTC is operating in the highly competitive real estate industry. Its goal is to become a value-focused, customer-driven organization and a high performance workplace. Employees at OCTC must have a thorough understanding of the title and escrow business and its products and services as well as the industry's rules and regulations. Therefore, OCTC has developed a formalized strategic training plan to improve standard operating procedures and provide workers with the necessary skills to meet industry standards, support new technologies, improve customer service and business operations.

### **Training Plan**

OCTC has streamlined its training plan to focus on best practices and process improvement techniques while adapting to technological changes. Workers in all departments will receive

training in Business Skills and Computer Skills to achieve optimal job performance, keep up with industry requirements and technological advances, better understand customer requirements, deliver faster services and produce well-informed team members.

OCTC has submitted a modest training plan for each trainee to receive 35 hours of training. Training will be provided by in-house subject matter experts, and outside vendors if needed. Training will take place at the Company's 28 facilities throughout the state.

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

**Business Skills (50%):** Training will be offered to all occupations. Trainees will gain a thorough understanding of all required rules and regulations, learn the most effective way to communicate with internal and external customers, as well as manage individual and team projects. This training will increase worker skill sets that are required in this industry.

**Computer Skills (50%):** Training will be offered to all occupations. Trainees will gain advanced knowledge in standard software programs and client systems. Training will strengthen worker computer skills and make them more valuable to OCTC and its clients.

### **Commitment to Training**

OCTC has a current annual training budget of approximately \$50,000 for each facility. The Company provides anti-harassment, basic computer skills, basic safety, new employee orientation and other training related to Federal and State regulations. Training in the past was less thorough, and was given as needed based on skill level. All training is mandatory, and all occupations have received various levels of training. However, training wasn't as in-depth and structured as the current training plan. Class/lab and computer-based training methods are utilized.

ETP funds will enable the Company to provide more training hours to each individual, and strengthen its workforce. ETP funds will not displace the existing financial commitment to training.

#### ➤ Training Infrastructure

Training is scheduled to begin upon Panel approval. OCTC has designated a Vice President/Controller and an Administrative Committee to oversee ETP training and administrative responsibilities. OCTC has a designated coordinator at each location to manage and collect all training data and report to the Administrative Committee. The Administrative Committee will be responsible for coordinating and conducting all training, and capturing and submitting training attendance records. The Vice President/Controller and the Administrative Committee will also interface with the Company's third party administrator for enrollment, tracking and invoicing (See Administrative services below).

### **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 15%. The Company's locations in El Centro (Imperial County), Modesto (Stanislaus County), Fresno (Fresno County) and San Bernardino (San Bernardino County) qualify for HUA status under these standards. For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wage exceed the start-of-training wages. OCTC is requesting the 25% wage modification from \$16.16 per hour to \$12.12 per hour for trainees in Job Number 2.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

Propel Consulting Group in El Dorado Hills assisted with development for a flat fee of \$14,800.

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

To Be Determined

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

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Customer Service
- Effective Communications
- Letter/Email Writing
- People Skills
- Best Practices
- Cyber Security
- Sales Coaching
- Business Development Techniques
- Handling Customer Complaints/Escalation Procedures
- Effectively Managing Workloads/Project Management
- New Client Set-Up Processes
- Document Management
- Adapting to Procedure Changes
- Check Processing/Stop Payments
- Bank Wires – In & Out Updates
- Account Management & Balancing
- Understanding Financial Rules & Regulations
- Complying with Financial Rules & Regulations
- Internal Compliance Audits
- Title Policy Products
- Title and Escrow Services Transactions & Work Processes
- Underwriting Processes & Techniques
- Open Order Processing
- Revise, Close, Invoice Orders
- Escheatment Procedures
- Note and Trust Deed Processing
- Escrow and Title Accounting & Banking Procedures
- Internal Accounting Procedures
- Recording Procedures
- Research/Examination Techniques & Resolutions
- Standard & Reporting Requirements
- Easements, Liens, Insurance, Covenants, Conditions & Restrictions
- Property Reports - Writing, Review, Policies, Procedures
- Information Security Training
- Leadership Training
- How to Motivate Individuals & Team
- Team Building
- Corrective Action
- Loss Control Systems
- Project/Transaction Review Processes
- Coaching and Counseling Techniques
- Handling Escalated Clients Complaints & Concerns

- Implementing Processes & Procedures
- Decision Making Techniques

### **COMPUTER SKILLS**

- Microsoft Office (Intermediate/Advanced)
- Title Advantage 1 & 2
- Windows Server
- Networking
- Computer Programming
- Data Encryption
- DataTrace
- DataTree
- Titleworks
- Digital Reel
- Title Point
- Tracker
- ETF Software
- County Website Research
- Court Website Research
- Pacer
- Summit Systems
- All-Net
- Internal Phone & Network Systems
- GoldFax
- Achieve
- Simplifile
- Navision
- Online Citizens
- Internal Accounting Software
- New Client Software Systems
- OCT Internal Websites
- SoftPro
- Ryno Live

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



**Training Proposal for:  
Wei-Chuan U.S.A., Inc.**

**Agreement Number: ET17-0449**

**Panel Meeting of:** March 24, 2017

**ETP Regional Office:** North Hollywood

**Analyst:** M. Webb

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Manufacturing  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, San Francisco	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: 161	U.S.:290	Worldwide: 290
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	14%		

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$162,000		\$0	\$0		\$162,000

In-Kind Contribution:	100% of Total ETP Funding Required	\$192,674
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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, Literacy Skills, Mfg Skills	117	8-200	0	\$1,080	\$16.96
				Weighted Avg: 60			
2	Retrainee Priority Rate HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Literacy Skills, Mfg Skills	33	8-200	0	\$1,080	*\$12.72
				Weighted Avg: 60			

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

**Minimum Wage by County:** Job Number 1: \$16.96 per hour for Los Angeles County and \$17.63 per hour for San Francisco County. Job Number 2 (HUA): \$12.72 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 \$2.43 per hour may be used to meet the Post-Retention Wages for Job Numbers 1 and 2.

**Wage Range by Occupation**

Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Administration Staff		17
Driver		4
IT Staff		4
Manager		22
Production Staff		32
Quality Staff		6
Sales and Marketing Staff		17
Scientist, R & D, & Technical Staff		15
<b>Job Number 2 (HUA-Commerce)</b>		
Administration Staff		2
Driver		8
Production Staff		23



## **INTRODUCTION**

Founded in 1972, Wei-Chuan U.S.A., Inc. (Wei-Chuan) ([www.weichuanusa.com](http://www.weichuanusa.com)) is a frozen and dry food manufacturing and distribution company headquartered in the City of Bell Gardens. Frozen products manufactured by the company include rice and noodle bowls, spring rolls, potstickers, wontons, dumplings, and other seafood and organic food selections. Wei-Chuan operates two manufacturing facilities and six distribution centers nationwide. Trainees from three facilities will participate in training: the Cities of Bell Gardens, Commerce, and Hayward. This will be Wei-Chuan's first Agreement.

## **PROJECT DETAILS**

Wei-Chuan has offered quality products for over 40 years, becoming a well-known brand in the Chinese food industry. To ensure the company continues to meet customer expectations, Wei-Chuan frequently organizes food testing and demonstrations in an effort to learn about its customer base and elicit customer feedback to improve Wei-Chuan food products. As a result, new ingredients, mixing requirements (large batches vs. small batches), and sealing/packaging methods are revised to ensure customer expectations are met. Training is needed to improve company products, including small and large batch manufacturing, production batch management, food processing operations, and packaging operations that entail modern freeze technologies.

Additionally, Wei-Chuan recently purchased two new servers and a new ERP system (\$315K) to replace the Company's antiquated computer system the Company has used for the past 20 years. The new system will enable staff to better analyze, manage, and identify areas of improvement. Training will cover customized functions and processes of the ERP system such as generating daily reports, performing system updates, and monitoring operational efficiencies. From data collected from the system, staff can improve production processes to ensure maximum job performance.

Training courses such as Safe Quality Food Standards and the FDA Food Safety Modernization Act are delivered to occupations involved in the processing, storage, and delivery of food products. Occupations will include Drivers (delivery), Production Staff, Managers, and Quality Staff workers. Topics provided will educate staff in FDA requirements that are in place to ensure food products made in the U.S. are safe and free of contamination. In addition, Drivers will receive training in control systems, docking, time management, and maintenance for safe delivery and handling of frozen foods (coolers, load/unload, space relations, etc.).

### **Training Plan**

Training will be delivered via Class/Lab by in-house subject-matter experts.

**Business Skills** (10%): Training will be offered to all occupations to enhance employee capabilities in sales, product development, and administrative duties. Topics delivered include Financial Analysis, Import/Export Documentation Procedures, and Time Management Skills.

**Commercial Skills** (3%): Training will be offered to Drivers to improve employee skills and job performance. Training will cover truck maintenance, operation, and control systems.

**Computer Skills** (60%): Training will be offered to all occupations mainly on the ERP System. Employees will receive skills to be improve ERP proficiency. Staff will also receive training in other software to improve

**Continuous Improvement (15%):** Training will be offered to all occupations to improve efficiencies, problem solving, and teamwork. Topics include measuring and meeting performance metrics, problem solving, and conflict management.

**Literacy Skills (2%):** Training will be offered to Production Staff and Drivers who speak English as a second language. Trainees will receive Vocational English to improve communication in the workplace and allow employees to complete job tasks/duties effectively.

**Manufacturing Skills (10%):** Training will be offered to Production Staff, Quality Staff, and Managers to increase employee technical skills. Staff will learn how to run machinery, read blueprints, and manage supply chain issues.

### **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.

Wei-Chuan spends approximately \$25,000 annually on training per facility. Training has been provided in safe quality foods, Hazard Analysis and Critical Control Points-Food Safety (HACCP), Good Manufacturing Practices (GMP), and on-the-job training.

#### ➤ Training Infrastructure

Wei-Chuan retained California Manufacturing Technology Consulting (CMTC) to provide administrative services for this Agreement. Wei-Chuan also assigned an employee to work alongside CMTC to support administrative efforts: scheduling training, distributing and collecting rosters, and providing trainee enrollment information. Wei-Chuan supervisors have met with CMTC staff over the last several months to develop a comprehensive training schedule. Trainees will receive between four to six hours of training per month.

### **High Unemployment Area**

Thirty-three trainees (Job Number 2) work in the City of Commerce, a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Wei-Chuan is requesting this wage modification from \$16.96 to \$12.72.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

Wei-Chuan retained California Manufacturing Technology Consulting (CMTC) in Torrance to assist with development of this proposal at no cost.

### **ADMINISTRATIVE SERVICES**

Wei-Chuan also retained CMTC 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 Hours**

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Accounting and Banking Procedures
- Business Writing
- Customer Management
- Demo Planning and Management
- Financial Analysis
- Import/Export Documentation & Procedures
- Marketing & Promotion Planning
- Marketing Event Planning
- Media Management
- Payroll Procedures
- Presentation Skills
- Product Submissions: Getting to Market
- Sales Skills
- Time Management Skills

**COMMERCIAL SKILLS**

- Truck Operation
  - Reading & Interpreting Control Systems
  - Trailer Coupling & Uncoupling
  - Truck Backing & Docking
  - Managing & Adjusting Vehicle Space Relations
- Truck Maintenance

**COMPUTER SKILLS**

- Computer Aided Design/Manufacturing (CAD/CAM)
- Enterprise Resource Planning
- Managing and Sharing Data
- Microsoft Office (Intermediate/Advanced)
- Presentation Software
- Spreadsheets
- Word Processing

**CONTINUOUS IMPROVEMENT**

- Conflict Management
- Design of Experiments
- Effective Meeting Skills
- Internal Auditor
- Leadership Skills
- Measuring & Meeting Performance Metrics
- Problem Solving
- Quality Management Systems
- Teams and Team Building

**MANUFACTURING SKILLS**

- Blueprint Reading
- CNC Programming
- FDA Food Safety Modernization Act
- Food Processing Machine Operation
- Forklift Training
- Good Manufacturing Practices (GMP)
- HACCP
- Inventory Management
- Large Batch Manufacturing
- Logistics Management
- Meeting Safe Quality Food Standards (SQF)
- Packaging Machine Operation
- Production and Inventory Management
- Production Batch Management
- Small Batch Manufacturing
- Supplier Evaluation & Supplier Management
- Warehouse Management
- Writing Standard Operating Procedures (SOPs)

**LITERACY SKILLS**

- Vocational English as a Second Language

Literacy Training cannot exceed 45% of total training hours per-trainee.  
Safety Training will be limited to 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:**

### American Medical Response of Southern California

**Agreement Number: ET17-0455**

**Panel Meeting of:** March 24, 2017

**ETP Regional Office:** San Diego

**Analyst:** H. Bernard

### PROJECT PROFILE

Contract Attributes:	Medical Skills Training Job Creation Initiative SET Priority Rate Retrainee HUA	Industry Sector(s):	Healthcare  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 American Federation of State, County and Municipal Employees (AFSCME), Local 4911; International Association of EMT's and Paramedics (IAEP), Local 5000; International Association of Fire Fighters (IAFF), Local 4513		
Number of Employees in:	CA: 6,300	U.S.:50,000	Worldwide: 50,000
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$745,800		\$0	\$0		\$745,800

In-Kind Contribution:	100% of Total ETP Funding Required	\$1,200,000
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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 Medical Skills Training Priority Rate SET	MS Clinical Preceptor, MS Didactic, Continuous Impr.	700	8 - 200	0	\$882	*\$10.50
				Weighted Avg: 49			
2	Retrainee Job Creation Initiative Medical Skills Training Priority Rate SET	MS Clinical Preceptor, MS Didactic, Continuous Impr.	60	8 - 200	0	\$2,140	*\$10.50
				Weighted Avg: 107			

\*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 regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

**Minimum Wage by County:** All Retrainees included in this project will be compensated in accordance with the Collective Bargaining Agreements (CBA) for their respective county (See Page 4 Union Representation).

**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 the employer provides health benefits (up to \$5.22 per hour), they are not being used to meet ETP’s Post-Retention Wage requirements per AMR’s Collective Bargaining Agreements.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Emergency Medical Technician (EMT)		409*
Paramedic		291*
Job Number 2		
Emergency Medical Technician (EMT)		30*
Paramedic		30*

**Collective Bargaining Agreement Wages by County**

Location/County	Occupations	Collective Bargaining Agreements	Minimum Wage	Maximum Wage
Redlands/San Bernardino	EMT	AFSME	**	
	Paramedic			

Riverside	EMT	AFSME		
	Paramedic			
San Diego	EMT	IAEP		
	Paramedic			
Burlingame/San Mateo	EMT	AFSME		
	Paramedic			
Concord/Contra Costa	EMT	AFSME		
	Paramedic			
Marina/Monterey	EMT	IAFF		
	Paramedic			
Modesto/Stanislaus	EMT	AFSME		
	Paramedic			
San Francisco	EMT	AFSME		
	Paramedic			
Stockton/San Joaquin	EMT	AFSME		
	Paramedic			

\*Approximately 4 planned trainees in San Bernardino County are at the \$10.50 wage (two in Job Number1 and two in Job Number 2).

## **INTRODUCTION**

Founded in 1992, American Medical Response of Southern California (AMR SoCal) ([www.amr.net](http://www.amr.net)) is headquartered in Riverside. AMR SoCal will be the lead employer with affiliate American Medical Response West (AMR West). Both AMR SoCal and AMR West are holdings of Envision Healthcare Holdings, Inc. AMR SoCal and AMR West provide an array of services including both emergency and non-emergency response transportation services and disaster response and event medical services. Both AMR SoCal and AMR West are eligible for funding under Special Employment Training (SET) for frontline workers. The Company's customers include hospitals, healthcare systems, and local, state and national government entities.

This will be the second project between AMR SoCal and ETP. The first project (ET15-0269) included only AMR of SoCal and trained 481 trainees at 4 locations statewide. The inclusion of AMR West in this proposal expands the scope to 9 locations and 760 trainees statewide.

AMR SoCal trainees will be located in Riverside, Redlands and San Diego. AMR West trainees will be located in Burlingame, Concord, Marina, Modesto, Stockton and San Francisco. (Redlands and Riverside did not participate in the previous Agreement.)

## **PROJECT DETAILS**

Training will ensure compliance with the evolving healthcare industry, including staying up-to-date with government regulations and advances in equipment. Advanced training will allow EMT staff the opportunity to promote to Paramedics. Moreover, changes in corporate structure over the past year will require significant training.

In late 2015, AMR acquired Rural Metro, one of the largest emergency responder providers in the nation. The acquisition added 7,500 employees and \$600 Million in additional revenue (1,500 employees in CA). This has created a greater need for incumbent worker training in Southern California, specifically AMR SoCal's San Diego location, as the Company works to integrate Rural Metro staff into AMR's procedures, processes and continual training environment.

Just last year, AMR West entered into a large-scale emergency transportation services agreement with Sutter Health (Sutter), a nonprofit healthcare provider in California, and the California Shock Trauma Air Rescue (CALSTAR), a nonprofit air ambulance service. The partnership with Sutter and CALSTAR seeks to minimize response and transportation times for patients in both rural and urban areas and will become one of the largest air-ground transport networks by serving up to 17,000 patients per year.

Staff must be fully trained on administrative processes of both CALSTAR and Sutter. For example, having Sutter as a client requires transportation services for critical care patients who are being moved between healthcare facilities. Typically, paramedics and EMTs only serve trauma patients for a short period of time. However, critical care transportation requires more extensive treatment. This training will enable EMTs and paramedics to serve critical care patients who have vastly different needs than trauma patients. AMR West will focus most of its training on ensuring incumbent and new staff is adequately trained in transportation and treatment of critical care patients.

### **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.

The recent partnership with Sutter will require AMR West to expand existing business capacity by hiring 60 new positions, 30 EMT's and 30 Paramedics, during the term of the Agreement. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

### **Training Plan**

Medical Skills training is crucial in supporting AMR West's new partnership with Sutter as well as the increase in staff transitioning in from Rural Metro. Additionally, incumbent staff need ongoing training in response to changing regulations and standards. In this proposal, 439 EMT's and 321 Paramedics will participate in Didactic and Clinical Preceptor training classes. This training will target specific skills by occupation to ensure that trainees are competent in advanced medical transportation procedures and treatment protocol.

Medical Skills Training will be performed at a rate of \$22 per hour and will apply to both the Didactic and Preceptor modes of delivery. The standard class/lab Job Creation reimbursement rate of \$20 per hour will apply to Continuous Improvement training for Job Creation trainees in Job Number 1. The \$18 per hour reimbursement rate will apply to the Continuous Improvement for incumbent workers in Job Number 2.

**Medical Skills (90%):** Training will be provided to EMT's and Paramedics via didactic and preceptor training which will occur in emergency vehicles in the following topics: Prehospital Care including pharmacology, medication administration, Patient Assessment, physical exam techniques, clinical decision making, trauma Emergencies and Medical Emergencies. More



advanced training topics will be delivered to Paramedics to function independently at optimum levels.

**Continuous Improvement (10%):** Training will be provided to EMT's and Paramedics. Training will improve customer service and processes. Training will include Customer Service, Conflict Resolution, Critical Thinking, Communication Skills, Protocols and Standard Operating Procedures. Training will be provided in a classroom/laboratory setting.

### **Commitment to Training**

ETP funds will not displace the existing financial commitment to training. AMR's budgeted training expenditures for the facilities included in this proposal are approximately \$9.4 Million annually. Past training efforts include basic new hire orientation, county fire codes, continuing education courses, hazmat courses and mandatory compliance training required by Federal, state and local laws. Safety training will continue to be provided.

#### ➤ Training Infrastructure

AMR's project will be overseen by AMR's West Region CEO. In addition, the Company has designated the Manager of Clinical Education Services to oversee the project for AMR SoCal and the Director of Clinical Services, West Region to oversee the project for AMR West. The Company also retained Think LLP to assist with administrative services.

### **Retention Modification**

AMR has requested the alternate retention period of at least 500 hours within 120 days. Due to the nature of the emergency responder industry, it is not customary for a paramedic or EMT to work a standard 35 hour (or more) work week. A full-time employee's hours may vary from week to week depending upon demand. For example, an employee may work 60 hours one week and 32 hours the following week. Allowing AMR the flexibility to meet retention requirements through the alternate method will allow the Company to meet scheduling demands.

### **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. However, employees covered under a collective bargaining agreement do not need to meet the Post-Retention Wage requirements and may use collective bargaining wages to qualify.

### **Union Representation**

All trainees are represented by the following collective bargaining agreements: American Federations of State, County and Municipal Employees (AFSME) Local 4911; International Association of EMT's and Paramedics (IAEP), Local 5000; and International Association of Fire Fighters (IAFF), Local 4513. Union letters of support for the proposed training have been provided to ETP.

### **High Unemployment Area**

Although the Company's facilities in Marina, Modesto and Stockton are located in a designated High Unemployment Area, a region with unemployment exceeding the State average by 25%, AMR is not requesting a wage modification.

### **Substantial Contribution**

For repeat contractors who earn in excess of \$250,000 at one location within the past 5 years, a substantial contribution may apply. AMR's last project (ET15-0269) earned \$497,448, of which only \$130,500 was earned in incumbent training. No one location earned over \$250,000 in incumbent training, therefore no substantial contribution will be applied.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET15-0269	San Diego, Victorville, Moorpark, Lancaster	09/02/2014– 09/01/2016	\$529,600	\$497,448 (94%) (\$130,500 incumbent)

### **DEVELOPMENT SERVICES**

AMR SoCal retained Think, LLP in Costa Mesa to assist with development of this proposal for a flat fee of \$25,000.

### **ADMINISTRATIVE SERVICES**

AMR SoCal also retained Think, LLP to perform administrative services in connection with this proposal for a fee, not to exceed 13% of payment earned.

### **TRAINING VENDORS**

To Be Determined

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

8 - 200 Trainees may receive any of the following:

**MEDICAL SKILLS - PRECEPTOR**

- **Prehospital Care**
  - Advanced Prehospital Care
  - Anatomy and Physiology
  - Pathophysiology
  - Life-Span Development
  - Pharmacology
  - Medication Administration
  - Airway Management Ventilation
  - Therapeutic Communication
- **Patient Assessment**
  - History Taking
  - Physical Exam Techniques
  - Patient Assessment
  - Clinical Decision Making
  - Communications
  - Documentation
- **Trauma Emergencies**
  - Trauma and Trauma Systems
  - Blunt Trauma
  - Penetrating Trauma
  - Hemorrhage and Shock
  - Soft-Tissue Trauma
  - Burns
  - Musculoskeletal Trauma
  - Head, Facial and Neck Trauma
  - Spinal Trauma
  - Thoracic Trauma
  - Abdominal Trauma
- **Medical Emergencies**
  - Pulmonology
  - Cardiology
  - Neurology
  - Endocrinology
  - Allergies and Anaphylaxis
  - Gastroenterology
  - Urology and Nephrology
  - Toxicology and Substance Abuse
  - Hematology
  - Environmental Emergencies
  - Infectious Disease
  - Psychiatric and Behavioral Disorders
  - Gynecology
  - Obstetrics
  - Special Operations
  - Neonatology
  - Pediatrics
  - Geriatric Emergencies

- Abuse and Assault
- The Challenged Patient
- Acute Interventions for the Chronic-Car Patient
- Assessment-Based Management

### **MEDICAL SKILLS - DIDACTIC**

- **Prehospital Care**
  - Advanced Prehospital Care
  - Anatomy and Physiology
  - Pathophysiology
  - Life-Span Development
  - Pharmacology
  - Medication Administration
  - Airway Management Ventilation
  - Therapeutic Communication
- **Patient Assessment**
  - History Taking
  - Physical Exam Techniques
  - Patient Assessment
  - Clinical Decision Making
  - Communications
  - Documentation
- **Trauma Emergencies**
  - Trauma and Trauma Systems
  - Blunt Trauma
  - Penetrating Trauma
  - Hemorrhage and Shock
  - Soft-Tissue Trauma
  - Burns
  - Musculoskeletal Trauma
  - Head, Facial and Neck Trauma
  - Spinal Trauma
  - Thoracic Trauma
  - Abdominal Trauma
- **Medical Emergencies**
  - Pulmonology
  - Cardiology
  - Neurology
  - Endocrinology
  - Allergies and Anaphylaxis
  - Gastroenterology
  - Urology and Nephrology
  - Toxicology and Substance Abuse
  - Hematology
  - Environmental Emergencies
  - Infectious Disease
  - Psychiatric and Behavioral Disorders
  - Gynecology
  - Obstetrics
- **Special Operations**
  - Neonatology
  - Pediatrics
  - Geriatric Emergencies

- Abuse and Assault
- The Challenged Patient
- Acute Interventions for the Chronic-Care Patient
- Assessment-Based Management

**CONTINUOUS IMPROVEMENT**

- Ambulance Operations Skills
- Customer Service
- Documentation Skills
- Conflict Resolution
- Critical Thinking
- EMS Communications & Protocols
- Standard Operating Procedures

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



January 12, 2017

Ms. Suzanne M. Godin  
ETP Contract Specialist  
5353 Mission Center Rd. Suite 110  
San Diego, CA 92108-1350

**Re: United EMS Workers support of AMR's application for funding from the Employment Training Panel.**

Dear Ms. Godin,

As the President of the largest labor organization representing over 3500 Paramedics, Emergency Medical Technicians, Registered Nurses, Dispatchers and support staff of private sector Emergency Medical Services, I would like to take this opportunity to express our support for AMR's application for funding from the Employment Training Panel.

A robust and continuing training program allows for my members to develop the necessary knowledge and skillsets to increase their operational readiness, improve the EMS system resiliency, and increase interagency operability.

For these reasons, United EMS Workers supports this application and is looking forward to working collaboratively with all healthcare providers on this initiative.

Your kind attention to this letter of support is greatly appreciated.

Sincerely,

A handwritten signature in black ink, appearing to read "Jason Brollini".

Jason Brollini, President  
United EMS Workers Local 4911 AFSCME

**United EMS Workers Local 4911 AFSCME AFL-CIO**  
7275 National Drive Unit F !  
Livermore, California 94550 !  
[www.uemsw.org](http://www.uemsw.org)\*[www.facebook.com/unitedemsworkers](https://www.facebook.com/unitedemsworkers) !



# International Association of EMTs and Paramedics

A DIVISION OF THE NATIONAL ASSOCIATION OF GOVERNMENT EMPLOYEES

November 14, 2016

Ms. Suzanne M. Godin  
ETP Contract Specialist  
5353 Mission Center Rd. Suite 110  
San Diego, CA 92108-1350

Dear Ms. Godin,

I am the National Director for the International Association of EMTs and Paramedics (IAEP) and as the exclusive representative for employees working at the American Medical Response, San Diego operation of Southern California we strongly support American Medical Response's application for funding from the Employment Training Panel.

Training for the workforce that can add to the skill and knowledge of the workers we represent builds a stronger workforce who can apply their development to the betterment of all the communities American Medical Response serves.

Your kind attention to this letter of support is greatly appreciated.

Sincerely,

Mr. Phil Petit  
National Director  
IAEP / NAGE EMS / SEIU Local 5000



ET17-0455

**International Association of Fire Fighters; Local 4513**  
36 Quail Run Cir, Ste K. Salinas, CA 93901

March 23, 2016

Ms. Suzanne M. Godin  
ETP Contract Specialist  
5353 Mission Center Rd. Suite 110  
San Diego, CA 92108-1350

Dear Ms. Godin,

I am the President of the International Association of Fire Fighters, Local 4513 and as the exclusive representative for employees working at the American Medical Response, in Monterey California; we strongly support American Medical Response's application for funding from the Employment Training Panel.

Training for the workforce that can add to the skill and knowledge of the workers we represent builds a stronger workforce who can apply their development to the betterment of all the communities American Medical Response serves.

Your kind attention to this letter of support is greatly appreciated.

Sincerely,

Ben Hitchcock  
President  
IAFF, Local 4513





**TRAINING PROPOSAL FOR  
Balfour Beatty Construction, LLC  
17-0522**

**Panel Meeting Date:** 03/24/2017  
**Regional Office:** San Diego Regional Office  
**Analyst Name:** Campion, Krista  
**Type of Proposal:** Single Employer Contract (SE)  
**Funding Source:** Out-of-State Competition (OSC)

**FUNDING OVERVIEW**

Provided here is a summary of the funding for the proposed Training Project.

<b>TOTAL ETP FUNDING: \$302,296.00</b>			
Program & Admin Cost	Support Cost	Substantial Contribution (\$ / %)	Total In-Kind
\$302,296.00	N/A	N/A	\$835,500.00

**APPLICANT PROFILE**

<b>Company Summary</b>	Balfour Beatty Construction, LLC (Balfour) is a professional construction management company that provides a full range of construction management, general contracting, design build, integrated delivery, and pre-construction services.
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<b>Industry Sector(s)</b>	Construction
<b>Priority Industry</b>	Yes
<b>No. of Employees (Applicant)</b>	State: <u>271</u> US: <u>2,400</u> World Wide: <u>30,000</u>
<b>Turnover Rate (Applicant)</b>	8.00%.
<b>Repeat Contractor</b>	Yes
<b>High Unemployment Area</b>	No
<b>Unions</b>	Laborers 261; United Brotherhood of Carpenters 46

## **TRAINING PROFILE**

<b>Training Objective</b>	Provide training in energy efficiencies for new preconstruction building methods, and job management software.
---------------------------	----------------------------------------------------------------------------------------------------------------

Training is summarized below. Additional details are provided in *Appendix A - Group and Job Title Details* of this Panel Proposal.

#	Group Characteristics	# of Trainees	Reimbursement Rate	Avg. Hours	Cost Per Trainee	Min – Max Hour
1	Retrainees	248	\$18.00	64	\$1,152	8-200
2	Retrainees, Job Creation	10	\$20.00	50	\$1,000	8-200
3	Retrainees, Veterans	6	\$22.00	50	\$1,100	8-200

## PROPOSED TRAINING PROJECT DETAILS

Provided here are the details on the proposed Training Project.

### 1. Company Background

Founded in 1933 and headquartered in San Diego, Balfour is a professional construction management company that provides a full range of construction management, general contracting, design build, integrated deliver, and pre- construction services. Balfour's customers include private developers and public entities such as K-12 school districts, community colleges and universities.

### 2. Current Training Project Details

Provided here are details on the purpose of the training, a summary of the marketing plan and support costs.

<b><i>Purpose of Training</i></b>	<p>Balfour seeks funding to provide training to remain current in the market place. Changes in technology, green construction processes, and energy efficiency require updating workers' skill sets to meet the client needs. Technology advances in Computer-Aided Design, Revit and 3-D Rendering are critical training needs. Additionally, trainees need Leadership in Energy and Environmental Design and other professional certifications to keep abreast of the latest trends in construction software.</p> <p>As the construction industry continues to evolve, the Company continues to see a bigger shift towards sustainable design and energy efficiency technologies. This requires changes in project delivery methods and training to accommodate these changes as they upgrade project management software and technology to support this shift and meet client's needs.</p> <p>Balfour is expanding its workforce to support a new customer base and apply for Job Creation. The company plans to hire 10 employees to support this increase customer base.</p> <p>This ETP program provides incentives for training California veterans and Balfour commits to retraining six incumbent-worker veterans who have served on active full-time duty in the armed forces.</p> <p>No worker will receive duplicate training from the previous contract.</p>
<b><i>Training Infrastructure and Administrative Plan</i></b>	The Sustainability Project Manager at the San Diego facility will oversee all administration including scheduling training and ensuring training completion is documented for ETP reimbursement. Balfour will have training coordinators at each facility will also utilize an administrative subcontractor for enrolling and tracking trainees.
<b><i>Marketing Plan</i></b> (MEC Only)	N/A
<b><i>Support Cost Description</i></b> (MEC Only)	N/A
<b><i>Substantial Contribution Description</i></b>	N/A

### 3. Sample Curriculum

Provided below is a summary of the methods by which training will be delivered including a sample of the courses that will be offered.

Each of the Trainee groups will be able to take courses under the various delivery methods.

<i>Delivery Method</i>	<i>Classroom/Simulated Laboratory</i>
<b>Training Type/Level</b>	<b>Sample Classes</b>
Business Skills	Accounting
	Client Relations
	Business Acquisition
Continuous Improvement Skills	Energy Efficiency
	Estimating
	OSHA 10
Computer Skills/Standard	Estimating/Preconstruction Software
	Field BIM Management
	Scheduling Software

### 4. Additional Company or Training Project Details

Provided here is additional information relative to the proposed Training Project.

#### 4.1 Program Waivers

The next table lists the various waivers and supporting justifications for training that apply to this proposed Training Project.

<b>Waivers/Justification Type</b>	<b>Summary</b>
None have been requested	

#### 4.2 Subcontractor Summary

Balfour retained the services of the following Subcontractor(s).

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Service Cost or %</b>
<i>Development</i>	Training Funding Source	Seal Beach	\$10,580.00
<i>Administrative</i>	Training Funding Source	Seal Beach	13%
<i>Training</i>	None to Date		

### 4.3 Previous ETP Project Summary

The table below summarizes the active performance under the ETP contract.

<b>Active Contract(s) Elements</b>	<b>Summary</b>
<b>Agreement Number</b>	ET15-0339
<b>Purpose of Training</b>	The Company's first ETP project focused on training in project management and overall operations to support its primary construction business. Current proposal contract will continue with similar training, but additional focus on elements to support energy efficiency.
<b>Location(s)</b>	San Diego
<b>Term</b>	01/05/2015 - 01/04/2017
<b>Approved Amount</b>	\$350,400
<b>Projected earnings</b>	\$327,002 = 93% \$229,716 are incumbent earnings
<b>Performance Percentage:</b>	90%
<b>Other Notes</b>	N/A

### 4.4 Supporting Panel Proposal Documentation

Provided in Appendixes A, B and C is additional application details on the intended training population, the detailed curriculum, and associated program characteristics that are related to this proposed Training Project.



## RETRAINEE - JOB CREATION

### Training Proposal for:

## Glanbia Nutritionals (NA), Inc.

**Agreement Number: ET17-0398**

**Panel Meeting of:** March 24, 2017

**ETP Regional Office:** San Diego

**Analyst:** H. Bernard

### PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Manufacturing  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Riverside, San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 121	U.S.: 2,500	Worldwide: 5,800
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	16%		

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	=	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$261,700		\$0		\$0		\$261,700

<b>In-Kind Contribution:</b>	100% of Total ETP Funding Required	\$289,000
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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, HazMat, Mfg Skills	325	8 - 200	0	\$756	*\$16.16
				Weighted Avg: 42			
2	Retrainee Job Creation Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, HazMat, Mfg Skills	20	8 - 200	0	\$800	*\$13.22
				Weighted Avg: 40			

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

**Minimum Wage by County:** Job Number 1: \$16.16 per hour in Riverside County and \$16.72 per hour in San Diego County; Job Number 2: \$13.22 per hour in Riverside County and \$13.94 per hour 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 \$3.50 per hour may be used to meet the Post-Retention Wage in Job Number 1 and up to \$0.94 per hour may be used to meet the Post-Retention Wage in Job Number 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>JOB NUMBER 1</b>		
Administrative Staff		14
Customer Service Staff		10
Manufacturing Staff I		140
Manufacturing Staff II		13
Maintenance/Quality/Logistics Staff		73
Procurement Staff I		4
Procurement Staff II		8
Research & Development Staff I		4
Research & Development Staff II		4
Managers/Supervisors I		25
Managers/Supervisors II		30

<b>JOB NUMBER 2</b>		
Manufacturing I		10
Maintenance/Quality/Logistics Staff		10

## **INTRODUCTION**

Glanbia Nutritionals (NA), Inc. (Glanbia) ([www.glanbianutritionals.com](http://www.glanbianutritionals.com)), located in Carlsbad and founded in 2006, is a wholly owned subsidiary of Glanbia plc., a global performance nutrition and ingredients group with a worldwide presence. Glanbia will act as the lead employer with an affiliate, Aseptic Solutions USA Ventures, LLC (Aseptic Solutions), located in Corona. This will be the first ETP Agreement for the Company.

Glanbia is a manufacturer of nutritional ingredients for sports nutrition, cheese and dairy ingredients, lifestyle and nutritional supplements, clinical and medication nutrition, and vitamin and mineral premixes. Aseptic Solutions manufactures, labels and bottles aseptic beverage solutions, a process that makes sterilized bottled beverages without preservatives. Customers for both companies include brands such as Nestle, Kellogg's and Unilever.

## **PROJECT DETAILS**

Glanbia and Aseptic Solutions have experienced steady growth over the past few years, recruiting new customers and creating new product lines. Both Companies have taken steps to increase production: Glanbia will be adding new packaging equipment that will enable the Company to package its products significantly faster and new blender/power-mixer machinery to improve production; Aseptic Solutions will be expanding its production line by increasing equipment and ramping up production from 24-hours, 5-days work week to 24-hours, 7-days work week. Additionally, the Companies will be implementing a new training program, Glanbia Performance System (GPS), intended to teach lean methodologies such as 6-sigma, root-cause analysis, mapping processes and identifying losses.

In addition the Companies plan to provide training on FDA regulations. Regulations are constantly changing and require strict enforcement to ensure safe food products for consumers.

### **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.

The Companies are expanding business capacity by purchasing new equipment and adding production shifts. The Companies have committed to hiring 20 new employees (10 at Glanbia and 10 at Aseptic Solutions) during the term of the ETP Agreement (Job Number 2). All new employees will go through training focused on Standard Operating Procedures and Good Manufacturing Practices.

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



## Training Plan

Training will take place at the Companies' facilities in Carlsbad and Corona, delivered via classroom training by a combination of in-house subject-matter experts and vendors to be identified during the contract term.

**Business Skills (10%):** Training will be provided to all trainees. Training will include product knowledge, time management and customer service. These topics will enhance processes to manage resources with better efficiency.

**Commercial Skills (5%):** Training will be provided to Maintenance/Quality Staff and Research & Development Staff. Training will focus on the quickly-evolving markets, product development, and FDA regulations.

**Computer Skills (10%):** Training will be provided to all trainees. Training will be provided on the Company's internal ERP system, accounting software, and Intermediate/Advanced Microsoft Office. Training will also be provided on the Laboratory Information Management System, software utilized to improve laboratory efficiencies. Training will allow staff to work within the systems at maximum efficiencies.

**Manufacturing Skills (30%):** Training will be provided to Manufacturing Staff and Managers/Supervisors. Training will include food safety management, product staging, blending, filling, packaging and standard operating procedures. Training will also include new equipment and labeling processes. Training will ensure that staff is adhering to high quality and performance standards.

**Continuous Improvement (40%):** Training will be provided to all trainees to maximize productivity. Training will primarily be provided through the GPS program. Training topics will include Lean processes, leadership, quality control topics, and train-the-trainer.

**Hazardous Materials (5%):** Training will be provided to Managers/Supervisors and Manufacturing Staff. Both Companies work with many different types of hazardous materials when cleaning machines and during manufacturing. Training will ensure that all staff is properly trained to handle and dispose these materials.

## 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 Companies spend approximately \$150,000 on training annually, combined. The Companies currently provide general safety training, basic computer skills, on-boarding, and other soft skills.

### ➤ Training Infrastructure

Glanbia's Learning and Development staff will oversee scheduling and collecting rosters and will work with trainers to ensure all ETP standards are met. They will also work with Aseptic Solutions Managers to ensure that training is being delivered and ETP recordkeeping regulations are met. ETP project administration, including enrolling and tracking will be provided by an administrative subcontractor.

## Temporary to Permanent Hiring

Glanbia and Aseptic Solutions intends to train 20 workers in Job Number 2 under Panel guidelines for the Temporary-to-Permanent program. The Companies have retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. According to the Companies, the average time for "converting"

temporary workers into full-time permanent employment is 6 months. Workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

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

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

Glanbia retained RSM US, LLP in San Diego to assist with development of this proposal for a flat fee of \$1,000.

### **ADMINISTRATIVE SERVICES**

Glanbia also retained RSM US, LLP to perform administrative services in connection with this proposal for an amount not to exceed 13% of payment earned.

### **TRAINING VENDORS**

To Be Determined

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

8 – 200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Product Knowledge
- Communication Skills
- Presentation Skills
- Performance Management
- Time Management Skills
- Customer Service

**COMMERCIAL SKILLS**

- Nutrition Production
- Dietary Supplement Labeling Regulations
- Sports Nutrition
- Dietary Supplement Regulations

**COMPUTER SKILLS**

- Microsoft Office Suite (Intermediate and Advance)
- Enterprise Resource System (ERP) Applications
- Laboratory Information Management System (LIMS) Applications
- Software for Sales and Operation Planning
- Accounting Software Applications

**CONTINUOUS IMPROVEMENT**

- Leadership
- Train-the-Trainer
- Coaching Training
- Process Improvement (Simple Root Cause)
- Lean Manufacturing
- 6-Sigma
- Quality Control

**HAZARDOUS MATERIALS**

- Hazard Communication
- Hazardous Material Handling

**MANUFACTURING SKILLS**

- Clinical Procedures
- Data Collection
- Documentation
- Food Safety Management

- Manufacturing Processes
- Product Staging
- Blending
- Filling
- Packaging
- Standard Operating Procedure
- Good Manufacturing Practices (GMP)

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



**Training Proposal for:**

**Life Generations Healthcare LLC dba Generations Healthcare**

**Agreement Number: ET17-0448**

**Panel Meeting of:** March 24, 2017

**ETP Regional Office:** San Diego

**Analyst:** M. Ray

**PROJECT PROFILE**

Contract Attributes:	SET Priority Rate HUA Retrainee Medical Skills Training	Industry Sector(s):	Healthcare  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange, Los Angeles, Santa Clara, San Diego, Alameda, Stanislaus, San Bernardino, San Mateo, Santa Barbara, and Sacramento	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: 2,549	U.S.: 2,549	Worldwide: 2,549
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$651,960		\$0	\$0		\$651,960

In-Kind Contribution:	100% of Total ETP Funding Required	\$1,046,848
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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 HUA	MS - Didactic, MS - Clinical with Preceptor, Computer Skills, Continuous Improvement	114	8 - 200	0	\$540	*\$12.25
				Weighted Avg: 30			
2	Retrainee SET Priority Rate Medical Skills Training	MS - Didactic, MS - Clinical with Preceptor, Computer Skills, Continuous Improvement	1,025	8 - 200	0	\$576	\$22.04
				Weighted Avg: 32			

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

**Minimum Wage by County:** Job Number 1: SET/HUA Wage of \$12.12 per hour for Stanislaus County (Modesto) only; and Job Number 2: SET Priority Wage of \$22.04 per hour.  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Up to \$2.04 per hour for Job Number 2 may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1:</b>		
Registered Nurse		10
Licensed Vocational Nurse		31
Therapist		10
Therapy Assistant		6
Certified Nurse Assistant		57
<b>Job Number 2:</b>		
Registered Nurse		275
Licensed Vocational Nurse		475
Therapist		165
Therapy Assistant		110

## **INTRODUCTION**

Headquartered in Santa Ana, Life Generations Healthcare LLC dba Generations Healthcare (Generations Healthcare) ([www.generationshealthcare.com](http://www.generationshealthcare.com)) began its operations in January 1998 with a single 89-bed skilled nursing facility. Today, the Company owns and operates multiple affiliated LLC facilities in California specializing in geriatrics, post-hospital, and transitional care.

Generations Healthcare offers nursing care; therapy services including physical, occupational, and speech therapy, and stroke and orthopedic rehabilitation. Generations Healthcare offers assisted living, memory care, and behavioral health care services.

This is Generations Healthcare's second ETP Agreement, and the second in the last five years. This proposal will fund training for its employees and those of 14 closely-held affiliates, located statewide.

The Company's corporate office located in Santa Ana will coordinate the implementation and administration of training. However, it is not included in the proposed training plan.

Generations Healthcare is eligible for ETP funding under Special Employment Training (SET) provisions for frontline workers. The Company qualifies for ETP's Priority Industry reimbursement as a healthcare employer.

## **PROJECT DETAILS**

Generations Healthcare experienced 30% growth in the past few years. Training under the previous Agreement focused heavily on anticipating, preparing, and supporting increased patient volume and the associated demand for patient care services under the Affordable Care Act (ACA).

In this proposal, Generations Healthcare has identified the following changes in programs and services that are driving the current need for training:

- The Company must continue to keep pace with pending legislative changes of the ACA and other legislative components occurring within the healthcare industry including quality program models tested by the Centers of Medicare & Medicaid Services (CMS). In March 2016, the CMS unveiled major changes to Nursing Home Compare, a care facility five-star rating system, with new quality measures that must be integrated under the new system. The five-star quality rating system is a tool to help consumers select and compare skilled nursing centers which is readily accessible on the internet. As a result, the Company has committed to align new quality improvement training to help maintain its high ratings, standards of patient care, and key partnerships with other healthcare providers;
- The Company opened a new skilled nursing facility in Sacramento. Generations Healthcare has committed to provide care to patients who no longer require acute hospitalization but have ongoing medical needs at the hospital-based skilled nursing level. As a result of its expansion into the Sacramento County area healthcare market, the Company must upgrade many of the new facility employee's skill levels, requiring Generations Healthcare to provide its entire skilled nursing staff with knowledge and training necessary to provide exceptional nursing care to patients after an acute hospitalization; and
- The Company has recently invested \$1M on a new Electronic Medical Records Software, Point Click Care. This system will allow Generations Healthcare to provide an integrated

clinical and financial electronic medical record along with its Customer Relationship Management system (CRM) across the post-acute care continuum. Although originally planned to be implemented in 2014, the Company has begun installation in July 2016 and will continue to all facilities through 2017. Training for the new software system has begun and is projected to continue to be delivered to all staff in the next 24 months or longer, until all software updates have been completed.

## **Training Plan**

### **Medical Skills Training (60%)**

Medical Skills (MS) training will continue to be crucial in supporting Generations Healthcare's new healthcare delivery procedures and meeting new regulations and standards concerning quality, safety, and transparency. Approximately 1,139 trainees including Registered Nurse (RN), Licensed Vocational Nurse (LVN), Therapist, Therapy Assistant, and Certified Nursing Assistant (CNA) will participate in MS training. Trainees will utilize one or both didactic and clinical with preceptor training methodologies as it pertains to their job function.

All trainees will receive MS training to better understand advanced clinical processes, to ensure competency and maximize patient satisfaction and safety. Training will include advanced skills in patient assessment, therapy, ventilator and tracheotomy care, wound care, infection control, cardiac care, atrial fibrillation, stroke care, diabetes management, dialysis care, mental health care, and dementia care.

RNs and LVNs will receive hands-on (Clinical with Preceptor) training to demonstrate efficiencies of advanced clinical process learned in the classroom (Didactic). Training will focus on patient safety, respiratory care, wound management, rehabilitation, activities of daily living, and safe patient handling.

Approximately 57 CNA trainees will receive MS training. According to the Company, CNAs are the the major "action unit" of the nursing team as they work closely alongside patients. Training will enable CNAs to improve skills necessary to identify patients' conditions and be responsible for their care, recovery, and rehabilitation in order to assist RNs and LVNs to determine the best course of action in the patient's overall care. CNAs will receive several critical MS course topics to gain confidence and experience in a supportive role environment alongside experienced healthcare professionals.

Medical Skills training is reimbursed at a rate of \$22 per hour. This blended rate recognizes the higher cost of delivery for clinical training. It will apply to both the Didactic and Preceptor modes of delivery.

### **Computer Skills (30%)**

Training will focus on the Hospital's new Electronic Medical Records (EMR) System and will be provided to all workers as the system is implemented. EMR training will provide trainees with skills necessary to improve documentation and navigation through patient charts. Course topics also include Patient Services Billing Software application skills and Electronic Tablet for Bedside Charting.

### **Continuous Improvement (10%)**

Training will be provided to all occupations. Topics include Communication Skills, Problem Analysis and Problem Solving, Interdepartmental Collaboration, Resident-Centered Care,



Documentation Skills, Culturally-Appropriate Care, Team Building, and the Five-Star Rating System. Training will support ongoing clinical improvements, changing regulatory standards, and integration of evidenced-based care.

### **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.

Generations spends up to \$75,000 annually on training per facility. Employee training includes staff orientation, in-services, sexual harassment prevention, safety training, and basic computer skills.

#### ➤ Training Infrastructure

Generations plans to contract with an administrative subcontractor to assist with ETP project administration. In addition, the Company will dedicate a Director Staff Development at each facility to oversee the training program, as well as collect and submit training rosters to the administrative subcontractor for data entry into the ETP system.

### **Special Employment Training (SET)**

Under Special Employment Training (SET), an 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.

### **SET/HUA Wage Modification**

For trainees employed in a priority industry, the Panel may modify the SET wage up to 25% below the statewide average hourly wage to \$22.04 (Job 2). This wage modification is intended to train entry-level healthcare workers in lower wage occupations to provide opportunities for promotion, wage increases, and long-term job security.

Trainees in Job Number 1 work in Stanislaus County, a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. These trainees are eligible for a wage modification to the ETP Minimum Wage rather than the Statewide Average Hourly Wage. Generations Healthcare requests a wage modification from \$29.38 to \$12.25. The Company will increase the worker wage at least 2% from the start of training to the end of retention.

### **Substantial Contribution**

A substantial contribution does not apply to this proposal because Generations Healthcare has not earned \$250,000 (excluding Job Creation) or more within five years, at the same facility.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET15-0275	Statewide	9/2/14 – 9/1/16	\$728,220	\$515,656 (71%)

**DEVELOPMENT SERVICES**

Generations Healthcare retained National Training Systems, Inc. (NTS) in Ladera Ranch to assist with development of this proposal for a flat fee of \$23,102.

**ADMINISTRATIVE SERVICES**

NTS will also perform administrative services in connection with this proposal for an amount 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:

**MEDICAL SKILLS – DIDACTIC**

- Administration of Antimicrobial Agent (ABT Stewardship)
- Annual Skills Update
- Infection Control
- Basic Life Support
- Body Mechanics
- Patient Transfer Techniques
- Equipment Skills (including, but not limited to pumps, vital monitoring devices, support systems, therapeutic modalities)
- Advanced Cardiac Life Support
- Change of Condition Management
- Interdisciplinary Team Process
- Pain Management (Acute and Chronic)
- Intravenous Therapy
- Enteral Feeding Tube Management
- Respiratory Care
- Restorative Nursing
- Wound Management
- Advanced Assessment Skills
- Diabetic Management
- Urinary Management (foley catheter, input/output)
- Resident and Family Education
- Medication Administration Management
- Restraint and Restraint Reduction
- Behavior Management
- Psychotropic Medication Management
- Patient Assessment & Care
- Physical, Occupational, Speech Therapy
- End of Life Care
- Patient Fall Prevention
- Dementia/Alzheimer's
- Neurovascular System
- Residents with Special Needs
- Gastrointestinal System
- Laboratory
  - Electrolyte Imbalance
  - Arterial Blood Gas Interpretation
- Cardiac Conditions
- Neurological Conditions
- Resident Emergency Response
- Skeletal/Orthopedic Conditions
- Incontinence Management (colostomy care, urinary catheter care)
- Pro Act Training - Professional Assault Crisis Training and Certification (Pro Act)

**MEDICAL SKILLS – CLINICAL WITH PRECEPTOR**

- Inpatient & Outpatient Care Unit
  - Medication Management
  - Advanced Assessment Skills
  - Advanced Clinical Skills
  - Infection Control
  - Patient Safety
  - Clinical Skills Review
  - Clinical Certification Skills
  - Patient Assessment and Care
  - Intravenous Therapy
  - Enteral Management
    - Bolus
    - Intermittent
    - Continuous
  - Feeding Tube
    - Insertion
    - Site Care
    - Removal
  - Dementia Care
  - Assessing of Tube-Fed Individuals with Diabetes Mellitus
  - Preventing and Identifying Complications Related to Tube Feedings
  - Respiratory Care
  - Wound Management
  - Hemovac/Pnuemovac
  - Dementia/Alzheimer's
  - Managing Patients with Neurovascular Conditions
  - Rehabilitation Services
    - Physical Therapy
    - Occupational Therapy
    - Speech Therapy
  - Residents with Special Needs
  - Gastrointestinal Conditions
  - Cardiac Conditions
  - Skeletal/Orthopedic Conditions
  - Incontinence Management (colostomy care)
  - Assisting and performing self-care skills with patients; facilitating functional gains of each patient
  - Functional mobility and ambulation
  - Bowel and bladder training of patients
  - Identification of skin impairments and prevention
  - Identification of patient change in condition
  - Monitoring of cardiovascular changes such as vital signs, endurance, level of consciousness
  - Breathing patterns and respiratory function
  - Pain management
  - Positioning of patients for correct body alignment
  - Monitor blood pressure of patients
  - Operate safety devices with patient
  - Activities of daily living
  - Conduct range of motion exercises with patient
  - Patient care of foot and hand

- Infection Control
- Charting
- Colostomy Care
- Hazardous Waste Handling
- Isolation Techniques
- Safe Patient Handling
- Use of the Call Light System
- Safe Linen Handling
- Equipment/Modalities
- Therapeutic Safety
- Proper Use of Exercise Equipment
- Therapeutic Activities
- Therapeutic Exercises
- Assistive Devices
- Procedures for Temperature check for Hydrocollator/Paraffin

### **COMPUTER SKILLS**

- Electronic Medical Records Application Skills
- Patient Services Billing Software
- Electronic Tablet for Bedside Charting

### **CONTINUOUS IMPROVEMENT**

- Administration
- Medical Records
- Customer Service
- Communication Skills
- Director of Nursing Huddles
- Problem Analysis and Problem Solving
- Clinical Services System Management
- Interdepartmental Collaboration
- Interdisciplinary Team
- Incident/Accident Management
- Resident Centered Care
- Mobility Skills
- Documentation
- Continuous Quality Improvement Workshop
- Culturally Appropriate Care
- Team Building
- The Five Star Rating System

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



**TRAINING PROPOSAL FOR  
Medtronic, Inc. dba Medtronic Neurovascular  
17-0507**

**Panel Meeting Date:** 03/24/2017  
**Regional Office:** San Diego Regional Office  
**Analyst Name:** Davey, Joe  
**Type of Proposal:** Single Employer Contract (SE)  
**Funding Source:** Out-of-State Competition (OSC)

**FUNDING OVERVIEW**

Provided here is a summary of the funding for the proposed Training Project.

<b>TOTAL ETP FUNDING: \$589,950.00</b>			
<b>Program &amp; Admin Cost</b>	<b>Support Cost</b>	<b>Substantial Contribution (\$ / %)</b>	<b>Total In-Kind</b>
\$589,950.00	N/A	N/A	\$940,500.00

**APPLICANT PROFILE**

<b>Company Summary</b>	Medtronic, Inc. dba Medtronic Neurovascular (Medtronic NV) manufactures and markets products and therapies to treat diseases of the vasculature in and around the brain. The Company's main products include coils, neurovascular stents, and flow diversion products, as well as access and delivery products to support vascular procedures.
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<b>Industry Sector(s)</b>	Manufacturing
<b>Priority Industry</b>	Yes
<b>No. of Employees (Applicant)</b>	State: <u>6,800</u> US: <u>48,000</u> World Wide: <u>88,000</u>
<b>Turnover Rate (Applicant)</b>	9.50%.
<b>Repeat Contractor</b>	No
<b>High Unemployment Area</b>	No
<b>Unions</b>	No

## **TRAINING PROFILE**

<b><i>Training Objective</i></b>	Training will be in the use of state-of-the art medical device manufacturing machines, tools, and techniques in a clean room environment. The Company's success depends on the ability of its workers to adapt to changing manufacturing technologies with most of the training under this proposal being delivered to frontline production staff. This training must be delivered in accordance with strict FDA regulatory requirements.
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Training is summarized below. Additional details are provided in *Appendix A - Group and Job Title Details* of this Panel Proposal.

#	Group Characteristics	# of Trainees	Reimbursement Rate	Avg. Hours	Cost Per Trainee	Min – Max Hour
1	Retrainees	575	\$18.00	57	\$1,033	8-200

## PROPOSED TRAINING PROJECT DETAILS

Provided here are the details on the proposed Training Project.

### 1. Company Background

Medtronic NV, headquartered in Irvine, manufactures neurovascular products treating strokes and other neurological issues. Its Pipeline Device was the first flow diversion product approved by the US Food and Drug Administration (FDA.) The Company's customer base includes hospitals, clinics, third-party health care providers, distributors, and other institutions, including governmental health care programs and group purchasing organizations (GPOs).

The manufacturing of Medtronic NV's products is a highly exacting and complex process, due in part to strict requirements imposed by the FDA and other regulatory agencies where the products are sold on the international market. Additionally, the medical device manufacturing industry is characterized by continuous technological changes, resulting in ever changing customer preferences and requirements. This requires Medtronic NV to continue update products and train staff.

### 2. Current Training Project Details

Provided here are details on the purpose of the training, a summary of the marketing plan and support costs.

<b><i>Purpose of Training</i></b>	The Company's success depends on the ability of its workers to adapt to changing manufacturing technologies and customer demands. Most of the training under this proposal will be delivered to frontline manufacturing workers (Production Operators) who will be trained to use state-of-the art medical device manufacturing machines, tools, and techniques in a clean room environment. The proposed Training Project will also support a number of research and development Medtronic NV products that will move to full production in late 2017.
<b><i>Training Infrastructure and Administration</i></b>	Medtronic NV has one training manager and two administrative coordinators located at the Irvine facility directly responsible for training scheduling, tracking, and reporting. Medtronic NV has also retained an administrative consultant with experience in the medical device industry and with ETP. This will ensures training adheres to ETP requirements.
<b><i>Marketing Plan</i></b> (MEC Only)	N/A
<b><i>Support Cost Description</i></b> (MEC Only)	N/A
<b><i>Substantial Contribution Description</i></b>	N/A



### 3. Sample Curriculum

Provided below is a summary of the methods by which training will be delivered including a sample of the courses that will be offered. The detailed list of training is provided as *Appendix B – Curriculum Detail Listing* of this proposed Training Project.

Each of the Trainee groups will be able to take courses under the various delivery methods.

<i>Delivery Method</i>	<i>Classroom/Simulated Laboratory</i>
<b>Training Type</b>	<b>Sample Classes</b>
Computer Skills	Advanced Desktop Applications
	Manufacturing Control Systems
Continuous Improvement Skills	Product Quality and Reliability
	Manufacturing Design Tools
Manufacturing Skills	Production and Equipment Operations
	Manufacturing Process Cross Training

  

<i>Delivery Method</i>	<i>Productive Lab (PL)</i>
<b>Training Type</b>	<b>Sample Classes</b>
Manufacturing Skills	Medical Device Machine Operations
	Manufacturing Process Cross Training

**Justification Summary:** In accordance with ETP PL guidelines, 500 Production Operators at Medtronic NV will receive up to 60 hours of productive lab training. Medtronic manufactures the highest-quality medical equipment on the market today requiring employees to have FDA requisite skills that can only be acquired through "hands-on" training.

### 4. Additional Company or Training Project Details

Provided here is additional information relative to the proposed Training Project.

#### 4.1 Program Waivers

The next table lists the various waivers and supporting justifications for training that apply to this proposed Training Project.

<b>Waivers/Justification Type</b>	<b>Summary</b>
None have been requested	

#### 4.2 Subcontractor Summary

Medtronic NV retained the services of the following Subcontractor(s):

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Service Cost or %</b>
Development	Herrera & Company	Stockton	\$7,500.00
Administrative	Herrera & Company	Stockton	13%
Training	None to Date		

### **4.3 Previous ETP Project Summary**

Medtronic NV does not have an active or previous ETP.

### **4.4 Supporting Panel Proposal Documentation:**

Provided in Appendixes A, B and C is additional application details on the intended training population, the detailed curriculum, and associated program characteristics that are related to this proposed Training Project.



**Training Proposal for:**

**Informatica LLC**

**Agreement Number: ET17-0463**

**Panel Meeting of:** March 24, 2017

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

**Analyst:** L. Molinar

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Technology/Other  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Mateo	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 850	U.S.: 1,635	Worldwide: 3,655
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	16%		

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$357,552		\$0	\$0		\$357,552

In-Kind Contribution:	100% of Total ETP Funding Required	\$798,380
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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	764	8-200	0-50	\$468	\$17.63
				Weighted Avg: 26			

**Minimum Wage by County:** \$17.63 per hour for San Mateo 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  
 Health benefits of up to \$0.63 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administration I		19
Administration II		45
Global Customer Support I		31
Global Customer Support II		40
Marketing I		43
Marketing II		8
Research & Development I		112
Research & Development II		129
Human Resources I		10
Human Resources II		6
Sales I		32
Sales II		67
IT I		48
IT II		18
Field Services I		13
Field Services II		19
Managers I		43
Managers II		65
Managers III		16

## **INTRODUCTION**

Founded in 1993, and headquartered in Redwood City, Informatica LLC (Informatica) (<https://www.informatica.com/>) develops a wide range of data management software, to help companies gather and manage information from a variety of sources, verify and ensure the quality and security of data, and synthesize data in one location. Informatica offers Big Data, Cloud Integration, Data Integration, Quality, Security, and Master Data Management systems. Informatica's service department works with customers to identify their data management needs, determine which product best meets their needs, customizing products to work with the client's data and IT infrastructure and install the solution. Informatica's clients include: Western Union, Qualcomm, Ace Hardware, and other customers across the finance, retail, healthcare, technology, and public sectors.

Informatica is a Software Publisher, and therefore meets out-of-state competition standards and qualifies for ETP funds as a priority industry.

Informatica has historically focused on offering Enterprise Data Management Software, where it travels to the facilities of large organizations, installs and configures its software on the client's servers. The Company even stations employees at the facilities of some clients to assist in operating the Data Management Software. Informatica is still offering Enterprise level services, however, Informatica became a private company in 2015 to facilitate the transition from software based to cloud and subscription-based services heavily used by smaller companies. Informatica now hosts Data Management Software on its own servers, with plugins that allow subscribers to connect their computers and popular programs like Salesforce. Informatica's new Cloud Integration Platform allows the Company to offer its services to smaller organizations, without their own servers and IT infrastructure.

As Informatica focuses on Cloud Data Management, it must transform its product portfolio, sales and business models, and its organization. Informatica must provide training on new services and on achieving new operational goals through process or technological changes.

## **PROJECT DETAILS**

### **Need For Training**

Informatica is adding computer server data centers, allowing the Company to offer expanded cloud storage and cloud processing solutions. Because computing will be done at Informatica's data centers, Cloud Computing allows Informatica to offer services to smaller clients that lack the infrastructure of larger competitors. Informatica's technical staff requires training on Cloud Computing and associated programming frameworks to offer additional cloud services and remain at the cutting edge of technological trends.

Driven by the shift to Cloud Services, Informatica has begun selling software subscriptions, rather than one-time sales of Enterprise License Agreements. The lower cost of this subscription model, coupled with the infrastructure advantages of cloud computing, allows Informatica to offer products and services to an expanded customer base of smaller companies. The new revenue model increases the volume of transactions and changes the way the Company provides and markets its products. Informatica employees require training to effectively provide products and grow its customer base.

To support the new services and business model, Informatica must ensure its processes and systems are current. Informatica has invested in new Enterprise Resource Planning software, a new Human Resource Information System, and new accounting software. These new computer

systems change the Company's processes and procedures. Employees require training on use of the new computer systems to attain updated operational goals.

Informatica's customer base uses a variety of software platforms, databases, and programming languages which all interface differently with the Informatica Platform. Informatica's employees require training on the foundations of many different programming languages and computer systems to ensure that its products will support customers' evolving computer infrastructure.

## Training Plan

Informatica has developed a training plan to address the changing business environment and consequent reorganization, and is prepared to start training upon approval of this proposal. Training will be offered at Informatica's headquarters in Redwood City. Informatica will be delivering most of its training through internal subject matter experts, and is researching training vendors to deliver some Business Skills training.

Informatica will provide training to Senior Managers (Manager III), who manage large scale software development, working with lower level managers to coordinate cross functional teams. These Managers do not set company policy, and are not Top-Level Executives.

**Business Skills (25%):** Training will be offered to all occupations on Customer Service, Product Knowledge, Communication, Presentation Skills, and Project Management. As Informatica's products evolve, employees must develop strong product knowledge and effective communication skills to better manage projects and serve customers.

**Computer Skills (60%):** Informatica is improving its internal computer systems, and will provide training to all occupations on Enterprise Resource Planning applications, Human Resource System Applications, Learning Management Systems, and Accounting System Applications. This training will enable workers to effectively utilize the Company's infrastructure improvements and streamlining processes.

Informatica will also be providing training to R&D, IT, Customer Support, Field Services, and Managers on the more technical computer skills. Training will be provided on Cloud Computing, Software Development, and Software Security; Data Validation, Data Quality, and Data Migration; and on a variety of Programming languages and frameworks such as Hadoop, Python and Django. Training will provide employees a solid understanding of these technologies to effectively develop, install, integrate, and support Informatica's evolving products.

Informatica's R&D, IT, Field Services, and Managers must ensure that company programs work with a wide range of client systems and programming languages. This requires cross-training on the "basics" of very complex subjects, gaining enough knowledge to ensure that Informatica's technology can interface with the client's technology.

Informatica must also provide Customer Support, Marketing, and Sales with a firm foundation of technical courses so they can communicate with customers effectively. These occupations must understand the basics of complicated software and technological trends in order to understand customer questions and differentiate Informatica's products from those of its competitors.

**Continuous Improvement (15%):** Informatica will be providing training to all occupations in Process Improvement, Leadership, Teambuilding, and Time Management, which will support the Company's new processes and procedures. The Company culture is one where Managers are held responsible to front-line workers for leadership, motivation, and support, which requires training.

**E-Learning:** Informatica is a global company, with facilities throughout the world. In order to ensure that the most qualified individual is leading the training, or to deliver training to

geographically diverse teams, Informatica will be delivering some training through E-Learning. Trainees will be located at their desk and will connect with the instructor using phones/headsets and web-conferencing software. Training will be scheduled and tracked by Informatica's Learning Management System (LMS), which will be configured to enforce ETP's 1:20 trainer to trainee ratio.

**CBT:** Informatica will be offering Computer Based Training (CBT) to all employees on Computer Skills and Product Knowledge (Business Skills). Informatica's Talent Development Department developed a large curriculum of CBT courses to keep standards and training consistent globally and allow employees to train during downtime and at their own pace. Informatica is strongly committed to classroom training, but is supplementing these trainings with CBT where employees can develop technical skills at their own pace while on company time.

### **Commitment to Training**

Informatica has an annual training budget of \$600,000. ETP funds will not displace the Company's existing financial commitment to training. Informatica currently provides training on soft skills, career advancement, basic business skills, and new technology. The Company also provides new-hire training and government-mandated training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

Informatica will begin training with internal instructors upon Panel approval. The Company has designated a staff member to oversee this project and coordinate with ETP. This Talent Development Specialist will work with the administrators of each department to ensure that ETP requirements are met. The Company also retained the services of RSM US LLP, who will provide administrative services and support.

### **Electronic Record Keeping**

Staff has approved Informatica's use of a LMS for recordkeeping.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

Informatica LLC retained RSM US LLP of San Diego to assist with development of this proposal for a flat fee of \$1,000.

### **ADMINISTRATIVE SERVICES**

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

### **TRAINING VENDORS**

To Be Determined

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

8-200

**BUSINESS SKILLS**

- Customer Service
- Product Knowledge
- Presentation Skills
- Sales & Marketing
- Communication
- Finance/Accounting
- Business Administration
- Project Management

**COMPUTER SKILLS**

- Hadoop
- B2B Data Exchange
- eXtensible Markup Language (XML)
- Structured Query Language (SQL)
- Web Service Protocols
- Java
- Python
- Django
- Software Security
- Software Development
- Troubleshooting
- Programming
- Data Validation
- Data Quality
- Data Migration
- Informatica Data Director (IDD) Configuration
- Master Data Management (MDM)
- PowerCenter
- Cloud Computing
- Salesforce Applications
- Learning Management System (LMS) Applications
- Enterprise Resource Planning (ERP) Applications
- Human Resource System (HRIS) Applications
- Accounting Systems Applications

**CONTINUOUS IMPROVEMENT**

- Leadership
- Coaching
- Process Improvement
- Teambuilding
- Time Management



**CBT HOURS**

0 - 50

**COMPUTER-BASED TRAINING (CBT)****BUSINESS SKILLS**

- 2017 Kickoff Prework - 3 modules (1 hour per module)
  - Big Data/Data Integration (1 hour)
  - Cloud Roadshow and Power Hour Quiz (1 hour)
  - Data Security OnDemand (1 hour)
- Capitalize on the Shift in Demand for Data Integration in a Cloud and Big Data World (1 hr)
- Competing with Reltio (1 hr)
- Data 101 (1 hr)
- Data Integration for Dummies (1 hr)
- Developer Client (1 hr)
- Sales Strategy Enterprise for MDM (1 hr)
- Sales Strategy Uber for MDM (1 hr)
- Salesforce Applications: 20 modules (1 hour per module)
  - Overview (1 hour)
  - Chatter (1 hour)
  - Content Search(1 hour)
  - Sales Process (1 hour)
  - NextGen 360 Report (1 hour)
  - Custom Reference (1 hour)
  - Competitive Information (1 hour)
  - Integration (1 hour)
  - Case Management (1 hour)
  - Escalation (1 hour)
  - Cloud Test Data Management (1 hour)
  - Account and Project (1 hour)
  - Collaboration (1 hour)
  - CSM (1 hour)
  - Five9 (1 hour)
  - Knowledge base (1 hour)
  - Online Portal (1 hour)
  - System Requirements (1 hour)
  - User Access (1 hour)
  - Activity Integration (1 hour)
- Selling Scenario 1 for Big Data – DW Optimization - Reducing IT Cost (1 hr)
- Selling Scenario 2 for Big Data - Data Lakes (1 hr)
- State of MDM Market (1 hr)
- Talend (Competitor Name) Competitive Analysis (1 hr)
- The Value of Your MDM Specialist (1 hr)
- V10 - Pushdown Optimization (1 hr)
- V10 - Workflow (1 hr)
- Informatica Big Data Management v10.1 (1 hr)

**COMPUTER SKILLS**

- ActiveVOS (Proprietary Name) (1 hr)
- Architecture Risk Analysis (1 hr)

- Basic JAVA/JVM troubleshooting (1 hr)
- Background Debug Module (BDM) Content Library (1 hr)
- Big Data 10.x: Black Belt Enablement- 13 modules (1 hour per module) (1 hr)
- Cloud Power Hour - 3 modules (1 hour per module)
- Cloud Roadshow OnDemand - 4 modules (1 hour per module)
- Cloud Support Offering (1 hr)
- Configuring MDM Multidomain Edition - 07 Load Process (1 hr)
- Data Integration Hub (DIH) Silver Presentation Enablement (Partner) (1 hr)
  - Data Quality 10 Developer, Level 2- 13 modules (1 hour per module) Additional Parsing Techniques (1 hour)
  - Association (1 hour)
  - CRM and Dashboard and Reporting Templates (1 hour)
  - Data Quality at Work (1 hour)
  - Developer Review and Join profiling (1 hour)
  - Data Quality for Excel using Web Services (1 hour)
  - Grouping and Matching (1 hour)
  - Identity Matching (1 hour)
  - Informatica Analyst Tasks (1 hour)
  - Parameterization (1 hour)
  - Performance tips and tricks (1 hour)
  - Standardization and Classification (1 hour)
  - Task and Workflow Management (1 hour)
- Data Quality 10: Administration- 14 modules (1 hour per module)
  - New Features (1 hour)
  - Analyst Service (1 hour)
  - Best Practices (1 hour)
  - Configuring the Model Repository Service (1 hour)
  - Content Management Service (1 hour)
  - Creating user Accounts and Groups (1 hour)
  - Data Integration Service (1 hour)
  - Informatica 10.1 Architecture (1 hour)
  - Informatica Developer Client Management (1 hour)
  - Installing Informatica 10.1 (1 hour)
  - Managing the Domain (1 hour)
  - Monitoring and Log Management (1 hour)
  - Permissions (1 hour)
  - Privileges and Roles (1 hour)
- Data Quality 10: Developer, Level 1- 9 modules (1 hour per module)
  - What to Expect (1 hour)
  - An Introduction to Informatica Developer (1 hour)
  - Informatica Data Quality Developer Course (1 hour)

- Project Collaboration and Reference Table Management (1 hour)
- Parsing (1 hour)
- Automatica Consolidation (1 hour)
- Manual Exception and Consolidation Management (1 hour)
- Task and Workflow Management (1 hour)
- Object Import/Export (1 hour)
- Data Quality 10: Developer/Analyst, New Features (1 hr)
- Data Quality 10: Introduction to Informatica Developer (1 hr)
- Data Quality 9.1 Developer - 16 modules (1 hour per module)
  - Introduction and Overview (1 hour)
  - Developer Overview (1 hour)
  - Analyst Collaboration and Reference Table Management (1 hour)
  - Data Quality Developer Profiling (1 hour)
  - Data Quality Data Standardization (1 hour)
  - Data Quality Address Validation (1 hour)
  - Data Quality Identity Matching (1 hour)
  - Data Quality Automatic Data Consolidation (1 hour)
  - Data Quality Exception Management (1 hour)
  - Data Quality PowerCenter Integration (1 hour)
  - Data Quality Object Import-Export (1 hour)
  - Data Quality Data Quality for Excel (1 hour)
  - Data Quality Advanced Topics (1 hour)
  - Data Quality Architecture Overview (1 hour)
  - Data Quality Workshop (1 hour)
- Data Quality 9.x Developer: Advanced (1 hr)
- Data Quality 9.x: Analyst (1 hr)
- Data Quality 9.x: Developer, Level 2 (1 hr)
- Data Security Overview (1 hr)
- Data Validation Option 9.x (DVO) - 18 modules (1 hour per module)
  - Data Validation Overview (1 hour)
  - Table Pairs and Table Pair Tests (1 hour)
  - Aggregate Tests (1 hour)
  - Tests (1 hour)
  - Value Tests (1 hour)
  - Expressions (1 hour)
  - Repositories (1 hour)
  - Filtering Data (1 hour)
  - Single Table Constraints (1 hour)
  - Automatic Test Generation (1 hour)
  - Reporting (1 hour)
  - SQL Views (1 hour)
  - Lookup Views (1 hour)
  - Join Views (1 hour)
  - Errors and Troubleshooting (1 hour)

- Importing and Exporting Test Metadata (1 hour)
  - Command Line Integration (1 hour)
  - Data Validation Methodology (1 hour)
- Data Warehouse Academy - 01 Introduction (1 hr)
- Data Warehouse Academy - 02 Modern Architecture (1 hr)
- Defensive Programming for Java- 4 modules (1 hour per module)
  - Defensive Programming for Java 1 (1 hour)
  - Defensive Programming for Java 2 (1 hour)
  - Defensive Programming for Java 3 (1 hour)
  - Defensive Programming for Java 4 (1 hour)
- Defensive Programming for Python and Django- 16 modules (1 hour per module)
  - Python Overview (1 hour)
  - Django Overview (1 hour)
  - Authentication Overview (1 hour)
  - Authentication in Django (1 hour)
  - Authorization Overview (1 hour)
  - Authorization in Django (1 hour)
  - Session Management Overview (1 hour)
  - Session Management in Django (1 hour)
  - Input Validation and Output Encoding (1 hour)
  - Input Validation and Output Encoding in Django (1 hour)
  - Object Role Modeling in Django (1 hour)
  - SQL Injection Vulnerabilities in Django (1 hour)
  - Protection from SQL Injection in Django (1 hour)
  - Configuration Environment/Framework (1 hour)
  - Direct Attack Overview (1 hour)
  - Direct Attack Protection in Django (1 hour)
- DI (Data Integration) and Big Data Myth Busters (1 hr)
- Foundations of .NET Platform Security (Proprietary Name) (1 hr)
- Foundations of .NET Platform Security Assessment (1 hr)
- Foundations of COBOL Security (Proprietary Name) (1 hr)
- Foundations of COBOL Security Assessment (1 hr)
- Foundations of Java Platform Security (1 hr)
- Foundations of Java Platform Security Assessment (1 hr)
- Foundations of JavaScript and HTML5 Security (1 hr)
- Foundations of JavaScript and HTML5 Security Assessment (1 hr)
- Foundations of PHP Security (Proprietary Name) (1 hr)
- Foundations of PHP Security Assessment (1 hr)
- Foundations of Software Security- 4 modules (1 hour per module)
  - Basic Software Security Concepts (1 hour)
  - Fundamentals of a Software Security Initiative (1 hour)
  - Software Security Engineering (1 hour)
  - Defect Discovery and Management (1 hour)

- Foundations of Software Security Requirements (1 hr)
- Foundations of Software Security Requirements Assessment (1 hr)
- Foundations of Threat Modeling (1 hr)
- Foundations of Threat Modeling Assessment (1 hr)
- Global Customer Support (GCS) AtTask (1 hr)
- GCS Cloud Computing - Basic Concepts (1 hr)
- GCS Data Warehouse - Basic Concepts - Part 1 (1 hr)
- GCS DataBase Management System (DBMS) - Basic Concepts - Part 2 (1 hr)
- GCS Deep Dive - SQL to Mapping (1 hr)
- GCS Informatica Network (1 hr)
- GCS Labs (1 hr)
- GCS Microsoft Azure - Basic Concepts (1 hr)
- GCS Overview of Informatica Products (1 hr)
- GCS RESTful Web Services - Basic Concepts (1 hr)
- GCS SAP R/3 - Basic Concepts - Part 1 (Proprietary Name) (1 hr)
- GCS Spark SQL - Basic Concepts (1 hr)
- GCS Teradata - Basic Concepts (1 hr)
- GCS Teradata Connectivity (1 hr)
- GCS Tools (1 hr)
- GCS Tools - INFA9Dump (Proprietary Name) (1 hr)
- GCS Tools - INFA9Logs (1 hr)
- GCS Tools - Stack Trace (1 hr)
- GCS UNIX - Basic Concepts (1 hr)
- GCS Web Services - Basic Concepts (1 hr)
- GCS Web Services Simple Object Access Protocol (SOAP) - Basic Concepts (1 hr)
- GCS Web Services Universal Description, Discover, and Integration (UDDI) - Basic Concepts (1 hr)
- GCS Web Services Web Services Description Language (WSDL) - Basic Concepts (1 hr)
- GCS Web Services XML-Remote Call Procedure (RPC) - Basic Concepts (1 hr)
- GCS XML Schema Definition (XSD) - Basic Concepts (1 hr)
- General Data Protection Regulation (GDPR) Primer for Informatica Sales and Marketing (1 hr)
- Hadoop 101 for Informatica Professional Services (IPS) (1 hr)
- H Master Data Management Opportunities (1 hr)
- IDD Configuration - 11 modules (1 hour per module)
  - Course Overview (1 hour)
  - Components of an IDD Application (1 hour)
  - Subject Areas and their Relationships (1 hour)
  - Lookups and Other Features (1 hour)
  - Cleansing (1 hour)
  - Searching and Matching (1 hour)

- Import and Export Master Data (1 hour)
- Timeline Output (1 hour)
- Hierarchies Output (1 hour)
- 10A Workflows and Tasks (1 hour)
- 10B IDD Security (1 hour)
- 11A Localization and Help Output (1 hour)
- 11B Dashboard Charts and UI Extensions Output (1 hour)
- Identify and Qualify (Bronze) - 13 hours per module (1 hour per module)
  - Big Data Edition
  - Cloud Data Management (1 hour)
  - Data Archive (1 hour)
  - Data Integration (1 hour)
  - Data Integration Hub (1 hour)
  - Data Quality (1 hour)
  - Intelligent Data Platform (1 hour)
  - Master Data Management (1 hour)
  - PowerCenter Real Time Package (1 hour)
  - Product Information Management (1 hour)
  - Secure@Source(1 hour)
  - Test Data Management (1 hour)
  - Informatica Lifecycle Management (1 hour)
- Informatica Lifecycle Management (ILM) (1 hr)
- ILM - EDM (1 hr)
- ILM Data Archive 6.x: Live Archiving (Module) (1 hr)
- Informatica Analyst 10- 6 modules (1 hour per module)
  - Analyst Profiling (1 hour)
  - Data Quality Architecture and Data Objects (1 hour)
  - Informatica Exception Management (1 hour)
  - Reference Table Management (1 hour)
  - Rule Specification (1 hour)
  - Scorecards (1 hour)
- Informatica Data Security Primer (1 hr)
- Introduction to BOST (Proprietary Name) (1 hr)
- Introduction to BOST - Bronze Certification Exam (1 hr)
- Introduction to Buying Personas (1 hr)
- Introduction to Cloud Prospecting (1 hr)
- Introduction to Enterprise Information Catalog (1 hr)
- Introduction to Hadoop and NOSQL (1 hr)
- Introduction to Intelligent Data Lake (1 hr)
- Introduction to MDM Prospecting (1 hr)
- IPS Big Data Relationship Management (1 hr)
- IPS Go Live Basics (1 hr)
- IPS Informatica Secure @ Source -Part I (1 hr)
- IPS Kerberos Authentication for 9.6.1 (1 hr)
- IPS PTM 2015 Breakout: MDM (1 hr)
- IPS v10 Deep Dive Partitioning on Vibe data management (1 hr)

- IPS v10 Deep Dive PowerCenter Upgrade and Install (1 hr)
- IPS-Bronze-2016 B2B (1 hr)
- IPS-Bronze-2016 Big Data (1 hr)
- IPS-Bronze-2016 Cloud (1 hr)
- IPS-Bronze-2016 Data Quality (1 hr)
- IPS-Bronze-2016 Data Security Group (1 hr)
- IPS-Bronze-2016 INTRODUCTION (1 hr)
- IPS-Bronze-2016 MDM (1 hr)
- IPS-Bronze-2016 Metadata Manager Business Glossary (1 hr)
- IPS-Bronze-2016 PowerCenter (1 hr)
- IPS-Bronze-2016 PowerExchange (1 hr)
- MDM 10.1- 9 modules (1 hour per module)
  - Introduction (1 hour)
  - Additional MDM Product Features (1 hour)
  - Configure Batch Processes (1 hour)
  - Configure the Data Access Views (1 hour)
  - Configure the Load Process (1 hour)
  - Configure the Match and Merge Process (1 hour)
  - Configure the Stage Process (1 hour)
  - Define the Data Model (1 hour)
  - System Information and Logs (1 hour)
- MDM 10.1: Configuring Informatica Data Director: Components of an IDD Application - 02 (Module) (1 hr)
- MDM 10.1: Configuring Informatica Data Director: Introduction - 01 (Module) (1 hr)
- MDM 10.1: Configuring Informatica Data Director: Subject Areas and their Relationships - 03 (Module) (1 hr)
- MDM Entity 360 Configuration (1 hr)
- MDM Hub 9.x: Developer, Specialist Certification Preparation (onDemand eLearning) (1 hr)
- MDM Myth Busters (1 hr)
- MDM: Administration, Multidomain (Module) (1 hr)
- Metadata Manager 10.1: Overview - 01 (Module) (1 hr)
- Metadata Manager Business Glossary 9.6.1 Enablement (1 hr)
- Migrating OnPremise to Cloud Amazon Web Services (AWS) (1 hr)
- Performance Tuning (1 hr)
- Product Information Management (PIM): Admin Basics (Module) (1 hr)
- PIM: Data Life Cycle Processes (Module) (1 hr)
- PIM: Data Model Basics (Module) (1 hr)
- PIM: Export Basics (Module) (1 hr)
- PIM: Import Basics (Module) (1 hr)
- PIM: Overview & Basic Usage (Module) (1 hr)
- Play 200 Series - 5 modules (1 hour per module)
  - Application Modernization (1 hour)
  - Big Data Analytics (1 hour)

- Boost Sales Effectiveness (1 hour)
  - Cloud and Hybrid Analytics (1 hour)
  - Data Warehouse Modernization (1 hour)
- Play 300 Series - Create a Data Lake for Innovation (1 hr)
- Powercenter 10.x: Developer, Level 1 - 12 modules (1 hour per module)
  - PowerCenter Overview (1 hour)
  - Sorting and Aggregating Data Using PowerCenter (1 hour)
  - Mapping (1 hour)
  - Workflow (1 hour)
  - ETL Fundamentals (1 hour)
  - Troubleshooting (1 hour)
  - PowerCenter Transformations, Tasks and Reusability (1 hour)
  - Features and Techniques (1 hour)
  - Joins and Link Conditions (1 hour)
  - Using the Debugger (1 hour)
  - Sequence Generators, Lookups, and Additional Workflow (1 hour)
  - Update Strategies, Routers, and Overrides (1 hour)
- PowerCenter 10: Administration- 16 modules 9 (1 hour per module)
  - Best Practices (1 hour)
  - Analyst Service (1 hour)
  - Configuring PowerCenter Application Services (1 hour)
  - Data Integration Service (1 hour)
  - Domain Management (1 hour)
  - Informatica 10 Architecture (1 hour)
  - Installing Informatica 10 (1 hour)
  - Model Repository Service (1 hour)
  - Operating System Profiles (1 hour)
  - Permissions (1 hour)
  - PowerCenter Repository and Clients (1 hour)
  - Repository Metadata Deployment (1 hour)
  - PowerCenter Web Services Hub Management (1 hour)
  - Privileges and Roles (1 hour)
  - Users and Groups (1 hour)
  - Using the Administrator Tool (1 hour)
- PowerCenter 9.x Level 2 Developer - 13 modules (1 hour per module)
  - Overview (1 hour)
  - Architecture (1 hour)
  - User Defined Functions (1 hour)
  - Normalize and Denormalize Data (1 hour)
  - Stored Procedure and SQL Transformations (1 hour)
  - Transaction Processing (1 hour)



- Transaction Control Transformation (1 hour)
- Workflow Recovery (1 hour)
- Command Line Programs
- Performance Tuning Methodology (1 hour)
- Performance Tuning the Mapping Design (1 hour)
- Performance Tuning Memory Optimization (1 hour)
- Performance Tuning Pipeline Partitioning (1 hour)
- PowerCenter Overview (1 hr)
- PowerCenter Version 10: New Features (Module)
- Professional Services Foundation Package(s) & Paid Pilots for Big Data (1 hr)
- Risk Based Security Testing Strategy- 4 modules (1 hour per module)
  - Risk Based Security Testing Strategy 1 (1 hour)
  - Risk Based Security Testing Strategy 2 (1 hour)
  - Risk Based Security Testing Strategy 3 (1 hour)
  - Risk Based Security Testing Strategy 4 (1 hour).
- Risk Based Security Testing Strategy Assessment (1 hr)
- Secure Password Storage- 5 modules (1 hour per module)
  - Password Storage Overview (1 hour)
  - Simple Hashes (1 hour)
  - Salted Hashes (1 hour)
  - Keyed Hash Functions (1 hour)
  - Adaptive Hash Functions (1 hour)
- Systems Architecture Management (SAM): Systems Information Exchange Modeling (1 hr)
- Technical Architect Manager (TAM) Module 1: Introduction to the Technology View (T-View) of BOST (1 hr)

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



## RETRAINEE - JOB CREATION

**Training Proposal for:**

**On-Site Manager, Inc.**

**Agreement Number: ET17-0435**

**Panel Meeting of:** March 24, 2017

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

**Analyst:** C. Hoover

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Technology/Other  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: 166	U.S.: 234	Worldwide: 235
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	5%		

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$333,852		\$0	\$0		\$333,852

In-Kind Contribution:	100% of Total ETP Funding Required	\$503,186
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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, Management Skills, Advanced Technology	142	8-200	0-2	\$1,656	\$17.63
				Weighted Avg: 92			
2	Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Management Skills, Advanced Technology	47	8-200	0-2	\$2,100	*\$15.00
				Weighted Avg: 105			

\*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. The highest minimum wage rate will prevail.

**Minimum Wage by County:** Job Number 1 (Retrainee)- \$17.63 per hour for Santa Clara, San Francisco and San Mateo counties; \$16.96 per hour for Los Angeles County; \$17.22 per hour for Orange County; and, \$16.72 per hour for San Diego County.

Job Number 2 (Job Creation)- \$14.69 per hour for Santa Clara, San Francisco and San Mateo counties; \$14.13 per hour for Los Angeles County; \$14.35 per hour for Orange County; and, \$13.94 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 \$2.63 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
<b>Job Number 1</b>		
Marketing I		5
Marketing II		3
Administration I		11
Administration II		1
Client Services		55
Project Manager I		7

Project Manager II		2
Engineer I		27
Engineer II		11
Engineer III		1
Sales		10
Manager I		3
Manager II		6
<b>Job Number 2 (Job Creation)</b>		
Marketing		1
Administration		1
Client Services		36
Project Manager		1
Engineer I		3
Engineer II		2
Sales		3

## **INTRODUCTION**

Founded in 1999 and headquartered in Campbell, On-Site Manager, Inc. (On-Site) ([www.on-site.com](http://www.on-site.com)) is a provider of cloud-based software solutions for the rental real estate business. On-Site's product is a software-as-a-service property management platform for property owners, managers and renters. On-Site provides an all-in-one solution, combining a method of finding tenants for property managers/owners, online leasing, application screening, customer relationship management, marketing automation, document management, online payments, and website design/hosting. This platform helps property owners and managers maximize occupancy, operational efficiency and operating income. On-Site customers include multi-family property management companies, realtors, owners of single family homes for rent, and low income/subsidized housing operators. On-Site qualifies for standard retraining as a priority-industry software publisher.

### **Need for Training**

Due to an increase in demand for their products and services, the Company is rapidly growing and more employees have been hired in California and across the Company. On-Site is requiring employees to take on new roles in the Company to meet the changing needs of clients and improve software implementation for customers.

In the past, On-Site had a small sales' team of Account Managers who could handle all implementation, configuration and training for new clients on the Company's software program and its services. Due to growth, On-Site needs to focus the Company's Account Managers on retention and ongoing relationship maintenance with existing clients, so now Account Managers are responsible for managing existing client accounts. Since On-Site's Account Managers will no longer have time for new clients, Project Managers are now responsible for new clients. In addition, the roles of the following Sales Staff will be changing: Regional Sales Managers will develop new business; Sales Representatives will focus on existing customers' success; and Sales Development Representatives will focus on creating leads for new customers by

gathering and determining the needs of the customer. All of these changes necessitate training for workers.

On-Site is working to reduce contract processing time from 100 to 30 days. Previously, Project Managers handled 100% of new customer implementation, configuration and training. Now this role is split between Project Owners, Client Training Specialists, Quality Assurance, and Technical Support staff with the Project Manager as the lead of this implementation team. The Company is releasing two new software products: rent payment processing and revenue management, optimizing client cash flow and enabling clients to better allocate costs and revenues.

On-Site is also offering a new resident relocation service, which is a concierge-like service assisting renters with moving and settling-in services.

In an effort to support the new resident-relocation service, On-Site plans to open a call center at its Campbell headquarters in late 2017. The Company will hire additional staff for this center.

Lastly, in order to stay competitive, On-Site acquired a company called Ellipse Communications in late 2015. Ellipse is an advertising and website design agency for housing providers. This purchase allows On-Site to design customized websites for each property rather than a templated website builder. Many large property management companies are using personalized websites at each property. ETP funds will be used to cross train On-Site's incumbent workforce to bring them up to speed on the new Ellipse features.

All these changes require significant technical support and sales training on new skill sets. On-Site will deliver the majority of training at the Company's facility in Campbell, but it will deliver some ETP-funded training via E-Learning and Videoconferencing to employees who work from home offices in Los Angeles and San Diego.

### **Substantial Contribution**

On-Site is a repeat contractor which did not earn \$250,000 within the last five years. Therefore, Substantial Contribution does not apply.

### **Temporary to Permanent Hiring**

On-Site will train 13 workers (Job Number 2) under Panel guidelines for the Temporary-to-Permanent program. The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for converting temporary workers into full-time permanent employment is 3 months. These workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

These trainees must be eligible to participate in ETP-funded training pursuant to Unemployment Insurance Code. They cannot be enrolled as trainees until after they have been hired by On-Site into full-time, permanent employment. Until they are so hired, retention and post-retention wage requirements cannot be satisfied, and the Company will not receive progress payments.

### **PROJECT DETAILS**

This is On-Site's second ETP Agreement, the second in the past five years. In the prior ETP Agreement, On-Site delivered training to 52 newly-hired and incumbent staff on Business Skills and Computer Skills to Accounting, Customer Service, Engineers, Marketing, Sales, Website Interface Design and Document Design Staff. Training in this Proposal builds upon its previous

project. Even though some of the training curriculum will be the same as in the prior Agreement, training topics have been modified. Trainees who participated in the prior training plan will not repeat any courses.

### **Retrainee - Job Creation**

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

On-Site has committed to hiring 47 new employees (Job Number 2). 36 new Client Service Staff will support the new resident-relocation service call center located at its Campbell facility. These trainees will provide a higher level of customer service to help retain clients. The date-of-hire for all trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

### **Training Plan**

On-Site conducted a formal needs assessment in order to determine major types of training to be delivered. Training will be delivered in Class/Lab, E-Learning, Videoconferencing, Advanced Technology (AT) and Computer-Based Training (CBT) will be provided by in-house instructors and vendors as outlined below:

**Business Skills (40%):** This training will be offered to Client Services, Sales, Marketing, Managers, Administration, Engineering and Project Managers. These employees will receive training in sales, marketing, negotiating, communication, time management, customer relationship, business writing, accounting, customer service, cost control, and conflict resolution. Employees will gain customer relationship management skills and product knowledge, while learning to build relationships with clients to provide high-level customer service.

**Commercial Skills (10%):** This training will be offered to Sales, Client Services and Project Managers. These employees will receive Good Tenant Relations, Lease Renewals, Resident Retentions, Telecommunications, and Leasing Strategies and Techniques courses. Sales' Staff will receive telecommunication training. Employees will receive training on all areas of leasing to better understand the client's needs.

**Computer Skills (20%):** This training will be offered to Client Services, Sales, Project Managers, Administration, Managers and Engineers. These employees will receive training on the numerous software programs (e.g. - HipChat, Linux, Sublime, HubSpot and JIRA). Employees will gain an advanced skills on Microsoft Office. In addition, On-Site's engineering team will receive training in advanced software for computer programming.

**Continuous Improvement (20%):** This training will be offered to Client Services, Sales, Administration, Managers, Engineers and Project Managers. These employees will receive training on process improvement and product enhancements. On-Site's departments function as teams, which require employees to receive training on communication skills, strategic planning, time management, teamwork development skills and teambuilding.

**Management Skills (5%):** This training will be offered to Managers. Management will receive training on coaching, leadership, motivation and decision making. Managers will acquire motivation techniques and teambuilding opportunities to keep On-Site's employees engaged. This training will enhance the Managers' leadership skills.

**Advanced Technology (5%):** This training will be conducted by three lead engineers who are subject matter experts. The cost of training is on an average \$88 per hour for these lead engineers to deliver AT. Engineering trainees will receive an average of 24 hours of training per

AT course. Additionally, they will receive an average of 6 hours per week in software updates' trainings. The trainer-to-trainee ratio is 1:10 for AT to allow in-depth coverage and personal attention from the instructor.

### **Computer-Based Training**

Computer-based training (CBT) will allow employees to take courses at their own pace without instructors. CBT is restricted to no more than 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.

On-Site currently spends \$425,000 on training annually per facility in California. The majority of the Company's training is instructor-led by an in-house Training Specialist. On-Sites' management staff leads some of the Company's more informal training. On-Site has six part-time trainers who help deliver the Company's training. On-Site delivers some of its training via E-learning (webinar) and Videoconference.

#### ➤ Training Infrastructure

On-Site's staff is dedicated to scheduling training, enrolling trainees, tracking training hours and meeting with ETP staff. The Company's Training Specialist has an office manager to assist with scheduling and roster organization. In addition, On-Site has hired Sierra Consulting Services to assist with development and administration of this project.

### **Impact/Outcome**

With the ETP funds, On-Site will provide a number of classes not currently offered within the Company's in-house training program. On-Site's goal is to grow and expand the Company's training team, so it has the ability to focus on company areas and departments that need role-specific training. On-Site strives have at least two trainers conducting training on any given day.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET15-0375	Campbell	2/2/15 – 2/1/17	\$233,512	\$0 (0%)

Based on ETP Systems as of February 28, 2017, 10,708 reimbursable hours have been tracked for potential earnings of \$201,136 (86% of approved amount). On-Site originally estimated that 190 employees would receive ETP training; however, 172 completed training and 166 have been retained and met the 90 day retention period. On-Site will be finalizing its invoicing for Fiscal Closeout. Currently, \$149,562 has been paid to date as five invoices have been submitted prior to Fiscal Closeout.

## **DEVELOPMENT SERVICES**

On-Site retained Sierra Consulting Services in El Dorado Hills to assist with development of this proposal for a flat fee of \$15,000.

## **ADMINISTRATIVE SERVICES**

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

## **TRAINING VENDORS**

Christina Clark Consulting of Rocklin has been retained to provide development of the computer-based training (CBT) modules for a fee of \$83,646. Other trainers will be identified for ETP record-keeping purposes as they are retained.



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

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- + Accounting
- + Business Fundamentals
- + Business Performance
- + Business Writing
- + Behavior Style Strategies
- + Conflict Resolution
- + Creative Marketing
- + Customer Relationship Management
- + Customer Service
- + Communication Skills
- + Cost Control
- + Dealing with Difficult People
- + Employee Coaching
- + Essential Skills for the New Supervisor
- + Financial Analysis
- + Interpersonal Communications
- + Leadership
- + Marketing & Sales Techniques
- + Negotiating
- + Operational Skills
- + Planning and Organization
- + Product Knowledge
- + Project Management and Methodology
- + Project Requirements Analysis and Specifications
- + Property and Resource Management Skills
- + Retaining Customers
- + Relationship Building
- + Sales
- + Strategic Planning
- + Successful Selling Techniques/Sales
- + Time Management

**COMMERCIAL SKILLS**

- + Good Tenant Relations
- + Lease Renewals
- + Leasing Strategies and Techniques
- + Resident Retentions
- + Telecommunications

**COMPUTER SKILLS**

- + Advanced Microsoft Office
- + Client Relationship Management Software
- + Computer Networking
- + Computer Programming
- + Digital Entertainment and Multimedia
- + Financial Management System
- + Microsoft Office (Intermediate and Advanced)
- + Software Applications and Equipment
- + JIRA Software
- + HipChat
- + ToutApp
- + GoToMeeting
- + Linux
- + Sublime
- + HubSpot

**CONTINUOUS IMPROVEMENT**

- + Cross Training
- + Communication Skills
- + Creating a Quality Organization
- + Change Management
- + Decision Making
- + How to Coach and Mentor
- + Leadership skills for frontline workers
- + Lean Manufacturing
- + Lean Procedures Practices
- + Meeting Management
- + Production Scheduling
- + Production Operations/Workflow
- + Process Improvement
- + Project Management
- + Problem Solving and Decision Making
- + Process Improvement
- + Quality Measurement Systems
- + Quality Management
- + Root Cause Analysis
- + Statistical Process Control
- + Systems Failure Analysis
- + Strategic Planning
- + Team Building
- + Teamwork Development Skills
- + Time Management
- + Visual Controls

**MANAGEMENT SKILLS (Managers Only)**

- + Administration
- + Coaching Procedures

- + Decision Making
- + Effective Meetings for Leaders
- + Finance for Technical Managers
- + Leadership
- + Motivation
- + Supervisor Skills
- + Teambuilding

**AT Hours**

0-200

**ADVANCED TECHNOLOGY (AT Ratio 1:10)**

- + GitHub
- + Enterprise
- + Jenkins
- + Java
- + Ruby on Rails
- + CoffeeScript
- + JavaScript
- + React
- + VIM
- + Emacs
- + Sublime
- + Eclipse
- + IntelliJ

**CBT Hours**

0-2

**BUSINESS SKILLS**

- + Credit Reporting Act Training (1 hour)
- + Security Training (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.



## RETRAINEE - JOB CREATION

### Training Proposal for:

## Dycora Transitional Health–Manchester LLC

**Agreement Number: ET17-0459**

**Panel Meeting of:** March 24, 2017

**ETP Regional Office:** Sacramento

**Analyst:** D. Jordan

### PROJECT PROFILE

Contract Attributes:	SET HUA Priority Rate Retrainee Medical Skills Training Job Creation Initiative	Industry Sector(s):	Healthcare  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Fresno, Kern, San Joaquin, Sacramento, Santa Clara	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 2,017	U.S.:30,000	Worldwide: 30,000	
<u>Turnover Rate:</u>	5%			
<u>Managers/Supervisors:</u> (% of total trainees)	0%			

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)		(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$438,560		\$0		\$0		\$438,560

<b>In-Kind Contribution:</b>	100% of Total ETP Funding Required	\$666,372
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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	MS Clinical with Preceptor, MS Didactic	50	8-200	0	\$720	\$22.04
				Weighted Avg: 40			
2	Retrainee SET HUA Priority Rate	MS Clinical with Preceptor, MS Didactic	80	8-200	0	\$432	*\$12.12
				Weighted Avg: 24			
3	SET Job Creation Initiative Priority Rate	MS Clinical with Preceptor, MS Didactic	230	8-200	0	\$1,600	\$21.50
				Weighted Avg: 80			

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

**Minimum Wage by County:** Job Number 1 (SET/Priority Industry/Statewide): \$22.04 per hour; Job Number 2 (SET/HUA/Priority Industry): \$12.12 per hour in Fresno, Kern and San Joaquin Counties; Job Number 3 (Job Creation/Priority Industry): \$13.22 per hour in Fresno, Kern and San Joaquin Counties, \$13.72 per hour in Sacramento County and \$14.69 per hour in 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 \$0.54 per hour may be used to meet the Post-Retention Wage in Job Number 1.

Up to \$0.42 per hour may be used to meet the Post-Retention Wage in Job Number 2.

**Wage Range by Occupation**

Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Registered Nurse		30
Licensed Vocational Nurse		20
<b>Job Number 2</b>		
Certified Nurse Assistant		80
<b>Job Number 3</b>		
Registered Nurse		150
Licensed Vocational Nurse		80

## **INTRODUCTION**

Dycora Transitional Health-Manchester LLC dba Dycora Transitional Health & Living (Dycora) ([www.dycora.com](http://www.dycora.com)) was established in 2016 and is headquartered in Fresno. Dycora and its affiliated entities employ 30,000 healthcare professionals nationwide. Dycora and its affiliates specialize in short-term care for patients recovering from illness, injury, and/or surgery and long-term care for patients in intermediate and late stages of Dementia. Dycora Transitional Health-Manchester LLC will be the contract holder for this Agreement, but 14 other affiliated California LLC's will participate in training under this Agreement.

## **PROJECT DETAILS**

Dycora has been financially impacted by the changes made by the Affordable Care Act (ACA) as well as reimbursement reductions from government and private insurance plans. As a result, patient populations have increased while reimbursement has decreased. To remain competitive, Dycora must focus on improving patient outcomes while lowering the cost of services. Training will allow CNA's, LVN's, and RN's to further develop clinical care skills and increase proficiency. The goal is to improve patient care and prevent readmission to the hospital.

Additionally, the Company must enhance employees' skills to maintain a fast-paced and continuously changing environment. Patient care standards are continually changing and require on-going training. Training will allow employees to be up-to-date on industry standards, and deliver care that meets and exceeds patient expectations.

### **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.

The increased patient populations and demand for services require Dycora to hire additional staff. The Company has committed to hiring 230 new employees (Job Number 3). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

### **Training Plan**

Medical Skills training will be provided by in-house subject-matter experts and, if needed, vendors.

**Medical Skills (100%):** Training will be delivered to all occupations. Training will focus on further developing their clinical care skills and providing patient care with increased proficiency. Training on the newest industry standards will also be a focus.

The Panel has established a reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical with Preceptor model. This blended rate, \$22 per hour, will apply to both the Didactic and Clinical with Preceptor modes of delivery. The standard class/lab rate of \$18 per hour for priority industries will apply to Computer Skills and Continuous Improvement training.

## **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.

Dycora's allocates approximately \$36,000 per facility annually for training. Training in the past included customer service, safety, Health Insurance Portability and Accountability Act, skill competency reviews, code of conduct compliance, and annual mandated government requirements. Dycora also offers continuing education units training for CNA's.

### ➤ Training Infrastructure

Dycora has a number of staff dedicated to scheduling, enrolling, and tracking training hours. The Area Vice President and one lead Manager will be designated to coordinate training at each training location. The Company has retained San Joaquin Valley College to assist with administration for the duration of the ETP Agreement.

## **SET/HUA**

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. Priority Industries may modify this requirement by up to 25%.

Dycora's facilities in Fresno, Kern, and San Joaquin Counties are located in High Unemployment Areas (HUA) with unemployment exceeding the state average by 25%. These trainees qualify for the ETP Minimum wage rather than the Statewide Average Hourly Wage. The Panel may also modify the ETP Minimum Wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages.

### ➤ Wage Modifications

Dycora is requesting the 25% Priority Industry modification, from \$29.38 per hour to \$22.04 per hour for 50 incumbent staff in Job Number 1.

The Company is also requesting the HUA wage modification for Job Number 2, from \$16.16 per hour to \$12.12 per hour for 80 incumbent staff.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **DEVELOPMENT SERVICES**

Dycora retained San Joaquin Valley College in Visalia to assist with development of this proposal for a flat fee of \$500.

## **ADMINISTRATIVE SERVICES**

Dycora also retained San Joaquin Valley College to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

## **TRAINING VENDORS**

To Be Determined

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

8-200 Trainees may receive any of the following:

**MEDICAL SKILLS TRAINING – CLINICAL PRECEPTOR**

- ✚ Medication Management
- ✚ Infection Control
- ✚ Patient Safety
- ✚ Clinical Skills Review
- ✚ Patient Assessment and Care
- ✚ Intravenous Therapy
- ✚ Enteral Management – Bolus, Intermittent, and Continuous
- ✚ Feeding Tube: Insertion; Site Care; Removal
- ✚ Dementia Care
- ✚ Assessing of Tube-Fed Individuals with Diabetes
- ✚ Preventing and Identifying Complications Related to Tube Feedings
- ✚ Respiratory Care
- ✚ Wound Management
- ✚ Dementia/Alzheimer's
- ✚ Managing Patients with Neurovascular Conditions
- ✚ Rehabilitation services: Physical Therapy, Occupational Therapy, and Speech Therapy
- ✚ Residents with Special Needs
- ✚ Gastrointestinal Conditions
- ✚ Cardiac Conditions
- ✚ Skeletal/Orthopedic Conditions
- ✚ Incontinence Management (colostomy care)
- ✚ Assisting and Performing Self Care Skills with Patients; Facilitating Functional Gains of Each Patient
- ✚ Functional Mobility and Ambulation
- ✚ Bowel and Bladder Training of Patients
- ✚ Identification of Skin Impairments and Prevention
- ✚ Identification of Patient Change in Condition
- ✚ Monitoring of Cardiovascular Changes Such As Vital Signs, Endurance, and Level of Consciousness
- ✚ Breathing Patterns and Respiratory Function
- ✚ Pain Management
- ✚ Positioning of Patients for Correct Body Alignment
- ✚ Monitor of Blood Pressure of Patients
- ✚ Operate Safety Devices for Patients
- ✚ Activities of Daily Living
- ✚ Conduct Range of Motion Exercises with Patient
- ✚ Patient Care of Foot and Hand
- ✚ Charting
- ✚ Colostomy Care
- ✚ Hazardous Waste Handling
- ✚ Isolation Techniques
- ✚ Safe Patient Handling
- ✚ Use of Call Light System
- ✚ Safe Linen Handling



- ✚ Equipment/Modalities
- ✚ Therapeutic Safety
- ✚ Proper Use of Exercise Equipment
- ✚ Therapeutic Exercises
- ✚ Assistive Devices
- ✚ Procedures for Temperature Check for Hydrocollator/Paraffin
- ✚ Electronic Nursing Documentation of Medical Records

### **MEDICAL SKILLS TRAINING – DIDACTIC**

- ✚ Restorative Nursing Program
- ✚ Annual Skills Update
- ✚ Infection Control
- ✚ Basic Life Support
- ✚ Body Mechanics
- ✚ Patient Transfer Techniques
- ✚ Equipment Skills (including but not limited to pumps, vital monitoring devices, support systems  
And Therapeutic Modalities
- ✚ Advanced Cardiac Life Support
- ✚ Change of Condition Management
- ✚ Interdisciplinary Team Process
- ✚ Pain Management Both Acute and Chronic
- ✚ Intravenous Therapy
- ✚ Enteral Feeding Tube Management
- ✚ Respiratory Care
- ✚ Wound Management
- ✚ Diabetes Management
- ✚ Urinary Management – Foley Catheter, Input/Output
- ✚ Resident and Family Education
- ✚ Medication Administration Management
- ✚ Restraint and Restrain Reduction
- ✚ Behavior Management
- ✚ Psychotropic Medication Management
- ✚ Patient Assessment and Care
- ✚ Physical, Occupational and Speech Therapy
- ✚ End of Life Care
- ✚ Patient Fall Prevention
- ✚ Dementia/Alzheimer's
- ✚ Neurovascular System
- ✚ Residents with Special Needs
- ✚ Gastrointestinal System
- ✚ Laboratory – Electrolyte Imbalance and Arterial Blood Gas Interpretation
- ✚ Cardiac Conditions
- ✚ Neurological Conditions
- ✚ Resident Emergency Response
- ✚ Skeletal/Orthopedic Conditions
- ✚ Incontinence Management (colostomy care, urinary catheter care)
- ✚ Pro Act Training- Professional Assault Crisis Training and Certification
- ✚ Electronic Nursing Documentation on Medical Records

**CONTINUOUS IMPROVEMENT**

- ✦ Process Improvement
- ✦ Decision Making
- ✦ Leadership Skills for Frontline Workers
- ✦ Quality Concepts
- ✦ Team Building
- ✦ Total Quality Management

**COMPUTER SKILLS**

- ✦ Intermediate/Advanced Microsoft Office
- ✦ PointClick Care

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:

## MedAmerica Billing Services, Inc.

**Agreement Number: ET17-0456**

**Panel Meeting of:** March 24, 2017

**ETP Regional Office:** Sacramento

**Analyst:** D. Jordan

### PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative SET HUA	Industry Sector(s):	Services  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Stanislaus, San Bernardino	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: 1,005	U.S.: 1,084	Worldwide: 4,082
<u>Turnover Rate:</u>	17%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

### FUNDING DETAIL

<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">Program Costs</td></tr> <tr><td style="text-align: center;">\$469,100</td></tr> </table>	Program Costs	\$469,100	-	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">(Substantial Contribution)</td> <td style="text-align: center;">(High Earner Reduction)</td> </tr> <tr> <td style="text-align: center;">\$44,100 15%</td> <td style="text-align: center;">\$0</td> </tr> </table>	(Substantial Contribution)	(High Earner Reduction)	\$44,100 15%	\$0	=	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;"><b>Total ETP Funding</b></td></tr> <tr><td style="text-align: center;">\$425,000</td></tr> </table>	<b>Total ETP Funding</b>	\$425,000
Program Costs												
\$469,100												
(Substantial Contribution)	(High Earner Reduction)											
\$44,100 15%	\$0											
<b>Total ETP Funding</b>												
\$425,000												

In-Kind Contribution:	100% of Total ETP Funding Required	\$504,000
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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 Job Creation Initiative SET	Commercial Skills, Computer Skills	85	8 - 200	0	\$2,060	*\$13.22
				Weighted Avg: 103			
2	Retrainee SET HUA	Commercial Skills, Computer Skills	245	8 - 200	0	**\$1,020	*\$12.12
				Weighted Avg: 80			

\*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.

\*\* Reflects Substantial Contribution

**Minimum Wage by County:** Job Number 1 (Job Creation/HUA): \$13.22 in San Bernardino and Stanislaus Counties; Job Number 2 (Retrainee/SET/HUA): \$12.12 in Stanislaus County.  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Up to \$1.22 per hour may be used to meet the Post-Retention Wage in Job Number 1.  
 Up to \$0.62 per hour may be used to meet the Post-Retention Wage in Job Number 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Medical Billing Specialists		85
<b>Job Number 2</b>		
Human Resource Specialists		10
Finance Resource Specialists		10
Medical Billing Specialists		175
Medical Coding Specialists		25
Payment and Refund Specialists		30
Quality Assurance Analysts		15

**INTRODUCTION**

Founded in 1975, MedAmerica Billing Services, Inc. (MBSI) ([www.medamericabilling.com](http://www.medamericabilling.com)) provides medical coding and billing services. Billing services include custom electronic

submission of claims, audits and accounts receivable. Medical billing and coding services include documentation education, and custom data analysis. MBSI serves over 190 clients in sixteen states, which account for 5.5 million patients and over \$3 billion in physician charges per year. Training will take place at MBSI's locations in Modesto and Ontario.

### **Need for Training**

This is MBSI's fifth ETP funded proposal, and its third in the last five years. In its previous proposal, MBSI focused on upgrading employees' skills in auditing, charting, coding, and billing. In this proposal MBSI will continue to enhance the skills of new employees. Training will cover an overview of MBSI enterprise and a hands-on application of skills in all departments. Training topics include: billing/collections, insurance billing systems, refund skills, and software and customer service. MBSI projects growth in 2017 from an evolving medical billing industry. Each of MBSI's departments is undergoing organizational structure changes. These changes stem from and focus on an enterprise-wide revenue cycle management strategy.

MBSI is implementing new software systems within the next two years. At the end of 2016, MBSI launched a new learning management system called "Sum Total". MBSI will use "Sum Total" to provide specific educational training by position. Sum Total allows MBSI to provide instructor-led training in conjunction with their new software.

In 2017, MBSI will replace its current Human Resource Information System with "Oracle HCM" and their current timekeeping system with "Nova Time". In addition, "Net Suite" is another new software program that will be implemented during the proposal. Although training topics are similar to prior Agreements, no trainee will repeat training previously delivered. MBSI's new Knowledge Management Department consists of trainers that are subject matter experts who will train new employees.

### **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.

MBSI is experiencing significant growth. The Company previously served 115 client practices but has since increased to 190. With the increase, employee staff has grown to 1,005 in 2016. In 2017 MedAmerica is anticipating an increase of approximately 150 employees and are forecasting an approximate 10-15% growth in 2018.

MBSI has committed to hiring 85 new employees in Job Number 1. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

### **PROJECT DETAILS**

Training will be delivered via class/lab by in-house subject matter experts.

**Commercial Skills (95%):** Training will be delivered to all occupations. Training will focus on Refund, Payment Posting, Auditing and Medical Coding processes. Trainees will also be trained on billing and reimbursement material to keep them current with industry standards.

**Computer Skills (5%):** Training will be delivered to all coding occupations. Training will focus on new software including Oracle HCM, Nova Times and NetSuite.

## **Commitment to Training**

MBSI invested \$3,500,000 in training. The Company provides ongoing training in: basic employee orientation, basic billing functions, overview of policies and procedures, Health Insurance Portability and Accountability Act (HIPAA), basic billing terminology, diversity training, management seminars, and leadership skills. MBSI will continue to provide this ongoing training at their own expense during the term of the ETP contract and beyond.

ETP funds will not displace the existing financial commitment to training.

### ➤ Training Infrastructure

MBSI's Director of Human Resources will oversee the training program and a number of HR staff will oversee the ETP program. The HR department staff will complete the administrative functions and the Knowledge Management Associate Director will be responsible for scheduling and tracking training hours.

## **SET/HUA**

As a healthcare service provider with clients primarily in California, MBSI does not face out-of-state competition. As such, it will be funded under Special Employment Training (SET). Under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention.

Trainees in Job Number 1 & 2 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by 15%.

The Company's location in Stanislaus County qualifies for HUA status and trainees qualify for the ETP Minimum Wage rather than the State 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. MBSI is requesting a wage modification for 205 trainees in Job Number 2 from \$16.16 to \$12.12.

## **Impact/Outcome**

MBSI's goal is to keep trainees current with new standards in the medical billing industry, roll out their new software systems, and train all trainees. Further, MBSI intends to acquire ten new clients over the duration of the proposal.

## **Substantial Contribution**

MedAmerica is a repeat contractor with payment earned in excess of \$250,000 at the Modesto facility within the past five years. Accordingly, reimbursement for trainees at the Modesto facility in Job Number 2 will be reduced by 15% to reflect the company's \$44,100 Substantial Contribution to the cost of training.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
*ET15-0430	Multiple	04/27/15 – 04/26/17	\$420,00	\$420,000 (100%)
ET11-0130	Multiple	12/9/2010 –12/8/2012	\$135,810	\$130,851 (96%)

\*MBSI's ET15-0430 contract was closed as of 03/01/2017. The contractor completed 100% of their contract and their final payment invoice was approved on 02/13/2017.

### **DEVELOPMENT SERVICES**

N/A

### **ADMINISTRATIVE SERVICES**

N/A

### **TRAINING VENDORS**

N/A

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

8-200 Trainees may receive any of the following:

**COMMERCIAL SKILLS**

- Coding Chart Documentation
- Billing / Collections
- Medical and Billing Terminology
- Introduction & Learning Billing Applications
- A/R Follow-up Skills
- Health Insurance Skills (Federal and State Government Skills)
- Medical Knowledge Skills
- Medical Coding Skills
- Payment Entry Skills
- Interpreting EOB's/Payment Reconciliation
- Account Reconciliation Skills
- EFT (Electronic Funds Transfer) Skills
- Detecting Medical Billing Fraud
- Insurance Classification
- Insurance Billing System Skills
- Customer Service Skills
- Account Classifications Skills
- Insurance Payment system skills
- Refund skills
- Flagging Refunds
- Provider Dispute Resolution
- ICD-10 Classification Skills
- Human Capital Management Skills (HR, Payroll, Accounting, & Procurement)

**COMPUTER SKILLS**

- Oracle HCM
- Nova Times
- NetSuite

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

Training Proposal for:

**Paychex North America Inc.**

**Agreement Number: ET17-0454**

**Panel Meeting of:** March 24, 2017

**ETP Regional Office:** Sacramento

**Analyst:** W. Sabah

### PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative SET HUA	Industry Sector(s):	Services Insurance Financial  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Contra Costa, Fresno, Kern, Los Angeles, Riverside, Orange, San Diego, San Luis Obispo, San Mateo, Sacramento, Santa Cruz, Santa Clara, Sonoma, Ventura, Woodland Hills	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 1,296	U.S.: 14,619	Worldwide: 14,800
<u>Turnover Rate:</u>	11%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$749,650		\$0	\$0		\$749,650

In-Kind Contribution:	100% of Total ETP Funding Required	\$2,237,992
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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, Computer Skills	405	8-200	0-40	\$1,050	\$29.38
				Weighted Avg: 70			
2	Retrainee Job Creation Initiative SET	Business Skills, Computer Skills	115	8-200	0-40	\$2,200	\$13.22*
				Weighted Avg: 110			
3	Retrainee SET HUA	Business Skills, Computer Skills	68	8-200	0-40	\$1,050	\$14.00*
				Weighted Avg: 70			

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

**Minimum Wage by County:** Job Number 1 (SET/Statewide): \$29.38 per hour.  
Job Number 2 (SET/Job Creation): \$13.22 in Riverside, San Luis Obispo, Sonoma, Ventura, Woodland Hills counties; \$13.72 in Sacramento County; \$13.94 in San Diego County; \$14.13 in Los Angeles County, \$14.35 in Orange County; \$14.69 in Contra Costa, San Mateo and Santa Clara counties.  
Job Number 3 (SET/HUA): \$12.12 in Fresno, Kern 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 \$3.46 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
<b>Job Number 1</b>		
Sales Staff		297
Service Staff		108
<b>Job Number 2 (Job Creation)</b>		
Sales Staff		45
Service Staff		70
<b>Job Number 3 (HUA)</b>		
Sales Staff		25
Service Staff		43

## **INTRODUCTION**

Founded in 1971 and headquartered in Rochester, New York, Paychex North America Inc. (Paychex) ([www. Paychex.com](http://www.Paychex.com)) provides payroll tax administration, employee payment, regulatory compliance, human resource outsourcing services, management outsourcing and retirement services administration to small to medium-sized businesses. In addition, the Company offers insurance services for property and casualty coverage. Paychex customers are located throughout the United States and Germany. ETP training will take place at 16 California locations in Riverside, Costa Mesa, Culver City, San Diego, Oxnard, Woodland Hills, San Luis Obispo, San Bruno, Folsom, Fresno, Bakersfield, Watsonville, San Jose, San Ramon, Petaluma and Glendale.

## **PROJECT DETAILS**

To successfully support increased customer demands and provide exemplary customer service, Paychex must be up-to-date on the latest regulations, issues, and business plans in all aspects of payroll processing, human resource and insurance services as it relates to its clients. Training is needed to navigate the payroll systems and all regulatory changes to provide appropriate information to customers. Sales employees need training in presenting appropriate products to meet client needs, to effectively make recommendations for solutions to gain client commitment. The Company also utilizes Salesforce software, to track and manage prospective clients. New employees will learn basic system operations while incumbent workers will learn advanced software functions to provide new customers with a smooth transitioning experience.

Paychex has developed a company-wide training program to increase employee knowledge of regulatory changes, enhance technical skills and improve performance. Additionally, each new hire will receive four to five weeks of training. Employees must be trained on the most recent financial information and software applications available to keep pace with industry and client requirements.

Paychex is committed to developing successful employees by providing promotional opportunities within the Company. ETP-funded training will enable the company to provide the highest level of transparency and integrity in every client interaction, while supporting customer expectations and Paychex's commitment to long-term success.

### **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.

Since 2012, Paychex has increased its revenue from \$2.2 million to \$3 million. The number of employees have increased by 14% since 2014. The Company anticipates continued client base growth and increased product revenue. To support the expansion of the Company's existing business capacity, Paychex has committed to hiring 115 new employees (Job Number 2). These newly-hired workers will allow the Company to meet increased customer demands and provide service to an increasing customer base. New hire trainees at Paychex average about 4 - 5 weeks of training upon being hired.

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

## Training Plan

Trainees will receive between 8-200 hours of Classroom/Laboratory training and up to 40 hours of Computer-Based Training (CBT). All training will be delivered by in-house subject matter experts.

**Business Skills (60%):** Training will be offered to all occupations and focus on improved sales processes, organizational skills and quality service. Training will ensure that employees develop the skills to manage assignments efficiently, deliver knowledgeable product presentations and provide appropriate service recommendations. Training will also allow employees to apply accounting fundamentals and process payrolls timely for clients.

**Computer Skills (40%):** Training will be offered to all occupations to help workers become proficient in business software solutions such as Microsoft Office Suite, Payroll System and Salesforce. Trainees will learn advanced software functions to expedite payroll intake, produce checks and reports, and update client's company and employee demographic information related to Human Resources. Training will ensure employees can accurately support all of client's questions and concerns.

## 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.

Trainees in Job Number 3 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by 25%. The Company's locations in Fresno, Kern and Santa Cruz counties qualify for HUA status under these standards. These trainees qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage. The Panel may modify the ETP Minimum Wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages. Paychex is requesting a wage modification, from \$29.38 to \$14.00, for Job Number 3.

## Impact/Outcome

ETP funding will substantially contribute to Paychex's ability to increase revenues, raise workers efficiency levels, and increase client 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 within the industry.

## Commitment to Training

ETP funds will not displace the existing financial commitment to training. The Company's annual training budget per facility is approximately \$153,436 and includes new hire training, business and soft skills training.

### ➤ Training Infrastructure

Paychex has two administrators and the HR Tech Team to oversee training. The Company has also retained an administrative subcontractor to assist with ETP project administration and has an internal Learning Management System (LMS) to schedule and track all training. In addition, Paychex has approximately 38 full-time trainers responsible for developing, scheduling, delivering, and tracking training throughout California. Each trainer is an expert

in their field. Paychex's current training program is comprehensive with training delivered on a regular basis. The training program has been operating at a high level for many years.

## **LMS**

Staff has reviewed and approved Paychex's use of a LMS for recordkeeping.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **DEVELOPMENT SERVICES**

Hickey and Associates in Alexandria, Virginia assisted with development for a flat fee of \$15,000.

## **ADMINISTRATIVE SERVICES**

Hickey and Associates 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:

**BUSINESS SKILLS**

- Payroll Responsibilities of a Business Owner
- Federal Taxability and Federal Deposits
- Federal Form 941 and Form 940
- Cycle of Our Business
- Paychex Core Products
- Unemployment and Withholding Taxes
- Quality Service
- Organizational Skills
- Email Etiquette
- Client Care - Data Integrity, Identifying Risk and Fraud
- Tools and Resources
- Caring for your Book of Business
- Supporting Flex (on-line) clients
- New Client Load Analysis
- New Client Welcome Call
- Human Resources - Basics
- Healthcare Reform - ACA
- Managing a Book of Business
- Retirement Services Products
- Health and Benefits Services
- ADA and Discrimination
- General Payroll and Payroll Term Concepts
- Paychex Products and Services
- The Paychex Sales Process
- General Business Acumen
- Prospecting
- Telemarketing
- Pre-Call Planning
- PIPPC: Purpose, Introduction, Probing, Presentation, Closing
- Competitive Analysis
- Objection Handling
- CPA Tools
- Action Planning
- Federal Retirement Guidelines
- Section 125 products
- Needs Analysis

**COMPUTER SKILLS**

- Microsoft Office Suite (Intermediate/Advanced)
- Instant Messenger

- Payroll System - Core Advanced Employee Maintenance
- Payroll System - Core Advanced Holds and Status Manager
- Payroll System - Core Advanced Earning and Deductions
- Payroll System - Core Advanced Company Maintenance
- Payroll System - Core Advanced Payroll Entry
- Payroll System - Core Advanced Payroll Entry
- Telephony Training - Unified Communications
- Import Workshops
- Report Writer Workshops
- New Client Set-Up
- Paychex Flex Products
- Core Advanced Systems - Basic Training
- Paychex Flex Time
- Salesforce (SFDC)

**CBT Hours**

0-40

**BUSINESS SKILLS**

- |                                                                                    |         |
|------------------------------------------------------------------------------------|---------|
| • Project Manager Series                                                           | 6 hours |
| • Writing Skills Series                                                            | 7 hours |
| • Paychex Yellow Belt Program                                                      | 1 hour  |
| • Success Is Up to You: Setting and Achieving Your Personal and Professional Goals | 1 hour  |
| • Being the Presenter: Providing and Receiving Feedback                            | 1 hour  |
| • Leading Self: A Guide to Being a Leader in Your Current Role                     | 1 hour  |
| • Leading Process Improvement with Teams                                           | 1 hour  |
| • Communicating with Different Personality Styles                                  | 1 hour  |
| • Creating a Culture of Problem Solvers                                            | 1 hour  |
| • Smart Thinking: Critical Thinking for Individuals                                | 1 hour  |
| • Interviewing for Success                                                         | 1 hour  |
| • Dealing with Downers: Staying Positive in a Not-so-perfect World                 | 1 hour  |
| • Art of Mentoring                                                                 | 1 hour  |
| • How to Deal with Challenging Client Calls                                        | 1 hour  |
| • Managing Up                                                                      | 1 hour  |
| • Big Data What's the Big Deal and What Does it Mean to Paychex?                   | 1 hour  |
| • Leadership Competencies                                                          | 1 hour  |
| • Navigating Ambiguous Times                                                       | 1 hour  |
| • Smart Thinking: Strategic Thinking for Organizations                             | 1 hour  |
| • Looking Inward: Understanding Emotional Intelligence                             | 1 hour  |
| • Being the Presenter: Developing Your Presentation                                | 1 hour  |
| • Decoding the Quarterly Financial Call                                            | 1 hour  |
| • Paychex Online Client Training Website                                           | 1 hour  |

- What Should I Focus My Development On? 1 hour
- BeneTrac Overview 1 hour
- Continuous Process Improvement 1 hour

### **COMPUTER SKILLS**

- Introduction to the Paychex Intranet and Resources 1 hour
- Development Series: Sway 101 (recorded webinar) 1 hour
- Owning Your Career Path (webinar recording) 1 hour
- Effective Meetings 1 hour
- Employee Access Online for Core Advanced 1 hour
- SharePoint Series 2 hours
- Maximizing Efficiency with Microsoft OneNote 1 hour
- Sway 101 - An Introduction to Sway 2 hours
- Microsoft OneDrive 1 hour
- Microsoft Excel 2010: Pivot Tables Lab 3 hour
- Microsoft Excel 2010: Filter Lab with Filter Subtotals 1 hour
- Microsoft Excel 2010: Formula Introduction Lab 1 hour
- Microsoft Excel 2010: Formulas: Beyond the Intro 1 hour
- Microsoft Excel 2007/2010: Pivot Tables 1 hour
- Microsoft Excel 2007/2010: Pivot Charts 1 hour
- Microsoft Excel 2013: Introduction 1 hour
- Microsoft Excel 2007: Charts 1 hour
- Microsoft Excel 2007/2010: Calculations in Pivot Tables 1 hour
- Microsoft Excel 2007/2010: String Formulas 1 hour
- Microsoft Excel 2007/2010: Imports/Exports 1 hour
- Microsoft Excel 2007: Charts (webinar recording) 1 hour
- Microsoft Excel 2007/2010: Filters and Formulas 1 hour
- Microsoft Excel 2007/2010: Intermediate - Part II 2 hours
- Microsoft Excel 2007/2010: Filters in Pivot Tables 2 hours
- Microsoft Excel 2007/2010: String Formulas 1 hour
- Microsoft Excel 2007/2010: Imports/Exports 1 hour
- Microsoft Excel 2007/2010: Intermediate - Part I 2 hours
- Microsoft Excel 2007/2010: Part II of VBA Series - Entry Level 1 hour
- Microsoft Excel 2007/2010: What's New 2 hours
- Microsoft Access 2010: Queries & Formulas by Request 2 hours
- Microsoft Access 2010: Build a Simple Database 3 hours
- Microsoft Access 2010: Report Design Techniques 1 hour
- Microsoft Access 2010: Best Practices for Using a Database 3 hours
- Microsoft Word 2007: Beyond the Basics 1 hour
- Microsoft Word 2007: Introduction to the Interface 1 hour



- Microsoft Word 2007: Mail Merge, Tracking Changes, and More 1 hour
- Microsoft Word 2007: Working with Lists, Tables and Styles 1 hour
- Microsoft Word 2007: Introduction 1 hour
- Microsoft Outlook 2010: Top 10 Tips and Tricks for Taking Control in Outlook 1 hour
- Microsoft Outlook: Top 10 Tips and Tricks - Part 2 1 hour
- Microsoft Outlook: Learn about Email Archiving 1 hour
- Microsoft Outlook Email Organization Series 1 hour
- Microsoft PowerPoint 2007: Pupil 2 hours
- Microsoft PowerPoint 2007: Master 2 hours
- Microsoft PowerPoint 2007: Apprentice 2 hours
- Microsoft Project 2013 8 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.



**Training Proposal for:**

**Building Skills Partnership**

**Agreement Number: ET17-0469**

**Panel Meeting of:** March 24, 2017

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

**PROJECT PROFILE**

Contract Attributes:	Retrainee SET Multiple Barriers	Industry Sector(s):	Services Green Technology  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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No SEIU-USWW Local 1877		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

**FUNDING DETAIL:**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$357,000		\$24,500 8%		\$381,500

In-Kind Contribution:	50% of Total ETP Funding Required	\$525,000
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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 Multiple Barriers	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Literacy Skills	350	8-200	0	\$1,090	*\$10.50
				Weighted Avg: 68			

\*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:** \$10.85 per hour for Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Santa Clara Counties; \$13.65 per hour for Los Angeles County; \$11.10 per hour for Orange County; \$10.55 per hour for San Diego County; \$10.50 per hour for Sacramento County; \$10.50 per hour for Alpine County; and \$10.50 per hour for all other counties. Wages are per collective bargaining agreement.

**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. Health benefits will vary by participating employer.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Janitor		350

\*Wages are per collective bargaining agreement.

**INTRODUCTION**

Building Skills Partnership (BSP) ([www.buildingskills.org](http://www.buildingskills.org)) is a statewide non-profit collaboration between the Service Employees International Union-United Service Workers West (SEIU-USWW) Local 1877, signatory employers, and community leaders. BSP’s mission is to improve the quality of life of low-wage workers in the building service sector, by increasing their skills and opportunities for career advancement. BSP offers assistance to approximately 12,000 union Janitors and service workers in California, in six regions: Los Angeles, Orange County, San Diego, San Jose, Oakland/San Francisco, and Sacramento.

BSP also strives to assist building service employers in developing staff, so as to maintain a competitive edge. At present, 80 signatory employers contribute to the BSP training and education fund, as established through collective bargaining. Ongoing programs include: ADVANCE Workplace Training, Computer Literacy, English as a Second Language, Health and

Wellness, Parent Education and Educational Access, Civic Engagement, Customized Vocational Training, and Financial Literacy.

In its last two ETP Agreements, BSP piloted a new Green Janitor Education Program (GJEP). The GJEP was designed in collaboration with the U.S. Green Building Council-Los Angeles Chapter (USGBC-LA), the Building Owners and Managers Association of Greater Los Angeles (BOMA-GLA), industry experts, building owners, and SEIU-United Service Workers West. Over 500 janitorial workers throughout Los Angeles took part in the pilot program and received certifications from USGBC-LA, which is a non-profit environmental organization made up of over one thousand architects, designers, engineers, students, property managers, builders, consultants, and lawyers.

In its active ETP Agreement, BSP took on a different training population, as discussed under Active Projects (page 6). Under this proposal, BSP will return to GJEP training for building service workers. BSP plans to expand its services across California and introduce new training modules as technology advances, in response to employer's needs.

This is BSP's sixth ETP Agreement, and its fifth within the last five years. Funding will be under Special Employment Training (SET) provisions for frontline workers.

## **PROJECT DETAILS**

By working closely with labor and management, BSP has developed a protocol to determine the appropriate course content. Prior to the start of training, the building service employers must meet with BSP and union representatives to complete a needs assessment and training readiness survey. This will help BSP determine the appropriate course content. All training will be customized and offered onsite at over 32 employer locations, on paid time.

ETP funding will allow BSP to continue ADVANCE Workplace Training, such as Leadership in Energy and Environmental Design (LEED) certification and other specialized courses. It will continue and expand GJEP training in regard to green initiatives such as recycling programs, automated lighting, water control, chemical and tool cleaning.

The core group of signatory employers represents 100% of requested funding for this proposal. The training will be offered statewide, in keeping with onsite delivery, at over 32 locations.

### **Training Plan**

BSP has confirmed that no trainees from previous participating employers will receive duplicate training in any subject matter. Training will begin upon Panel approval in the following areas:

**Business Skills (10%)** - Training will provide trainees with the skills necessary to improve communication, understand green initiatives, and develop advanced customer service skills. For those janitors moving from night cleaning to day cleaning, this training will help them develop the customer service skills needed to interact directly with clients and other building maintenance workers.

**Commercial Skills (40%)** - Training will help Janitors adjust to new LEED principles, green cleaning and energy efficiency standards, updated clean room requirements, higher sanitary standards due to recent flu outbreaks, and stricter security measures. Janitors will learn how to implement new methods of working during the day with minimal customer disruption. Trainees will also learn the proper use of equipment, as well as how to effectively identify and report equipment failures.

**Computer Skills (10%)** - Training will enable Janitors to become more competent in utilizing company software programs, page messaging, and other PDA systems.

**Continuous Improvement (30%)** - Training will equip trainees with the skills to work more independently, execute job tasks safely and efficiently, respond to and solve problems in a timely manner, and implement green building maintenance measures. This training will focus on process improvements, team concepts and customer satisfaction.

**Literacy Skills (10%)** - Training will improve written and verbal communication, as well as basic math skills of employees with limited English proficiency. BSP representatives state that more building service company clients are requiring English-speaking Janitors at their facilities. This training will enable janitorial companies to meet these changing marketplace demands.

### **Green/Clean Operations**

Companies servicing public building space must equip workers with the skills to follow new green initiatives while meeting efficiency goals. The janitorial workers must be trained to maintain green building efforts such as recycling programs, new cleaning chemicals and tools, and automated lighting and water controls.

### **Impact/Outcome**

BSP representatives have met with employers, industry leaders, and community college partners to discuss the creation of a vocational training program that will lead to an industry accepted green certification. This certification would verify that a Janitor possesses a high skill set for commercial and residential property service work and can follow LEED standards. This training proposal will assist BSP's efforts to finalize the vocational certification and document the success rates of trainees passing the Green Janitor Education Certification training program that meets new standards and certification requirements.

### **Union Support**

The statewide SEIU-USWW Local 1877 fully supports the proposed training and will play an active role in shaping the goals of BSP's pilot certification program. ETP has received letter of support from Local 1877.

### **Commitment to Training**

ETP funds will not displace the existing financial commitment to training of participating employers. The success of prior ETP-funded projects has enabled the Company to raise additional support from janitorial companies for its training fund.

Participating employers will continue to provide new hire orientation, informal one-on-one job skills training, and basic safety training. However, they rely on BSP to meet their training needs in Customer Service, Commercial Skills, Business Skills, and VESL.

Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

The proposed training will include some individuals that may have participated in the prior ETP Agreement. However, this project will provide additional instruction, particularly in newly introduced green practices and higher skilled work such as floor polishing and public area cleaning. BSP estimates that approximately 60% of the proposed trainees will be new to the

program and the remaining 40% will consist of trainees who require additional or more advanced training.

### **Marketing and Support Costs**

BSP has surveyed, interviewed, and given presentations to property service employers, and other members of its Joint Labor-Management Board. BSP works closely with SEIU-USWW Local 1877 and affiliate locals, the Building Owners and Managers Association of Los Angeles, and attendees at trade and union conferences. BSP's relationships with these stakeholders contribute to the development of concise program objectives and play an important role in the recruitment of employers and trainees.

BSP's marketing efforts will consist of newsletters, presentations, contacting new employees by phone and e-mail, and meeting with each new employer to discuss the program in detail. In prior ETP contracts, BSP initially planned to market its program statewide, but subsequently decided to focus primarily on the Los Angeles area. Following measurable program success, BSP now plans to fully market the proposed training on a statewide level, including rural and high unemployment areas.

BSP has 12 employees and seven Americorps volunteers dedicated to marketing, recruitment, assessment, and scheduling training. BSP seeks full Support Costs to fund extensive marketing efforts and the recruitment of additional participating employers. Panel regulation allows Support Costs of up to 8% for participating employer recruitment, as well as assessment of employer-specific job requirements. Staff believes 8% Support Costs are justified in this proposal for the reasons set forth above.

### **Special Employment Training (SET/MB)**

This SET project will target workers with multiple barriers to employment, who lack essential job skills necessary to improve their employment opportunities. They may be affected by lack of prior educational opportunities and intermittent work histories. They may have several barriers to employment, as well as limited literacy skills, and an inconsistent employment.

#### **➤ Wage Modifications**

Trainees in Job Number 1 have two or more barriers to employment (e.g., mental or physical disability, limited English proficiency, limited math skills). These multiple barrier trainees are eligible to receive the ETP Standard Wage. However, the Panel may accept a collective bargaining minimum wage. BSP is requesting a post-retention wage of \$10.50 per hour, consisting with the collective bargaining agreement.

The SET frontline workers with multiple barriers to employment trainees in Job Numbers 1 are eligible for more hours of basic skills and literacy training (Vocational English as a Second Language). Therefore, BSP is requesting that the literacy skills cap be increased to 50% of a trainee's total training hours, as shown in the proposed curriculum.

### **Substantial Contribution**

BSP serves large and small signatory employers, some of which may have participated in prior ETP contracts. If a large participating employer has received the benefit of training with payment earned in excess of \$250,000 within the past five years, reimbursement for trainees at the same facility will be reduced by 15% to reflect a substantial contribution to the cost of training. Funding for any employer that has previously been assessed a substantial contribution

will be reduced by 30%. Small businesses with 100 or fewer full-time employees are not subject to the Substantial Contribution requirement.

### **Trainer Qualifications**

As stated earlier, all training will be delivered at the worksites. Classes will be provided by 22 trainers on staff with BSP. Outside professional experts may be used if and when specific technical skills are required, and unavailable in-house.

### **RECOMMENDATION**

Staff recommends approval of this proposal, including the 50% literacy skills training cap and the post-retention wage modifications.

### **ACTIVE PROJECTS**

BSP has an established history of successfully administering ETP contracts for GJEP training, as seen in one of its Active Projects (ET15-0409); and in two Prior Projects (ET13-0203 and ET11-0111). Last year, BSP started a new program to train security workers at Los Angeles International Airport (LAX) under its other Active Project (ET16-0397).

The following table summarizes performance by BSP under both of the active ETP Agreements:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET16-0397	\$58,260	06/30/16 – 06/30/18	300	TBD	TBD
ET15-0409	\$385,975	04/06/15 – 04/05/17	425	438	438

ET16-0397: BSP has enrolled 11 people and 216 training hours have been delivered. BSP encountered challenges in enrollment due to employers not submitting certification statements in a timely manner. BSP believes the rate of enrollment will accelerate shortly. Training is continuing, and monthly classes have been scheduled throughout 2017. There is more than a year remaining for delivery of training under this contract. Furthermore, progress-to-date for LAX training is not an accurate dictator of future performance for GJEP training, under the current proposal.

ET15-0409: Based on ETP Systems, 23,196 reimbursable hours have been tracked for potential earnings of \$346,975.23 (89% of approved amount). BSP projects final earnings of 100% based on training completed in January 2017.

### **PRIOR PROJECTS**

The following table summarizes performance by BSP under an ETP Agreement that was completed within the last five years. Both of these projects focused on GJEP training.

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0205	Statewide	12/31/12 – 12/30/14	\$398,665	\$320,065 (80%)
ET11-0111	Statewide	12/20/10 – 12/19/12	\$399,788	\$329,303 (82%)

**DEVELOPMENT SERVICES**

BSP retained the California Labor Federation in Orangevale and Strategy Workplace Communications (Strategy) in Oakland to assist with development of this proposal at no charge.

**ADMINISTRATIVE SERVICES**

Strategy 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**

##### **Customer Service:**

- Developing advanced customer relations and service knowledge
- Identifying customer needs
- Explaining green initiatives
- Applying innovative ways of handling complaints and requests
- Communicate effectively with tenants in cases of an emergency

##### **Communication Skills:**

- Effective verbal and written communication through accurate and concise work reporting
- Responding to client concerns and requests professionally
- Communicating with customers, co-workers, supervisors, managers, building owners and management representatives effectively

#### **COMMERCIAL SKILLS**

- Proper usage of floor care materials, products and equipment
- Water conservation practices
- Air quality control practices
- Operating and maintenance procedures that result in energy savings
- Following of waste management and recycling program practices
- Using and maintaining new energy efficiency equipment correctly
- Mixing and handling green chemicals correctly
- Using green cleaning devices appropriately
- Using clean room standards in high tech environments
- Identify and reporting property hazards and damages
- Developing and following green cleaning procedures
- Following green cleaning inspection standards
- Understand Safety and Security procedures under Homeland Security program in their building and using safe evacuation procedures
- Developing and applying security and safety standards and procedures established by client
- Training on new green standards mandated by local or state legislation
- Training to meet industry backed maintenance certification requirements as the industry is “upskilled”
- Understanding of Energy Star standards and criteria
- Understanding of LEED certification standards and criteria set by the U.S. Green Building Council
- Green Janitors Education Program Certification (30 hour course)

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

**COMPUTER SKILLS**

- Entering data using company software programs to conduct work duties (Basic “off-the-shelf” courses such as Word, Excel, PowerPoint, etc. are not allowable)
- Using page messaging and other PDA systems to communicate work duties

**CONTINUOUS IMPROVEMENT**

- Giving and receiving feedback and evaluations
- Cultivating better interpersonal relationships while at work
- Exhibiting leadership skills
- Developing better decision-making skills

**Process Improvement:**

- Understanding contracts, procedures and forms
- Recognizing roles and responsibilities of team members
- Assisting customers as a team
- Understanding and recognizing change
- Identifying and complying with green standards established for offices and common areas
- Developing quality green measurements
- Applying leadership skills during an emergency situation
- Applying team problem solving processes daily and during crisis situations

**Supervisory Skills for Frontline Workers:**

- Acquiring more effective supervisory techniques
- Developing better employee relations:
  - (1) Creating and leading a team that works together and
  - (2) Helping employees understand company expectations around service levels and customer service

**LITERACY SKILLS**

(\*Literacy Training cannot exceed 50% of total training hours per trainee)

**Vocational English as a Second Language (VESL):**

- Using job specific words, phrases and abbreviations
- Filling out work documents such as tenant/client instruction, work orders, reports and safety information
- Understanding verbal directions and instructions
- Reading workplace documents such as tenant/client instruction, work orders, reports and safety information
- Reading work procedures, directives and surveys
- Helping limited English-speaking employees to understand and follow procedures

**Basic Math:**

- Using fractions and numbering systems
- Understanding basic algebraic equations
- Interpreting charts and graphs
- Understanding proper measurements for mixing of chemicals and other cleaning supplies

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: Building Skills Partnership  
Reference No: 16-0722

CCG No.: ET17-0469  
Page 1 of 2

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: C & W Services

Address: 341 Bonair Siding Road

City, State, Zip: Stanford, CA 94305

Collective Bargaining Agreement(s): Yes, SEIU Local 1877

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

Total # of full-time company employees worldwide: 830

Total # of full-time company employees in California: 600

Company: DMS Facility Services

Address: 1040 Arroyo Drive

City, State, Zip: South Pasadena, CA 91030

Collective Bargaining Agreement(s): Yes, SEIU Local 1877

Estimated # of employees to be retrained under this Agreement: 100

Total # of full-time company employees worldwide: 1950

Total # of full-time company employees in California: 1800

Company: Paragon Services Janitorial LLC

Address: 3935 Harney Street #100

City, State, Zip: San Diego, CA 92110

Collective Bargaining Agreement(s): Yes, SEIU Local 1877

Estimated # of employees to be retrained under this Agreement: 35

Total # of full-time company employees worldwide: 225

Total # of full-time company employees in California: 225

Company: SBM Site Services, LLC

Address: 5241 Arnold Ave

City, State, Zip: McClellan, CA 95652

Collective Bargaining Agreement(s): Yes, SEIU Local 1877

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

Total # of full-time company employees worldwide: 7000

Total # of full-time company employees in California: 2500

Company: SBM Site Services, LLC (CEAN: 443-2133)

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Building Skills Partnership

CCG No.: ET17-0469

Reference No: 16-0722

Page 2 of 2

Company: UBM , dba (Allied Universal Janitorial Services)

Address: 1551 N Tustin Avenue, Ste 650

City, State, Zip: Santa Ana, CA 92705

Collective Bargaining Agreement(s): Yes, SEIU Local 1877

Estimated # of employees to be retrained under this Agreement: 100

Total # of full-time company employees worldwide: 1800

Total # of full-time company employees in California: 1800

**United Service  
Workers West**



October 10, 2016

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

Dear Employment Training Panel,

Southern California  
Headquarters  
828 W. Washington Blvd.  
Los Angeles, CA 90015  
(213) 284-7705  
(213) 284-7725 fax

Orange County office  
1936 W. Chapman Ave.  
Orange, CA 92868  
(657) 888-6647  
(714) 704-9102 fax

San Diego office  
4001 El Cajon Blvd.  
Suite 211  
San Diego, CA 92105  
(619) 641-3050  
(619) 641-3055 fax

Northern California  
Headquarters  
3411 East 12th Street  
Suite 200  
Oakland, CA 94601  
(800) 772-3326  
(510) 261-2039 fax

San Jose office  
1010 Ruff Drive  
San Jose, CA 95110  
(408) 280-7770  
(408) 280-7804 fax

Sacramento office  
1401 21st Street  
Suite 310  
Sacramento, CA 95811  
(916) 498-9505  
(916) 497-0806 fax

Service Employees International Union – United Service West (SEIU-USWW), of which I am President, fully supports this application being submitted by Building Skills Partnership (BSP). SEIU-USWW has been full partners in the planning of this training project with BSP. We have met with Executive Director Aida Barragan and various employers throughout California regarding ETP training schedule, the training curriculum and the recruitment plan for our members.

We have participated and will continue to take part in any meeting required by our joint efforts to create successful training program for our members. Employers and client companies have expressed great interest in introducing and expanding the Green Janitor Certification Program. We plan to support the training by assisting BSP in contacting companies and getting them involved in the training.

We fully give our approval for BSP to run this ETP-funded training program and believe that the training will help SEIU-USWW members develop the skills needed to position themselves for secure and better paid work in California.

Thank you.

Sincerely,

David Huerta  
President, SEIU - United Service Workers West



**Training Proposal for:**  
**Los Angeles Chapter of the National Tooling and  
 Machining Association**

**Agreement Number: ET17-0451**

**Panel Meeting of:** March 24, 2017

**ETP Regional Office:** North Hollywood

**Analyst:** E. Wadzinski

**PROJECT PROFILE**

Contract Attributes:	Retrainee SB <100 Priority Rate	Industry Sector(s):	Manufacturing  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, Riverside, San Bernardino	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$888,120		\$61,668 8%		\$949,788

In-Kind Contribution:	50% of Total ETP Funding Required	\$669,820
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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	Mfg. Skills	70	8-200	0	\$2,772	\$16.25
				Weighted Avg: 144			
2	Retrainee SB <100 Priority Rate	Mfg. Skills	108	8-200	0	\$3,948	\$16.25
				Weighted Avg: 142			
3	Retrainee Priority Rate	Advanced Technology	84	8-200	0	\$3,921	\$18.00
				Weighted Avg: 141			

**Minimum Wage by County:** \$16.96 per hour for Los Angeles County, \$17.22 per hour for Orange County, and \$16.16 per hour for Riverside and San Bernardino 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 in Jobs 1 and 2 may use health benefits to meet the Post-Retention Wage.

**Wage Range by Occupation**

Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Numbers 1 &amp; 2</b>		
CNC Machine Operator		89
Machine Set-Up Operator		89
<b>Job Number 3</b>		
Engineer		20
Set-Up Operator		32
Programmer		32

**INTRODUCTION**

Founded in 1968, Los Angeles Chapter of the National Tooling and Machining Association (NTMA) ([www.trainingcenters.org](http://www.trainingcenters.org)) trains the machining industry in Southern California. NTMA is headquartered in Santa Fe Springs, with training campuses located in Santa Fe Springs and Ontario. This will be NTMA's 35<sup>th</sup> ETP Agreement.



NTMA prepares students for lifelong careers in the machining, tooling, metal-working and manufacturing industries. NTMA serves small to medium-sized machine shop employers that design and manufacture special tools, machines, dies, jigs, fixtures, gauges and precision-machined parts. These companies need skilled workers in order to prepare them for progress toward a high performance workplace due to advanced technological changes in the metal industry.

NTMA is eligible for ETP funding as a private training agency and the core participating employers will qualify as manufacturers facing out-of-state competition. This core group of employers represents at least 80% of the requested funding. Approximately 98% of the proposed training will be delivered at NTMA's training facilities and the remaining 2% will be at employer worksites.

## **PROJECT DETAILS**

Changes in cutting edge technology, sustained growth in the metal trades and a significant number of retiring workers are causing an ongoing shortage of trained workers. Participating employers need higher skilled workers to maintain employment levels needed to compete for additional business that might be lost to companies outside of California.

### **Training Plan**

NTMA's proposed curriculum was derived from national industry standards, with additional input from its trustees, local chapter members, and instructional staff. Participating employers review curriculum content prior to training. At the conclusion of each class, NTMA staff will conduct surveys with employers and trainees to assess the effectiveness of training and solicit suggestions for improving the content and delivery of training.

**Manufacturing Skills (70%)** - Training for Computer Numeric Control (CNC) Machine Operators and Machine Set-Up Operators will include CNC, Advanced CNC, Electro-discharge machining, and Inspection. These CNC retraining modules are designed for Machine Operators who need to upgrade their skills in CNC operations, set-up, and programming. Advanced CNC training will focus on higher-level machinery skills such as surface shading and dialogs, solid construction, and multiple-surface machining. The Inspection training components are designed for workers responsible for performing inspection functions in shops.

### **Advanced Technology (30%)**

The Advanced Technology (AT) training topics are specifically designed for higher skilled Engineers, Set-Up Operators, and Programmers who are typically responsible for the most complex programming, engineering, and machine set-up processes. These trainees will study 3D programming, Lathe programming, 3D tool-path planning and editing, file conversion, and multi-axis machining.

NTMA requests the AT reimbursement rate for Job Number 3 based on the highly technical and complex nature of the course modules. Advanced level incumbent workers in this industry sector must be well-versed in the use of 3D computer-aided design and new generations of computer-aided manufacturing. The trainer-to-trainee ratio is 1:10 for AT, to allow in-depth coverage and personal attention from the instructor. To support NTMA's request for the higher AT reimbursement rate, all trainees in Job Number 3 will be held to a post-retention minimum wage of \$18.00 per hour. These are higher-paid jobs, not in entry-level occupations (Engineer, Operator, and Programmer).

## **Marketing and Support Costs**

NTMA is requesting 8% support costs for program marketing and training-related activities including the recruitment of participating employers and assessment of employer-specific job requirements for retrainees. Support activities include the recruitment of participants, intake assessments, job readiness development, and job search/placement assistance. Staff recommends the 8% Support Costs.

## **Substantial Contribution**

NTMA serves large and small companies, some of which may have received training in prior ETP contracts. If a large participating employer (over 100 full-time employees) has received the benefit of training with payment earned in excess of \$250,000 within the past five years, reimbursement for trainees at the same facility will be reduced by 15% to reflect that employer's substantial contribution to the cost of training. Funding for any employer that has previously been assessed a substantial contribution will be reduced by 30%. Small businesses with 100 or fewer full-time employees are not subject to this provision.

## **Training Agency Certification**

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study. Most schools must also be licensed by the Bureau of Private Postsecondary Education (BPPE), created in statute effective January 1, 2010.

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

- BPPE licensure valid until January 22, 2020
- Approval for WIA funding under the I-TRAIN program
- Successful past performance with ETP (see Prior Project table)

## **Tuition Reimbursement**

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

## **Commitment to Training**

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

The targeted participating employers generally do not provide formal training to their production employees. Instead, training is typically limited to informal, on-the-job training. Some programmers who will participate in the proposed AT training have attended brief seminars for certain limited programming skills. However, the proposed Curriculum will provide workers in-depth training in the most proficient use of computerized machine tools.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

**ACTIVE PROJECTS**

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

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET16-0110	\$1,198,168	08/01/15 – 07/31/17	363	332	332

Based on ETP Systems, 54,258 reimbursable hours have been tracked for potential earnings of \$1,175,185 (98% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through February 2017.

**PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0406	Norwalk & Ontario	06/30/13 – 06/29/15	\$849,116	\$849,116 (100%)
ET12-0278	Norwalk & Ontario	01/28/12 – 01/27/14	\$749,621	\$685,533 (92%)
ET11-0212	Norwalk & Ontario	04/04/11 – 04/03/13	\$397,023	\$397,023 (100%)

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

N/A

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

8 – 200 (Jobs 1 & 2) Trainees may receive any of the following:

**MANUFACTURING SKILLS****CNC Fundamentals:**

- Types of Equipment
- Mathematical Principles and Applications
- Lathes
- Mills
- Specifications
- Cutting Tools
- Programming
- Setup and Operation
- Tool Paths
- Meeting Tolerances
- Meeting Quality Standards
- Shop Practice

**CNC Advanced:**

- CNC Programming System
- Types of Machines
- Set-Up Procedures
- Defining Tool Paths
- Models and Tooling
- Basics of Surface Construction
- Surface Shading and Dialogs
- Multisurface Machining
- Solid Construction
- Application of Tool Paths to Solid Models
- Tool Paths in Solid Machining

**Electro-Discharge Machining:**

- Principles
- Controls and Usage
- Features
- Set-Up
- Tolerances
- Quality Control
- Programming
- Tool Paths
- Models and Tooling

**Inspection:**

- Coordinate Measuring Equipment
- Mathematics for Inspection
- Blueprints
- Geometric Dimension and Tolerancing

- Datums and Datum Surfaces
- Coordinate Measuring Machine Set-Up and Operation
- Inspection Records and Requirements
- Parts, Assemblies and Set-Up Techniques Required Using Coordinate Measuring Machine Inspection Methods

**AT Hours**

8 - 200 (Job 3)

**ADVANCED TECHNOLOGY**

- Mathematical Principles and Applications
- CNC Programming System
- 2D Wire Frame Construction
- Basic 2-D Programming
- Defining Tool Paths
- Introduction to 3D Programming
- Models and Tooling
- Basics of Surface Construction
- Surface Shading and Dialogs
- Multi-Surface Machining
- Review of Basic Programming
- 3D Tool-Paths
- Multi-Axis Machining
- 3D Tool-Path Editing
- 3D Tool-Path Planning
- Engraving Artworks
- Creating Part Geometry for Lathes
- Lathe Programming
- Mill-Turn Tool-Paths
- File Conversion
- Post Processor Customization

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

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

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: Los Angeles Chapter of the National Tooling and Machining Association CCG No.: ET17-0451

Reference No: 17-0200

Page 1 of 5

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Company: 3M Unitek

---

Address: 2724 S. Peck Road

---

City, State, Zip: Monrovia, CA 91016

---

Collective Bargaining Agreement(s): No

---

Estimated # of employees to be retrained under this Agreement: 8

---

Total # of full-time company employees worldwide: 550

---

Total # of full-time company employees in California: 550

---

Company: Alcoa Fastening Systems & Rings

---

Address: 3000 W. Lomita Blvd.

---

City, State, Zip: Torrance, CA 90505

---

Collective Bargaining Agreement(s): No

---

Estimated # of employees to be retrained under this Agreement: 21

---

Total # of full-time company employees worldwide: 59,000

---

Total # of full-time company employees in California: 2,500

---

Company: Aluminum Precision Products

---

Address: 3333 W. Warner Ave.

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City, State, Zip: Santa Ana, CA 92704

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 708

---

Total # of full-time company employees in California: 708

---

Company: B & E Manufacturing

---

Address: 12151 Monarch Street

---

City, State, Zip: Garden Grove, CA 92841

---

Collective Bargaining Agreement(s): No

---

Estimated # of employees to be retrained under this Agreement: 6

---

Total # of full-time company employees worldwide: 68

---

Total # of full-time company employees in California: 68

---

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: Los Angeles Chapter of the National Tooling and Machining Association CCG No.: ET17-0451

Reference No: 17-0200

Page 2 of 5

Company: Bal Seal Engineering, Inc.

Address: 19650 Pauling

City, State, Zip: Foothill Ranch, CA 92610

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 12

Total # of full-time company employees worldwide: 629

Total # of full-time company employees in California: 447

Company: Esterline-Kirkhill-TA

Address: 300 East Cypress Street

City, State, Zip: Brea, CA 92821

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 800

Total # of full-time company employees in California: 800

Company: Fabtech

Address: 4331 Eucalyptus Ave.

City, State, Zip: Chino, CA 91710

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 84

Total # of full-time company employees in California: 84

Company: Freudenberg Medical LLC

Address: 5050 Rivergrade Rd.

City, State, Zip: Baldwin Park, CA 91706

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 7

Total # of full-time company employees worldwide: 150

Total # of full-time company employees in California: 150

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: Los Angeles Chapter of the National Tooling and Machining Association CCG No.: ET17-0451

Reference No: 17-0200

Page 3 of 5

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Company: Golden State Engineering

---

Address: 15338 Garfield

---

City, State, Zip: Paramount, CA 90723

---

Collective Bargaining Agreement(s): No

---

Estimated # of employees to be retrained under this Agreement: 8

---

Total # of full-time company employees worldwide: 250

---

Total # of full-time company employees in California: 250

---

Company: Hartwell Corp.

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Address: 900 S. Richfield Rd.

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City, State, Zip: Placentia, CA 92870

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Collective Bargaining Agreement(s): No

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Estimated # of employees to be retrained under this Agreement: 11

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Total # of full-time company employees worldwide: 301

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Total # of full-time company employees in California: 301

---

Company: Impresa Aerospace, LLC

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Address: 344 W. 157<sup>th</sup> St.

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City, State, Zip: Gardena, CA 90248

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Collective Bargaining Agreement(s): No

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Estimated # of employees to be retrained under this Agreement: 9

---

Total # of full-time company employees worldwide: 326

---

Total # of full-time company employees in California: 219

---

Company: Lisi Aerospace

---

Address: 2600 Skypark Dr.

---

City, State, Zip: Torrance, CA 90509

---

Collective Bargaining Agreement(s): No

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Estimated # of employees to be retrained under this Agreement: 17

---

Total # of full-time company employees worldwide: 1,286

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Total # of full-time company employees in California: 1,286

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**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: Los Angeles Chapter of the National Tooling and Machining Association CCG No.: ET17-0451

Reference No: 17-0200

Page 4 of 5

Company: Medtronic

Address: 9775 Toledo Way

City, State, Zip: Irvine, CA 92618

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 88,000

Total # of full-time company employees in California: 872

Company: Prismatic Dentalcraft, Inc. dba: Bioceramic Restorative Materials

Address: 4141 Mac Arthur Blvd.

City, State, Zip: Newport Beach, CA 92660

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 18

Total # of full-time company employees worldwide: 4,000

Total # of full-time company employees in California: 3,000

Company: RA Industries LLC

Address: 3207 W. Pendleton Ave.

City, State, Zip: Santa Ana, CA 92704

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 3

Total # of full-time company employees worldwide: 32

Total # of full-time company employees in California: 32

Company: Stoptech

Address: 21046 S. Figueroa St.

City, State, Zip: Carson, CA 90745

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 14

Total # of full-time company employees worldwide: 420

Total # of full-time company employees in California: 420

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: Los Angeles Chapter of the National Tooling and Machining Association CCG No.: ET17-0451

Reference No: 17-0200

Page 5 of 5

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Company: TE Connectivity

---

Address: 250 Eddie Jones Way

---

City, State, Zip: Oceanside, CA 92058

---

Collective Bargaining Agreement(s): No

---

Estimated # of employees to be retrained under this Agreement: 11

---

Total # of full-time company employees worldwide: 318

---

Total # of full-time company employees in California: 318

---

---

Company: UTC Aerospace Systems

---

Address: 11120 S. Norwalk Blvd.

---

City, State, Zip: Santa Fe Springs, CA 90670

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 42,000

---

Total # of full-time company employees in California: 5,000

---

---

Company: Wire Cut Company

---

Address: 6750 Caballero Blvd.

---

City, State, Zip: Buena Park, CA 90620

---

Collective Bargaining Agreement(s): No

---

Estimated # of employees to be retrained under this Agreement: 3

---

Total # of full-time company employees worldwide: 30

---

Total # of full-time company employees in California: 30

---

---

Company: Wire Tech EDM, Inc.

---

Address: 5450 Katella Ave., #10

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City, State, Zip: Los Alamitos, CA 90720

---

Collective Bargaining Agreement(s): No

---

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

---

Total # of full-time company employees worldwide: 6

---

Total # of full-time company employees in California: 6

---



**Training Proposal for:**  
**Murrieta Chamber of Commerce**  
**Agreement Number: ET17-0442**

**Panel Meeting of:** March 24, 2017

**ETP Regional Office:** San Diego

**Analyst:** K. Campion

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SB <100 HUA	Industry Sector(s):	Manufacturing Goods Movement Transportation/Logistics Aerospace and Defense Wholesale Trade Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Riverside, San Bernardino, San Diego, Orange, Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Teamsters District Council 2, Local 388M		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$467,280		\$32,322 8%		\$499,602

In-Kind Contribution:	50% of Total ETP Funding Required	\$438,000
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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	Cont. Imp., Business Skills, Computer Skills, Mfg. Skills	271	8-200	0	\$924	*\$16.16
				Weighted Avg: 48			
2	Retrainee	Cont. Imp., Business Skills, Computer Skills, Mfg. Skills	10	8-200	0	\$641	*\$16.16
				Weighted Avg: 40			
3	Retrainee SB<100 Priority Rate	Cont. Imp., Business Skills, Computer Skills, Mfg. Skills	182	8-200	0	\$1,334	*\$16.16
				Weighted Avg: 48			

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

**Minimum Wage by County:** \$16.16 per hour for Riverside and San Bernardino counties; \$16.72 per hour for San Diego County; \$16.96 per hour for Los Angeles County; and \$17.22 per hour for Orange County.

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

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
Participating employers may use health benefits to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Numbers 1-3</b>		
Administration Staff		92
Clerk		37
Engineer		10
Lead		70
Operator I		38
Operator II		18
Production Worker I		66
Production Worker II		18
Technician		55
Supervisor		32
Manager		18
Owner (Job 3 only)		9

## **INTRODUCTION**

Founded in 1915 and located in Southwest Riverside County, the Murrieta Chamber of Commerce (Murrieta Chamber) ([www.murrietachamber.org](http://www.murrietachamber.org)) is a nonprofit membership organization whose mission is to create and foster a sustainable business environment in the Murrieta area through networking, promotion and advocacy, and to assist small businesses to grow and achieve their goals through education and mentorship. The Murrieta Chamber works in partnership with the City of Murrieta and with other Chambers in Southwest Riverside County that form the Southwest California Legislative Council.

The Chamber also partners with the Southwest Cluster of the Riverside County Manufacturers and Exporters Association. This association helps identify the needs of manufacturers and links employers to the tools to help them to be more successful. Many of these companies need training to upgrade the skills of their workforce, to help them grow and stay competitive in Southern California.

This is the second proposal for the Murrieta Chamber of Commerce in the last five years. Under this proposal, the Murrieta Chamber will provide Continuous Improvement, Business, Computer, and Manufacturing Skills training to small and large manufacturing and warehousing companies in the Orange, Los Angeles, Riverside and San Bernardino Counties area. The core group of employers consists of 11 companies which represent 80% of the requested funding: six small businesses and five large employers across So. California. It is anticipated approximately 50% of the trainees will be from small businesses.

## **PROJECT DETAILS**

### **Employer Demand**

The core group of employers' have critical training needs to enhance their workers' job skills, improve internal processes, exceed customer expectations, and improve quality and operational efficiencies to remain competitive. Some manufacturing employers are demanding training in specific Continuous Improvement topics, critical to reducing waste and improving operation efficiencies, such as ISO, Lean manufacturing and process improvements. Other companies are requesting training in Communication Skills and Leadership Skills.

### **Training Plan**

All training will be customized to meet each employer needs based on assessments and industry demands. All training will be delivered via class/lab in the following:

**Continuous Improvement (45%):** Training will be provided to all occupations to help trainees learn how to work in teams, improve workflow, and troubleshoot and resolve problems. Trainees will also learn process mapping and other Lean Enterprise topics as well as ISO Auditor compliance training. Selected Leads, Supervisors, Managers and Owners will receive Leadership Skills and Project Management Skills.

**Business Skills (25%):** Training will be provided to all occupations to improve communication skills, customer relations, business writing skills, and social media marketing skills.

**Computer Skills (20%):** Training will be provided to select Administration Staff, Owners and Supervisor/Managers to help design, program, implement, and troubleshoot new computer software programs and social media networking.

**Manufacturing Skills (10%):** Training will be provided to Production Workers, Shop Leads, and Operators in Advanced Measurement skills, Inventory Management, Electrical Fundamentals and how to read blue prints.

**Subcontractor Restrictions**

The proposed training will be delivered by training vendor companies: Custom Corporate Communication (C3), located in Redondo Beach, and Western Training Group, located in Playa Del Ray. C3 will provide training primarily in Continuous Improvement, and Western Training Group will provide training primarily in Business and Computer Skills. Training will also be provided by at least two individual independent training experts from California. The Chamber has a data base of trainers established through its partnerships with colleges and associations, ensuring trainers are specialized subject matter experts. Reimbursement shall not be earned for training hours delivered by any single private-sector training vendor in excess of 50% of total training hours.

**Union Support**

One participating employer in the core group, Orange County Container LLC dba Smurfit Kappa North America, has submitted a letter of support for training its workers represented by the Teamsters Council District 2 Local 388M.

**Marketing and Support Costs**

The Chamber will market this training project through its website, including live presentations at monthly meetings, flyers and social media to its members and partners. It will also work with the Riverside County Manufacturers and Exporters Association to promote the ETP-funded training for local manufacturers.

Murrieta Chamber requests 8% support to cover costs and outreach efforts required to market and recruit additional participating employers, assess specific training needs, develop job-specific curricula and training schedules, and conduct necessary follow-up during retention. This will be an on-going activity throughout the duration of the Agreement. Staff recommends the 8% support costs.

**High Unemployment Area (HUA)**

Although some participating employers may be located in an HUA, Murrieta Chamber is not asking for a wage or retention modification.

**Impact/Outcome**

Trainees who participate in the ISO Auditor training may receive ISO Certification for Continuous Improvement.

**Substantial Contribution**

Murrieta Chamber serves large and small companies, some of which may have received training in prior ETP contracts. If a large participating employer has received the benefit of training with payment earned in excess of \$250,000 within the past five years, reimbursement for trainees at the same facility will be reduced by 30% to reflect a substantial contribution to the cost of training. Funding for any participating employer previously assessed a substantial contribution will be reduced by 50%. Small businesses with 100 or fewer full-time employees are not subject to this provision.

## **Commitment to Training**

Most employers provide basic on the job training or job specific training and will continue to do so. ETP funds are intended to provide supplemental training for companies who lack the resources to provide training on their own, but whom need training to upgrade the job skills of their workers to keep the workforce competitive. ETP funds will not displace the existing financial commitment to training of participating employers.

### ➤ Training Infrastructure

The President/CEO and an Administrative Assistant will manage this training project, including maintaining all class/lab attendance rosters. An Administrative Subcontractor, DLI & Associates, LLC will provide ETP project administration, including enrolling and tracking trainees in the ETP on line systems.

## **Tuition Reimbursement**

In accordance with Title 22, CCR, Section 4412.1, Murrieta Chamber represents that students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Agreement.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **ACTIVE PROJECTS**

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

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET16-0161	\$389,926	9/28/15 – 9/27/17	248	341	198

Based on ETP Systems, 9,669 reimbursable hours have been tracked for potential earnings of \$331,986 (91% of approved amount), of which \$144,788 has been earned for 198 retrainees if all other terms have been met. The Contractor projects final earnings of 95% based on training currently committed to by employers and in progress through February 2017.

## **DEVELOPMENT SERVICES**

DLI & Associates, LLC in San Juan Capistrano assisted with development of this proposal at no charge.

## **ADMINISTRATIVE SERVICES**

DLI & Associates, LLC will also perform administrative services for an amount not to exceed 10% of payment earned.

## **TRAINING VENDORS**

C3 will provide Continuous Improvement training and Western Training Group will provide Business and Computer Skills. Other vendors will be determined.

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

8 – 200

Trainees may receive any of the following:

**CONTINUOUS IMPROVEMENT**

- + ISO Auditor Training
- + Quality Engineering
- + Six Sigma
- + Statistical Process Control Team Building
- + Lean Enterprise:
  - Lean Manufacturing
  - Lean Office
  - Kaizen 7S
  - Process Improvement & Process Mapping
  - Problem Solving & Root Cause Analysis
  - Set-Up Time Reduction
- + Leadership Skills:
  - Finance for Non-Finance People
  - Goal Setting/Time and Priority Management
  - Managing Change
  - Performance Management Skills
  - Team Building
- + Project Management

**BUSINESS SKILLS**

- + Business Writing Skills
- + Communication Skills
- + Customer Relations
- + Sales Skills
- + Social Media Marketing

**COMPUTER SKILLS**

- + E- Commerce
- + QuickBooks and Accounting Software Skills
- + Search Engine Optimization
- + Social Media Networking Training
- + Microsoft Office Suite (Jobs 1 & 2: Intermediate/Adv. Only)
  - Word
  - Excel
  - Access
  - PowerPoint

**MANUFACTURING SKILLS**

- + Advance Measurement Skills
- + Inventory Management
- + Electrical Fundamentals
- + Blue Print Reading



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: Murrieta Chamber of Commerce  
Reference No: 17-0165

CCG No.: ET17-0442  
Page 1 of 3

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Company: Behr Process Corp.

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Address: 3400 W. Segerstrom Ave.

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City, State, Zip: Santa Ana, CA 92704

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Collective Bargaining Agreement(s): No

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

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Total # of full-time company employees worldwide: 3,300

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Total # of full-time company employees in California: 600

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Company: Ferro

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Address: 195 Aspen Way

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City, State, Zip: Vista, CA 92801

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Collective Bargaining Agreement(s): No

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

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Total # of full-time company employees worldwide: 4,000

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Total # of full-time company employees in California: 68

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Company: FibreForm Electronics Inc.

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Address: 5341 Argosy Ave.

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City, State, Zip: Huntington Beach, CA 92649

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Collective Bargaining Agreement(s): No

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

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Total # of full-time company employees worldwide: 28

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Total # of full-time company employees in California: 28

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Company: Kingson Mold & Machine, Inc.

---

Address: 1350 Titan Way

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City, State, Zip: Brea, CA 92820

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Collective Bargaining Agreement(s): No

---

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

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Total # of full-time company employees worldwide: 25

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Total # of full-time company employees in California: 25

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**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: Murrieta Chamber of Commerce

CCG No.: ET17-0442

Reference No: 17-0165

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Company: Oberthur Card Systems of America

Address: 3150 E. Ana Street

City, State, Zip: Rancho Dominguez, CA 90221

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 15,000

Total # of full-time company employees in California: 300

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Company: Orlando Spring

Address: 11131 Winners Circle

City, State, Zip: Los Alamitos, CA 90720

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 41

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

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Company: Plastics Engineering and Development Inc.-PEDI

Address: 2731 Loker Ave. West

City, State, Zip: Carlsbad, CA 92010

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 99

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

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Company: Price Products

Address: 106 State Place

City, State, Zip: Escondido, CA 92029

Collective Bargaining Agreement(s): No

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

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: Murrieta Chamber of Commerce

CCG No.: ET17-0442

Reference No: 17-0165

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Company: Smurfit Kappa North America

---

Address: 1161 E Walnut St.

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City, State, Zip: Carson, CA 90746

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Collective Bargaining Agreement(s): Teamsters Council District 2 local 388M

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Estimated # of employees to be retrained under this Agreement: 150

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Total # of full-time company employees worldwide: 47,000

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Total # of full-time company employees in California: 1,500

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Company: Temecula Olive Oil

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Address: 28653 Old Town Front Street

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City, State, Zip: Temecula, CA 92590

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Collective Bargaining Agreement(s): No

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

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Total # of full-time company employees worldwide: 75

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Total # of full-time company employees in California: 75

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Company: West Pak Avocado, Inc.

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Address: 38655 Sky Canyon Drive, Suite A

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City, State, Zip: Murrieta, CA 92566

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Collective Bargaining Agreement(s): No

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

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Total # of full-time company employees worldwide: 321

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Total # of full-time company employees in California: 97

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# TEAMSTERS DISTRICT COUNCIL 2

Affiliated with the Graphic Communications Conference-International Brotherhood of Teamsters

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

## Main Business Office

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

(714) 447-3382 Fax (714) 447-3385 (800) 333-4388

## Northern California/Colorado/Utah/Nebraska

6111 Southfront Rd., Suite R, Livermore, CA 94551

(925) 960-1295 (925) 960-1297 Fax (925) 960-1285 (800) 333-4388

## Oregon/Washington/Idaho

2233 N. Lombard, Portland, OR 97217-5737

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

January 13, 2017

Executive Director  
Employment Training Panel  
1100 J Street, 4<sup>th</sup> Floor  
Sacramento, CA 95814

Dear ETP,

I am writing on behalf of Teamsters District Council 2, Local 388M. We support the proposed training funded in part by the Employment Training Panel.

This training will assist our members in meeting their goals.

Sincerely,

Jose Brambila  
Representative

JB:sc



**Training Proposal for:**

**Riverside Community College District, Office of Economic Development**

**Agreement Number: ET17-0428**

**Panel Meeting of:** March 24, 2017

**ETP Regional Office:** San Diego

**Analyst:** H. Bernard

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SB <100 SET HUA	Industry Sector(s):	Manufacturing Transportation/Logistics Construction Engineering Services Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Riverside, San Bernardino, San Diego, Orange, Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Teamsters Local 896		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$504,614		\$34,562 8%		\$539,176

<b>In-Kind Contribution:</b>	<b>50% of Total ETP Funding Required</b>	<b>\$838,000</b>
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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 HAZMAT OSHA 10/30	600	8-200	0	\$577	*\$16.16
				Weighted Avg: 30			
2	Retrainee Priority Rate SB<100	Business Skills Computer Skills Cont. Imp. Mfg. Skills HAZMAT OSHA 10/30	277	8-200	0	\$528	*\$16.16
				Weighted Avg: 19			
3	Retrainee Priority Rate SET	Business Skills Computer Skills Cont. Imp. Mfg. Skills HAZMAT OSHA 10/30	128	8-200	0	\$365	\$22.04
				Weighted Avg: 19			

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

**Minimum Wage by County:** Job Numbers 1 & 2: \$16.16 per hour for Riverside and San Bernardino Counties; \$16.72 per hour for San Diego County; \$16.96 per hour for Los Angeles County; and \$17.22 for Orange County.  
 Job Number 3 (SET/Priority Industry): \$22.04 per hour  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Participating employers may use health benefits to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Shipping Clerks		40
Operator		100
Engineer I		20
Engineer II		20
Production Worker I		125
Production Worker II		50
Shop Helper		65
Maintenance Worker I		70
Maintenance Worker II		35

Shop Lead		100
Technician		70
Supervisor		80
Manager I		50
Manager II		30
Administration		150

## **INTRODUCTION**

This is the fourth Agreement within the last five years between the ETP and Riverside Community College District, Office of Economic Development (RCCD) ([www.rccd.edu](http://www.rccd.edu)).

Founded in 1916, Riverside CCD is a Western Association of Schools and Colleges approved public training agency that provides academic instruction leading to a degree, certificate or transfer to a four-year college. Riverside CCD is comprised of three colleges: Moreno Valley College, Norco College and Riverside City College. Riverside CCD's Office of Economic Development (OED) and Customized Training Solutions Center, located in Corona, creates and markets customized, vocational training to incumbent workers employed by local businesses across Southern California. The OED works primarily with manufacturing, transportation and logistics, distribution, aerospace, engineering, and healthcare companies.

This proposal will reach large and small priority and non-priority businesses. Participating employers will be located in Riverside, San Bernardino, San Diego, Orange and Los Angeles Counties.

## **PROJECT DETAILS**

### **Employer Demand**

RCCD partners with other colleges; workforce development agencies (such as the Riverside Workforce Board); local chambers of commerce in Riverside, Corona and Moreno Valley; and the Inland Empire Economic Partnership, to stay attuned to the needs of employers in the community. RCCD uses employer surveys to gauge training need. RCCD also meets with each participating employer to perform a training needs assessment.

RCCD reports that many manufacturing companies in the area continue to need training in Lean Manufacturing skills, communication and leadership skills, ISO certification, and quality improvements in order to reduce waste and increase profit margins. This proposal will build on the active project in these areas.

In addition to the manufacturing sector, RCCD also has outreach to companies in logistics, healthcare, manufacturing, engineering and pharmaceutical industries. This includes small companies in urban and semi-rural areas that do not have training budgets, staff or infrastructure.

RCCD will primarily serve its immediate local region in Corona, Norco, Moreno Valley, Perris and Jurupa Valley. However, some 20% of training will occur in other counties such as Orange, San Diego and Los Angeles.

The core group of employers represents over 80% of the requested funding. Of the 18 participating employers in the core group, nine companies are new. For repeat companies, no trainees will receive the same level of training.



## Training Plan

All training under this Agreement will be delivered via classroom/laboratory. RCCD projects that approximately 95% of the proposed training will be delivered at the participating employer sites and the remaining 5% will be center-based at college facilities. RCCD reports that all trainers will be qualified by education and experience.

**Business Skills (30%):** Training will be offered to all occupations. Training will include communication skills, customer service, problem solving and project management.

**Computer Skills (15%)** Training will be offered to Administration, Production Workers, Managers, Supervisors, Engineers and Technicians. Training will focus on the design, implementation and troubleshooting of new computer software systems as well as CAD/CAM Engineering software. Computer Skills will also include training for on accounting software, and Microsoft Office skills for administrative staff.

**Continuous Improvement (40%):** Training will be offered to all occupations. Training will be provided to reduce waste and improve processes. Training also include Lean Manufacturing, ISO Auditor, Kaizen topics, process improvements, process mapping, root cause analysis and lean enterprise.

**Manufacturing Skills (10%):** Training will provided for Production Workers. Training will allow these occupations to learn to operate new equipment, read blueprints, understand advanced measurements, tools, and other technical requirements.

**Hazardous Materials (1%):** Training will be provided to Production Workers, Managers, and Supervisors on hazardous material handling topics to ensure safety.

**Certified Safety Training (4%):** This training will be provided to Production Workers, Managers and Supervisors depending upon need and industry.

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.

## Impact/Outcome

Some of the trainees included in this project may receive ISO Certification and OSHA 10/30 certification. Also, trainees who participate in Lean Six Sigma may receive Green and/or Black belt certifications.

## Marketing and Support Costs

Employer marketing and recruitment are conducted by Riverside CCD's OED Customized Training Solutions staff, which maintains a database of partners in the industry that include manufacturers, distribution businesses and other eligible organizations. Its marketing strategies include email campaigns, social media marketing and multi-college communication at regional consortia meetings.

RCCD requests 8% in Support Costs for marketing and recruiting additional participating employers; assessing training needs; developing job-specific curricula and training schedules; and conducting necessary follow-up during retention. This will be an on-going activity throughout the duration of the Agreement.

## **Special Employment Training**

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

### **➤ Wage and Retention Modifications**

The SET trainees in Job Number 3 are employed in a priority industry; therefore, the Panel may modify the SET wage of \$29.38 per hour by up to 25% below the statewide average hourly wage to \$22.04 per hour. The contractor requests the modified wage of \$22.04 so it can reach more frontline workers.

### **High Unemployment Area (HUA)**

Although some participating employers may be located in an HUA, RCCD is not asking for an HUA wage or retention modification

### **Substantial Contribution**

RCCD serves large and small companies, some of which may have received training in prior ETP contracts. Some large participating employers may have received the benefits of training with payment earned in excess of \$250,000 within the past five years at the same facility. Accordingly, reimbursement for trainees at facilities with earnings over \$250,000 may be reduced by 15% (up to 30%) to reflect the company's Substantial Contribution to the cost of training. Participating employers who have had a substantial contribution applied in the past may have funding reduced by 30% (up to 50%). This provision does not apply to Small Business with fewer than 100 full-time employees.

### **Tuition Reimbursement**

In accordance with Title 22, CCR, Section 4412.1, RCCD represents that students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Agreement.

### **Commitment to Training**

RCCD 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.

RCCD reports that most employers do not have the training budgets to provide the needed training to their employees nor the internal personnel to function as subject-matter experts. Employers look to Riverside CCD to provide specific, job-related training in subjects that are outside of a company's expertise. The proposed training is not intended to duplicate training that may have been provided in the past rather will help upgrade the job skills of workers by training in new technologies to increase overall efficiencies and improve frontline worker leadership skills.

### **➤ Training Infrastructure**

Riverside CCD will utilize five internal staff, including the OED's Director of Customized Training Solutions, Business Development Specialists and Outreach Specialists to oversee

and manage this training project. Additionally, Riverside CCD will utilize a subcontractor for some ETP project administration including enrolling and tracking trainees in the ETP On-line Systems.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **ACTIVE PROJECTS**

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

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET16-0217	\$948,900	10/26/2015– 10/25/2017	1,274	63	63

Based on ETP Systems, RCCD reimbursable hours have been tracked for potential earnings of \$759,404 (80% of approved amount). And to date has placed 63 trainees and earned \$108,939. RCCD projects final earnings of 100% by March based on training currently committed to by employers.

### **PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0281	So. California	01/28/2013– 01/27/2015	\$877,876	\$870,566 (99%)
ET15-0211	So. California	08/24/2013- 08/23/2015	\$749,916	\$716,888 (96%)

### **DEVELOPMENT SERVICES**

RCCD retained DLI & Associates in San Juan Capistrano to assist with development at no charge.

### **ADMINISTRATIVE SERVICES**

RCCD also retained DLI & Associates to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

### **TRAINING VENDORS**

Quest Consulting & Training of Pacifica Palisades has been retained to provide Business Skills and Continuous Improvement Skills training for a fee of \$100,000.

Cerritos College in Cerritos has been retained to provide Business Skills and Computer Skills training for a fee of \$100,000.

The Company Doctors in Rancho Cucamonga has been retained to provide Continuous Improvement training for a fee of \$66,000.

RCCD states that no private training vendors will receive more than 50% of the amount earned.

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

8 – 200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Business Writing Skills
- Communication Skills
- Customer Service
- Leadership Skills
- Finance for Non-Finance People
- Goal Setting
- Managing Change
- Performance Management Skills
- Problem Solving
- Project Coordination
- Team Building
- Time and Priority Management
- Project Management
- Sales Skills

**COMPUTER SKILLS**

- CAD Cam Engineering Software Training
- E-Commerce
- Enterprise and Manufacturing Management Systems
- Microsoft Office Suite Intermediate and Advanced
- Accounting Software
- SolidWorks, Design Software
- Cyber Security Training

**CONTINUOUS IMPROVEMENT**

- Design of Experiments
- American Production & Inventory Control Society Certification
- ISO Auditor Training
- Lean Enterprise
- Lean Manufacturing
- Lean Office
- Kaizen, 7S
- Problem Solving
- Process Improvement
- Process Mapping
- Root Cause Analyst
- Set-up Time Reduction
- Process Management
- Quality Engineering
- Six Sigma
- Statistical Process Control (SPC)
- Team Building

**HAZARDOUS MATERIALS**

- Hazardous Waste
- Hazardous Materials
- Hazardous Chemical Cleaning
- Hazardous Waste Cleaning

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

- OSHA 10 (requires completion of full 10-hour course)
- OSHA 30 (requires completion of full 30-hour course)

**MANUFACTURING SKILLS**

- Advanced Measurement Tools and Techniques
- Geometric Dimension and Tolerances
- Numerical Control Functions
- Electrical Fundamentals
- Electrical Troubleshooting
- Inventory Management
- Programmable Logic Controllers

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: Riverside Community College District  
Reference No: 17-0163

CCG No.: ET17-0428  
Page 1 of 5

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Advanex Americas, Inc.

Address: 5780 Cerritos Ave.

City, State, Zip: Cypress, CA 90630

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 40

Total # of full-time company employees worldwide: 97

Total # of full-time company employees in California: 97

Company: AMETEK Programmable Power

Address: 9250 Brown Deer Rd.

City, State, Zip: San Diego, CA 92121

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 40

Total # of full-time company employees worldwide: 350

Total # of full-time company employees in California: 302

Company: Brenner Fiedler

Address: 4059 Flat Rock Dr.

City, State, Zip: Riverside, CA 92505

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 16

Total # of full-time company employees worldwide: 45

Total # of full-time company employees in California: 45

Company: CalAmp

Address: 1401 N. Rice Ave.

City, State, Zip: Oxnard, CA 93030

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 80

Total # of full-time company employees in California: 80

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: Riverside Community College District  
Reference No: 17-0163

CCG No.: ET17-0428  
Page 2 of 5

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: California Tool and Welding Supply

Address: 201 N Main Street

City, State, Zip: Riverside, CA 92501

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 80

Total # of full-time company employees in California: 80

Company: Combustion Associates Inc.

Address: 555 Monica Circle

City, State, Zip: Corona, CA 92880

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 35

Total # of full-time company employees worldwide: 35

Total # of full-time company employees in California: 35

Company: Complete Coach Works

Address: 1863 Service Court

City, State, Zip: Riverside, CA 92507

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 110

Total # of full-time company employees worldwide: 358

Total # of full-time company employees in California: 308

Company: Developlus Inc.

Address: 1575 Magnolia Ave.

City, State, Zip: Corona, CA 92879

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 89

Total # of full-time company employees in California: 89

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: Riverside Community College District  
Reference No: 17-0163

CCG No.: ET17-0428  
Page 3 of 5

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Flexsteel Industries, Inc.

Address: 7227 Central Ave.

City, State, Zip: Riverside, CA 92504

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 40

Total # of full-time company employees worldwide: 1,000

Total # of full-time company employees in California: 166

Company: Green Flash Brewing Company

Address: 6550 Mira Mesa Blvd.

City, State, Zip: San Diego, CA 92121

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 40

Total # of full-time company employees worldwide: 220

Total # of full-time company employees in California: 175

Company: K & N Engineering, Inc.

Address: 6659 Sycamore Canyon Blvd.

City, State, Zip: Riverside, CA 92507

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 100

Total # of full-time company employees worldwide: 60,000

Total # of full-time company employees in California: 5,000

Company: LRC -Coil

Address: 12309 Telegraph Road

City, State, Zip: Santa Fe Springs, CA 90670

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 7

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: Riverside Community College District

CCG No.: ET17-0428

Reference No: 17-0163

Page 4 of 5

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: NXZT

Address: 13164 E. Temple Ave.

City, State, Zip: City of Industry, CA 91746

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 37

Total # of full-time company employees in California: 36

Company: One Cycle Control

Address: 12 Mauchly, Ste. P

City, State, Zip: Irvine, CA 92608

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 15

Total # of full-time company employees in California: 15

Company: Pepsico Beverages Company

Address: 6659 Sycamore Canyon Blvd.

City, State, Zip: Riverside, CA 92507

Collective Bargaining Agreement(s): Teamsters Local 896

Estimated # of employees to be retrained under this Agreement: 40

Total # of full-time company employees worldwide: 355,000

Total # of full-time company employees in California: 15,000

Company: San Diego Gas & Electric

Address: 8330 Century Park Ct.

City, State, Zip: San Diego, CA 92123-1530

Collective Bargaining Agreement(s): yes, but employees to be trained are not union

Estimated # of employees to be retrained under this Agreement: 160

Total # of full-time company employees worldwide: 4500

Total # of full-time company employees in California: 4500

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: Riverside Community College District  
Reference No: 17-0163

CCG No.: ET17-0428  
Page 5 of 5

PRINT OR TYPE IN ALPHABETICAL ORDER

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Company: Teledyne Analytical Instruments

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Address: 16830 Chestnut St.

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City, State, Zip: City of Industry, CA 91748-1020

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Collective Bargaining Agreement(s): no

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Estimated # of employees to be retrained under this Agreement: 116

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Total # of full-time company employees worldwide: 116

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Total # of full-time company employees in California: 116

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Company: Triview Glass Industries, LLC

---

Address: 711 S. Stimson Ave.

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City, State, Zip: City of Industry, CA 91745

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Collective Bargaining Agreement(s): no

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Estimated # of employees to be retrained under this Agreement: 40

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Total # of full-time company employees worldwide: 91

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Total # of full-time company employees in California: 91

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Brewery Soda and Mineral Water Bottlers of California  
**STATEWIDE JURISDICTION**

**Teamsters Local Union No. 896**

Affiliated with International Brotherhood of Teamsters



Southern California Office - 3303 Wilshire Blvd., Suite 300, Los Angeles, CA 90010  
Northern California Office- 301 Georgia Street, Suite 220, Vallejo, CA 94590

(213) 388-3144 - Office  
(707) 644-8896 - Office

(213) 388-6360 - Fax  
(707) 644-8899 - Fax

December 21, 2016

To Employment Training Panel (ETP):

Teamsters Local Union 896 supports the ETP training program that Pepsico will provide for its employees.

Should you have any further questions please contact me at the number listed below.

Sincerely,

Phil Cooper

Secretary-Treasurer Teamsters Local Union 896

213-725-4127

Phil Cooper  
Secretary-President

Brian Testalaco  
Business Agent  
(Northern California)

Omer Robles  
Business Agent

Alex Sanchez  
Business Agent

Lindy Gerbig  
Business Agent

Darlene Bradley  
Office Manager



**Training Proposal for:**

**United Association Local Union 342 Joint Apprenticeship  
and Training Committee**

**Agreement Number: ET17-0931**

**Panel Meeting of:** March 24, 2017

**ETP Regional Office:** San Francisco Bay Area      **Analyst:** D. Woodside

**PROJECT PROFILE**

Contract Attributes:	Retrainee Apprenticeship Priority Rate	Industry Sector(s):	Construction Green Technology  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
County Served:	Alameda and Contra Costa	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada (Local 342)		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$498,996		\$34,403 8%		\$533,399

In-Kind Contribution:	50% of Total ETP Funding Required	Inherent
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Apprentice	Commercial Skills, OSHA 10	299	8-210	0	\$1,501	\$28.28
				Weighted Avg: 108			
2	Retrainee Journeyman Priority Rate	Commercial Skills, OSHA 10/30	150	8-200	0	\$564	\$56.56
				Weighted Avg: 24			

**Minimum Wage by County:** Job Numbers 1 & 2 Statewide/Priority Industry: \$22.04 per hour.  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Although health benefits are provided, they are not being used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Apprentice Plumber, Pipefitter, Steamfitter, Refrigeration Fitter/Air Conditioning Mechanic		299
Journeyman Plumber, Pipefitter, Steamfitter, Refrigeration Fitter/Air Conditioning Mechanic		150

**INTRODUCTION**

The United Association Local Union 342 Joint Apprenticeship and Training Committee (UA Local 342 JATC) ([www.ua342.org/training](http://www.ua342.org/training)) trains Apprentices and Journeymen for the piping industry in Northern California. The JATC serves 1,623 Journeymen and 381 Apprentices working primarily in Alameda and Contra Costa counties. This will be the Panel's third Agreement with this JATC within the last five years (see Active and Prior Project Tables).

Employers are represented by the Industrial Contractors UMIC, Inc., the Northern California Piping Contractors, the Mechanical Contractors Association of Northern California, the Air Conditioning & Refrigeration Contractors Association of Northern California; and the Residential Plumbing and Mechanical Contractors Association of Northern California. The trainees are employed by a variety of firms, including plumbing and mechanical contractors, utility contractors, refineries, building and industrial plant owners, and utility and pipeline companies.

Training will be delivered at the UA Local 342 JATC's 45,000 square-foot, fully equipped Training Center in Concord. The Training Center offers programs for both journeyman and apprentice programs. Journeymen training will include specialized training certifications that are nationally recognized in the pipe trades industry.

Apprentices and Journeymen in the pipe trades build and service everything from sanitary plumbing in homes to ultra-pure process piping systems in semiconductor and biotech plants:

- Plumbers construct, service, repair, and remodel existing plumbing systems in residential, commercial, and industrial buildings.
- Refrigeration and air conditioning mechanics install and retrofit all types of refrigeration equipment (from small air conditioning systems to industrial-use HVAC units).
- Steamfitters/pipefitters design and install complex heating systems, special pipes for acid, gas, oil, air, oxygen, nitrogen, and ultra-high-purity water and gas systems.

## **PROJECT DETAILS**

### **Employer Demand for Training**

Employers need training to acquire an adequate number of skilled craftsmen to work in specialized jobs and to replace retiring baby boomers. There is a national shortage in the pipe trades industry, especially welders. There is also a shortage of workers trained in energy efficient "green" building technologies and procedures. For example, most motors and pumps that are mechanically operated now have variable frequency drivers that ramp up the motor only when needed. The demand for workers skilled in such green building systems is higher in California where the California Building Energy Efficiency Standards (CBEE), require higher levels of efficiency are required for all building and construction trades. The CBEE standards mandate that California reduce its greenhouse gas emissions to 1990 levels by 2020.

The pipe trade industry is changing. Work is becoming more complex and workers are expected to be more productive. New systems need fewer people to complete a job, but each person needs finer-tuned skills. For example, many jobs are now laid out using hand-held computers with GPS systems. Instead of working from blueprints, workers use computer systems linked directly to satellites and advanced computer-aided design (Auto CAD) and building information modeling systems. Measurements are made from electronic transits, not tape measures. This leads to an increased demand for workers skilled in AutoCAD who can produce detailed construction plans.

Major construction projects are under way that require skilled trained pipe trade workers. Current projects include the Uber building; the Workday Office Buildings, a 30-story residential high-rise; and Oakland Children's Hospital, Kaiser facilities in Dublin, the Chevron Richmond refinery, and the Shell and Tesoro refineries in the East Bay.

### **Apprenticeship Program**

Apprentice training may not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). As such, ETP funding supplements the cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Depending on the type of trade, apprenticeship programs vary in length. In this proposal, the programs are five years.

For the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$18 to \$13 per hour. In addition, the Panel adopted a “blended rate” for Journeymen, reflecting the fact that they may be employed by a variety of contractors over the two-year term of contract ranging from large employers to small ( $\leq 100$  employees). This is \$22 per hour, midway between the Priority Industry standard rate (\$18) and Small Business rate (\$26).

The ETP wage for Apprentices is no less than \$22.04 per hour. However, the actual wages paid are shown in the Training Plan Table and contract when they exceed \$22.04, for both Apprentices and Journeymen.

## **Training Plan**

ETP funding will help the JATC expand its classes to meet employer demand for certified workers and train the growing number of newly registered Apprentices. All Class/Lab training is center-based and delivered at the JATC’s training center in Concord. All trainers are former or current members of the trade and subject-matter experts. All instructors meet standards set by the LEA.

### **Apprenticeship Training**

**Commercial Skills (95%):** Training will include topics such as trade math, blueprint reading, and all plumbing and mechanical systems in use, in addition to basic skills required across all pipe trades. Training will help apprentices gain the skills needed to work safely and productively. Training will also cover courses in green construction compliance, practices and materials; new equipment, welding, industry certifications, and safety competency.

### **Journeyman Training**

**Commercial Skills (95%):** Training proposed in this application will give journeymen skills in valve repair, medical gas installation, welding, refrigerant handling, industrial rigging, foreman skills, geothermal systems, green awareness, instrumentation, and field computer systems. This specialized training leads to certifications that are recognized nationally in the pipe trades industry.

### **Certified Safety Training**

**OSHA 10/30 (5%):** Journeymen and Apprentices may receive OSHA 10/30. This training is not required as a condition of doing business in California. However, the coursework must be approved by, and the instructors must be certified by Cal-OSHA. Completion of the training results in a certificate that expands employment opportunities. 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 nor in the 50% limitation on CBT.

### **Curriculum Development**

The curriculum is employer-driven and employer representatives provide direct input based on local industry needs. Thus, hiring demands result in a comprehensive and technically advanced curriculum based on feedback received directly from the employers and union representatives. Input is based on workplace performance, requests of customers, and needs of the industry as well as student course evaluations completed at the end of each course.

## **Electronic Recordkeeping**

Staff has approved the JATC's use of a Learning Management System for recordkeeping.

## **Commitment to Training**

Signatory employers will continue to make contributions to the training trust for every hour worked by Apprentices and Journeymen. General safety training is, and will continue to be, provided by participating employers in accordance with all pertinent requirements under state and federal law.

## **Marketing and Support Costs**

UA Local 342 JATC requests, and staff recommends, 8% support costs to assist in trainee recruitment, employer outreach and assessment of employer-specific job requirements. All training is marketed through various participating employer associations in Northern California, and through the JATC's newsletters, public service announcements, personal contacts, telephone calls, the Internet, emails, and the JATC's website.

While many participating employers have already been recruited, additional recruitment and assessment activities with employers must occur to support apprenticeship and journeyman training.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **ACTIVE PROJECT**

The following table summarizes performance by UA Local 342 JATC under its current ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees Estimated	No. Completed Training	No. Retained
ET16-0914	\$534,555	10/05/2015– 10/04/2017	296	296	64

All training has ended under this Agreement. Additional training hours will still need to be added to the ETP Tracking system for Journeymen. However, based on the ETP tracking system, 37,832 reimbursable hours have been tracked (equivalent to 98% of the Agreement amount) as of January 26, 2017.

## **PRIOR PROJECTS**

The following table summarizes performance by UA Local 342 JATC under an ETP Agreement completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0916	Concord	5/5/14 – 5/4/16	\$533,399	\$524,591 (98%)



### **DEVELOPMENT SERVICES**

Steve Duscha Advisories in Sacramento assisted with development of this proposal for a flat fee of \$10,000.

### **ADMINISTRATIVE SERVICES**

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

### **TRAINING VENDORS**

N/A

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

8 - 210

Trainees may receive any of the following:

**Apprentice Training****COMMERCIAL SKILLS**

Refrigeration Fitter/Air Conditioning Mechanic:

- ✚ Beginning Electrical Theory
- ✚ Mechanical Refrigeration Theory
- ✚ Electrical Theory/Beginning Schematics
- ✚ The Refrigeration Cycle
- ✚ Intermediate Electrics I
- ✚ Intermediate Mechanical Refrigeration I
- ✚ Intermediate Electrical II
- ✚ Intermediate Mechanical Refrigeration II
- ✚ Electrical Troubleshooting I
- ✚ Electrical Troubleshooting II
- ✚ Introduction to Direct Digital Controls
- ✚ Introduction to Variable Frequency Drivers
- ✚ Introduction to Market Refrigeration Systems
- ✚ Introduction to Pneumatic Controls
- ✚ Introduction to Boilers
- ✚ Advanced Compressor and Motor Theory
- ✚ Start Test Balance: Water Side I
- ✚ Start Test Balance: Air Side I
- ✚ Start Test Balance: Water Side II
- ✚ Start Test Balance: Air Side II

Plumber/Pipefitter:

- ✚ CPR
- ✚ Trade Mathematics
- ✚ Computers in the Field
- ✚ Water Supply Systems
- ✚ Sewage Disposal
- ✚ Plumbing System Service and Repair
- ✚ Construction Management in Plumbing
- ✚ Medical Gas Systems
- ✚ Related Science in the Piping Trades
- ✚ Beginning Drawing & Plan Reading for the Piping Trades
- ✚ Advanced Drawing in the Piping Trades
- ✚ Plumbing Tool Workshop I
- ✚ Plumbing Tool Workshop II
- ✚ Plumbing Code I
- ✚ Plumbing Code II
- ✚ Welding for Plumbers
- ✚ Electricity for Plumbers
- ✚ Gas Installation in Plumbing
- ✚ Backflow Prevention
- ✚ Plumbing Fixtures
- ✚ Certification Preparation
- ✚ Computers in the Field

**Steamfitter:**

- ✚ CPR
- ✚ Trade Mathematics
- ✚ Computers in the Field
- ✚ Use and Care of Tools
- ✚ Welding Safety/Plate Welding
- ✚ Oxygen/Acetylene Cutting
- ✚ Pipe Shop I
- ✚ Pipe Shop II
- ✚ Related Science in the Piping Trades
- ✚ Beginning Drawing and Plan Reading for the Piping Trades
- ✚ Advanced Drawing in the Piping Industry
- ✚ Instrumentation 1
- ✚ Instrumentation 2
- ✚ Steam Systems
- ✚ Electricity for Steamfitting
- ✚ Industrial Rigging
- ✚ Beginning AutoCAD
- ✚ Advanced AutoCAD
- ✚ Pumps
- ✚ Tube Bending
- ✚ Pipe Welding 1
- ✚ Welding 5
- ✚ Welding 6
- ✚ Welding 7
- ✚ Welding 8
- ✚ Welding 9
- ✚ Welding 10
- ✚ Orbital Welding
- ✚ Construction Management in Steamfitting
- ✚ Computers in the Field

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

- ✚ OSHA 10 (requires completion of 10 hour course)
- ✚ OSHA 30 (requires completion of 30 hour course)

**Class/Lab Hours**

8-200

Trainees may receive any of the following:

**Journeyman Training****COMMERCIAL SKILLS**

- ✚ Auto CAD
- ✚ Advanced Drawing (Pipe Drafting)
- ✚ Advanced Plan Reading
- ✚ Basic Electricity
- ✚ Beginning Instrumentation
- ✚ Blueprint Reading
- ✚ Boiler
- ✚ Brazing
- ✚ Crane Operations
- ✚ Handling Refrigerants
- ✚ Construction Management

- ✚ Detailing
- ✚ Diametrics
- ✚ Downhill Welding
- ✚ Drawing
- ✚ Foreman Training
- ✚ Gas
- ✚ Gas Installations (Plumbing)
- ✚ Hand Fusion
- ✚ HVAC Theory
- ✚ Industrial Instrumentation (Tube Bending)
- ✚ Instrumentation
- ✚ Med Gas
- ✚ Med-Gas Installer/Brazer (For UA Certification)
- ✚ MIG
- ✚ Orbital Welding
- ✚ Plumbing Code
- ✚ Plumbing Fixtures & Appliances (Plumbing)
- ✚ Polyvinylidene Fluoride Products
- ✚ Rigging
- ✚ Signal Person
- ✚ Tig & Fusion Welding
- ✚ Trimble
- ✚ Tube Bending
- ✚ Variable Speed
- ✚ Water Supply

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

- ✚ OSHA 10 (requires completion of 10 hour course)
- ✚ OSHA 30 (requires completion of 30 hour course)

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

Note: Reimbursement is capped at 210 total training hours for Apprentice trainee (Job Number 1) and 200 total hours for Journeymen (Job Number 2), regardless of the method of delivery.



**Training Proposal for:  
Sacramento Employment and Training Agency**

**Agreement Number: ET17-0476**

**Panel Meeting of:** March 24, 2017

**ETP Regional Office:** Sacramento

**Analyst:** J. Lazarewicz

**PROJECT PROFILE**

Contract Attributes:	At-Risk Youth HUA New Hire Multiple Barriers SET	Industry Sector(s):	Construction Retail Services  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Sacramento	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤N/A%		
Managers/Supervisors: (% of total trainees)	≤0%		

**FUNDING DETAIL:**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$800,000		\$128,000 20%		\$928,000

<b>In-Kind Contribution:</b>	<b>50% of Total ETP Funding Required</b>	<b>\$1,000,000</b>
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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 At-Risk Youth <b>Part 1</b>	Business Skills, Commercial Skills, Literacy Training	285	8-200	0	\$1,856	\$10.50
				Weighted Avg: 80			
*	New Hire At-Risk Youth WIOA <b>Part 2</b>	Business Skills, Commercial Skills, Literacy Training	215	8-200	0	\$1,856	\$10.50
				Weighted Avg: 80			

\*Part 2 funding from alternate-source WIOA will be processed as a separate contract.

**Minimum Wage by County:** Job Numbers 1 and 2: (Multiple Barrier New Hire) Sacramento County \$10.50.

**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
Hospitality Occupations		100
Office Administration		100
Construction		100
Warehouse/Production Associate		100
Customer Service Associate		100

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

**INTRODUCTION**

This is the first proposal to come forward under the new Career Workforce Education (CWE) pilot program. The Panel approved guidelines for CWE at its meeting on December 16, 2016.

CWE is designed to complement an education/workforce initiative sponsored by the City of Sacramento under Mayor Darrell Steinberg, in cooperation with the Sacramento Employment and Training Agency (SETA). Under this initiative, SETA will work with the Sacramento City Unified School District and affiliated districts in the greater Sacramento area. ETP-funded training will assist high school students in a population that tends to have delayed entry into the job market.

Most students will be Juniors or graduating Seniors, and the typical trainee will be 16-18 years old (maximum age 22). Students under age 18 will be required to obtain a State of California work permit issued by the Department of Education through the high school districts.

Funding will be in two parts, from two separate sources:

- **Part One** will be up to \$528,000 in core funding as Special Employment Training (SET).
- **Part Two** will be up to \$400,000 in alternate-source funding from the federal Workforce Innovation and Opportunities Act (WIOA).

Both sources of funding are presented for Panel approval today, as reflected in the Training Plan Table. For administrative purposes, alternate-source WIOA funding will be processed as a separate contract, which does not require additional Panel action.

## **PROJECT DETAILS**

Established in 1978, Sacramento Employment Training Agency (SETA) is a joint-powers agency of the City and County of Sacramento, eligible to hold a Multiple Employer Contract as a grant recipient under the Workforce Innovation and Investment Act (WIOA). SETA is a repeat contractor, with one prior project in the last five years. In a typical year, SETA serves over 45,000 customers through various government-funded programs to provide employment and training.

SETA proposes to train 500 students in total under both parts of this proposal, for job placement in a variety of industry sectors and occupations. The curriculum is based on employer interest in Sacramento and surrounding areas. It is organized under three training tracks: Business Administration, Restaurant/Hospitality, and Construction. Each track will include Literacy Training, as allowed under the CWE Guidelines.

### **Commitment to Training**

SETA 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.

### **CWE Modifications**

A series of modifications are available under the CWE pilot program. SETA is asking for the following, for both stages of funding:

#### ➤ Post-Retention Wage

In keeping with the At-Risk Youth program, wages may be reduced by up to 25% below the ETP Minimum Wage by county. This is a special exception for training persons with Multiple Barriers under SET. This puts the post-retention wage at 25% below the average for Sacramento County, with a default to the state minimum wage rate in effect, as shown in the Training Plan Table.

#### ➤ Incidental Placement

Incidental placement with public and nonprofit entities is permissible at up to 35% of the total trainee population.

#### ➤ Retention Period

Given their ongoing school schedules, it is not expected that these trainees will work for 90 consecutive days at 35 hours a week with one employer, which is standard retention for the core program.

For CWE, retention may be satisfied by employment of at least 25 hours a week for at least 90 consecutive days (or 90 days within a 120 consecutive-day period) with up to three employers. Retention may also be satisfied by employment of at least 500 hours within 272 days, also with multiple employers. CWE trainees may continue to receive training while undergoing retention, in keeping with the concept of a high school internship.

Students whose schedules require more flexibility for placement or retention will be trained under Part 2 using alternate-source funds.

### **Marketing and Support Costs**

SETA will recruit trainees and provide placement services in conjunction with resources provided by the school district. Specifically, SETA will use online resources to promote its market materials to be developed for student trainee recruitment distributed within Sacramento schools, community based organizations, partner organizations, and the City of Sacramento.

Both SETA and the City of Sacramento will reach out to all of the employers that they currently work with to support the hiring of student trainees under this pilot program. SETA will hold a job fair for all trainees who complete the Work Readiness component of this training plan. Additionally, employers will be recruited through the local chamber of commerce and partner organizations, such as the California Employers Association and the North State Building Industry Foundation.

### **Other Funding Sources**

Although SETA does receive funding from WIOA and other government sources, these sources will not be used in conjunction with ETP-funded training and administrative cost (except as specifically identified under Part 2).

### **Trainee Eligibility**

The standard trainee eligibility requirements are waived under Special Employment Training (SET). Specific trainee eligibility standards apply for the CWE pilot program, which will be documented by SETA in accordance with the pilot guidelines.

[Note: Typically, SET funding requires the statewide average hourly wage. However, the ETP Minimum Wage applies - and additional wage modifications are allowed - for trainees with multiple barriers to employment, as incorporated in the CWE pilot program.]

### **Employer Eligibility**

Participating employers are not required to demonstrate out-of-state competition under Special Employment Training. It is anticipated that job placement would be full-time during the Summer months, and part-time during the school year. Participating employers will be "certified" as ETP eligible, for core program funding. As stated earlier, all participating employers will be required to sign a work permit through the school district, for trainees under age 18.

### **Trainer Qualifications**

Approximately half of the training will be delivered by outside vendors, with the remaining hours to be delivered by the employer. All training will be classroom/simulated laboratory (class/lab).

### **Curriculum Development**

The curriculum was developed by a partnership between SETA and the Los Rios Community College District with input from the Labor/Trade Unions, Restaurant and Hospitality



Associations, California Employers Association, North State Building Industry Association/Foundation and various industry advisory groups.

### **Training Plan**

**Business Skills** (100%): Trainees who are placed in Business/Administration occupations will receive training in topics such as Professional Office Skills, Verbal Communication, Mail and Document Distribution, Organizational Planning, Records Management, Computer Technology and Business Etiquette.

**Commercial Skills** (100%): Trainees who are placed in Restaurant/Hospitality occupations will receive training in topics such as customer service, including customer expectations and making personal connections, problem solving, customer service techniques, loyalty and ethics, and communication.

Trainees placed in Construction occupations will also receive training in basic construction skills and procedures such as drywall, doors, windows and trim, painting, refinishing, cabinetry, counter tops, electrical, plumbing and flooring,

**Literacy Training** (100%): All Trainees will receive training in topics such as work readiness, employability skills, resume, cover letter and application process, interview strategies and techniques, and personal adaptability skills among other things. This training will be prior to placement in one of the participating employers.

### **Tuition Reimbursement**

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

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **PRIOR PROJECTS**

SETA is a repeat contractor, with one ETP Agreement completed within the last five years.

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned 16%
ET12-0443	Sacramento	06/30/2012– 06/29/2014	\$627,152	\$99,941

SETA's poor performance was due to difficulty in placement for At-Risk Youth and other New Hire trainees. However, this issue should be resolved under the current proposal due to employer support through the Mayor's Office and City of Sacramento school districts. In addition, utilizing alternate-source WIOA funding will allow flexibility to maximize performance. For these reasons, staff did not attempt to "right size" funding for the current proposal.

### **DEVELOPMENT SERVICES**

N/A

### **ADMINISTRATIVE SERVICES**

N/A

### **TRAINING VENDORS**

N/A

## **Exhibit B: Menu Curriculum**

### **Class/Lab Hours**

8-200

Trainees may receive any of the following:

### **Business/Administration Occupations (Track 1)**

#### **BUSINESS SKILLS**

- + Professional Office Skills
- + Verbal Communication
- + Mail & Document Distribution
- + Organizational Planning
- + Records Management
- + Office Equipment and Supplies
- + Computer Technology
- + Communications Equipment
- + Electronic Communications and the Internet
- + Office and Web Publishing
- + Personal Professional Development
- + Professional & Office Protocol
- + Business Ethics
- + Business Law & Related Issues
- + Human Resources
- + Accounting Procedures & Analysis
- + Accounting Applications & Systems
- + Ledgers & Reports
- + Banking Transactions & Services
- + Financial Statements & Balances

### **Restaurant/Hospitality Occupations (Track 2)**

#### **COMMERCIAL SKILLS**

- + Registration Logistics
- + Superior Customer Service
- + Publicity & Social Media Awareness
- + Branding Strategies
- + Diversity Awareness
- + Verbal Communication
- + Basic Grammar Skills
- + Business Expectations & Attitudes
- + Critical Thinking & Problem Solving
- + Teamwork & Collaboration
- + Handling a Breakdown in Service
- + Business Etiquette

## Construction Occupations (Track 3)

### **COMMERCIAL SKILLS**

- + Basic Construction Skills
- + Procedures for scope of work
- + Tools & Equipment
- + Specific Skills
  - Drywall
  - Doors & Windows/Trim
  - Painting
  - Refinishing
  - Cabinetry
  - Counter Tops
  - Electrical
  - Plumbing
  - Flooring

### **All Occupations**

#### **LITERACY TRAINING**

- + Resume, Cover Letter and Application Process
- + Interview Basics
- + Adaptability
- + Analysis Solution Mindset
- + Collaboration
- + Communication Etiquette
- + Communication Styles
- + Social Media/Ethics
- + Digital Fluency- Online Platforms
- + Empathy
- + E-Ship Mindset in Modern Workforce
- + Resilience
- + Self-Awareness
- + Social Diversity Awareness
- + Financial Literacy
- + Mock Interviews

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

**DELEGATION ORDER**



**Retrainee - Job Creation  
Training Proposal for:  
Alioto's Garage, Inc.**

**Small Business**

**ET17-0446**

**Approval Date:** March 1, 2017

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

**Analyst:** R. Jackson

**CONTRACTOR**

- Type of Industry: Services  
Priority Industry:  Yes  No
  
- Number of Full-Time Employees  
California: 85  
Worldwide: 85  
Number to be trained: 56  
Owner  Yes  No
  
- Out-of-State Competition: No OSC
- Special Employment Training (SET):  Yes  No
- High Unemployment Area (HUA):  Yes  No
- Turnover Rate: 13%
- Repeat Contractor:  Yes  No

**FUNDING**

- Requested Amount: \$74,448
- In-Kind Contribution: \$69,040

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 SET	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, PL- Commercial Skills	48	8-60	0	\$1,320	\$29.38
				Weighted Avg: 60			
2	Retrainee SB <100 Job Creation Initiative SET	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, PL- Commercial Skills	8	8-200	0	\$1,386	\$14.69
				Weighted Avg: 63			

- Reimbursement Rate: Job #'s 1 & 2: \$22 SB Non-Priority
- County(ies): San Francisco
- Occupations to be Trained: Administrative Staff, Estimator, Production Staff, Technicians, Managers, Owners
- Union Representation:  Yes  
 No
- Health Benefits: Job #1: \$3.19 per hour

**SUBCONTRACTORS**

- Development Services: Synergy Management Consultants, LLC (Synergy) in Grass Valley provided development services for a flat fee of \$4,560
- Administrative Services: Synergy will also provide Administrative services for a fee of 13% of payment earned.
- Training Vendors: Tesla Motors, Fremont CA, Commercial Skills  
Toyota Motors, Longbeach CA, Commercial Skills  
Porsche Motors, Los Angeles CA, Commerical Skills  
PPG Industries Vacaville CA , Commercial Skills

## **OVERVIEW**

Established in 1939, Alioto's Garage, Inc. (Alioto's) [www.aliotosgarage.com](http://www.aliotosgarage.com) is an automotive repair shop with three locations in San Francisco, all of which are participating in training. Alioto's provides automotive repair services and sales of parts and accessories.

This is Alioto's second ETP agreement, and the second within the past five years. A significant amount of Business Skills training was delivered in the first agreement. However, Commercial skills training was not fully delivered as planned because the funding was exhausted through the delivery of other types of training, primarily business skills. The need to focus on business skills in the prior Agreement stemmed from Aliotios strategic concentrating on business growth and customer retention. The Company prioritized training in customer service to meet job creation and expansion initiatives. Training resulted in an increase in overall customer service satisfaction from 74.2% to 96.1%, and decreased cycle time (from vehicle drop off to vehicle delivery) from 11 to 7 days on average.

This agreement will focus on Commercial Skills training to support Tesla, Porsche and Toyota training. Alioto's recently became SF's only Tesla Motors certified shop. The Company estimates 100,000 new Tesla vehicles will enter their area within the next 18 months. As such, Alioto's technicians need to complete an 80-hour certification training. Additionally, Alioto's is now authorized to repair Porche vehicles which requires 60 hours of certification training.

The automotive collision repair industry has been experiencing changes to processes and materials as new vehicles must meet Corporate Average Fuel Economy (CAFE) standards. CAFE standards require a much higher level of fuel economy for vehicles, and vehicle weight is a significant factor. To meet these standards, manufacturers are reducing the weight of new vehicles by incorporating materials such as aluminum, ultra high strength steels, borons, and composites. These new materials and methods of vehicle construction require different methods of repair. Alternative fuel, hybrid technology, and electric vehicles also require different repair methods. These changes create the need to re-tool and retrain employees to handle the repairs, provide accurate estimates, properly assess damage, and respond to customer inquiries. Industry specific training (Inter-Industry Conference on Auto Collision Repair (ICAR) and Automotive Service Excellence) is a requirement by insurance companies. Training in software systems and quality improvements are necessary to ensure consistency, timely reporting to insurance companies, and improved customer service. Since some of the commercial skills in the last agreement were not delivered, and new employees are included in this proposal, this need for training persists.

With continued growth, Alioto's needs to hire and train eight additional employees to meet new standards in vehicle repair and Company's processes and methods.

The Company is eligible for funding under ther Special Employment Training Provisions.

### **Modifications**

Although small business proposals are capped at 60 hours per trainee, Alioto's requests a modification to increase the maximum to 200 hours for Job Creation (Job Number 2). Due to the number of hours of training to become certified technicians, extensive training hours are required for 3 Technicians.

The Company represents that the duration of the certified Tesla and Porshe training are 80 hours and 60 hours respectively. This certification training, along with essential Commercial Skills, requires trainees receive more than the 60 hour cap. Three trainees may reach an

estimated 200 hours of training based on assessed training needs and submitted training schedules. While Job Number 1 trainees are also required the same number of hours to reach certifications (140). Alioto's is not requesting a modification for these trainees and will provide additional training at their own expense. Alioto's is requesting ETP's allowance of up to 200 training hours in Job Number 2.

### **Retrainee - Job Creation**

The Panel offers incentives to companies making commitments to hiring new employees. A lower post retention wage is allowed, consistent with ETP's existing New Hire wage. In this case Alioto's is requesting the post-retention wage of \$14.69 excluding health benefits for Job Number 2. These trainees will be hired into "net new jobs" as a condition of contract.

Also, contracts with Job creation job numbers are allowed, per ETP's guidelines, to be written for two years and have greater flexibility to deliver more hours of training per trainee on an as needed basis. In this case the Company presented training schedules clearly delineating training schedules set in specific time blocks for technicians offered by vendors that extend across a full 21 training months period. Thus, Alioto's requests this Agreement reflect a two year duration.

### **Training Plan**

The training topics and types may appear similar to the prior agreement, but Alioto's has verified the content has been updated and is only being delivered to trainees that did not receive the training in the prior ETP Agreement. The proposed class/lab and Productive lab training will be delivered by in-house trainers and vendors at Alioto's three shops in San Francisco.

**Business Skills:** This training will be offered to Estimators and Administrative Staff to enhance customer service skills needed in sales and complex repair scenarios. Alioto's anticipates the training will have a positive impact on reaching high standards in customer care targeted in internal strategic plans and will produce repeat customers, which ultimately is expected to increase revenues.

**Commercial Skills:** This training will be offered primarily to Technicians, Production Staff, Managers and Estimators to upgrade skills. Some items will be offered to Sales Staff to improve customer service because the Tesla Motors proprietary components will require knowledge to be communicated to customers. Some topics cover new processes that are completely unique to Tesla and Estimators, Production Staff, and Managers will be required to know the processes to order parts and create repair plans. Topics such as; Tesla and Porsche certifications, and extended ICAR BMW, Toyota and other specific OEM (Original Equipment Manufacturer) required coursework for certification are proposed.

**Computer Skills:** This training will be offered to Technicians, Production Staff, Estimators, and Managers. Topics such as CCone, and Tesla proprietary estimating and procurement systems will be delivered. Software update training is also proposed. Alioto's represents that all of the computer skills training is needed to maintain productivity, remain competitive by keeping pace with new technology and to further reduce waste and costs in order to keep or attract customers.

**Continuous Improvement:** This training will be offered companywide. Alioto's reports improved efficiency in its self-assessments, which followed past ETP training in Continuous Improvement topics. In this proposal, the Company is targeting Lean training topics to reduce rework by 15% and reach a 10% cost savings. Topics include Root Cause Analysis, Quality Improvement, and Lean concepts.

**Productive Lab**

Some Commercial Skills training topics will be delivered by Productive Lab (PL) to further develop repair skills, expand refinish skills and help staff obtain practical welding experiences to reinforce classroom training. The Company has submitted a PL worksheet which includes a task breakdown with estimated times needed to achieve proficiency in the tasks identified. PL will be delivered at a 1:1 trainer-to-trainee ratio and the trainer will be a journey level expert. PL will be capped at 24 hours per trainee in compliance with ETP's guidelines.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET15-0123	San Francisco	7/1/14 – 6/30/16	\$49,456	\$49,456 (100%)



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

8-60 Job 1

8-200 Job 2

Trainees from Job 1 &amp; 2 may receive any of the following:

**COMMERCIAL SKILLS**

- I-CAR Collision Repair Certification Skills
- Refinishing Skills
  - Trim & Hardware
  - Surface Preparation
  - Vehicle Priming/Sealing
  - Paint Spray Guns Maintenance & Set-Up
  - Corrosion Protection Process
  - Sand, Buff & Detail
  - Color Theory & Tints
  - Blending Techniques
  - New Technologies
- Structural Repair
  - Unibody Alignment
  - Three Dimensional Measuring
  - Repair & Replacement of Outer Body Panels
  - High Strength Steels
  - Aluminum Repair Processes
  - MIG Welding Skills
  - Straightening Structural Damage
  - Pillars, rocker Panels, Rails, Front Structures & Floor Pan Replacement
  - Heating Cooling and AC Systems
  - Steering & Suspension Systems
  - Advanced Vehicle systems
  - Composite Materials and Bonding Techniques
- Non-Structural Vehicle Repair Skills
  - Remove & Install Trim & Hardware
  - Adhesive Bonding
  - Diagnose Wind Noise & Water Leaks
  - Aluminum Cosmetic Damage
  - Spot Welding
  - Composite repair
- Estimating Skills
  - Steering & Suspension System Damage Analysis
  - Damage on non-drivable vehicles
  - Electrical/Mechanical Systems
  - Stationary glass
  - Advanced Materials
  - Advanced Vehicle Systems
- Vehicle Operation, Maintenance, & Troubleshooting
- Alternative Fuel & Hybrid Vehicle Repair Diagnostics
- Product Knowledge
- Tesla Certification
- Porsche Certification
- BMW Certification
- Toyota Certification

- Honda Certification
- Ford Certification

### **COMPUTER SKILLS**

- CCCOne Software
- Job Costing
- Production Flow
- Production Planning - ETA Times & Dates
- Internal & External Customer Communication
- Alldata Software
- Tesla Proprietary Estimating and Parts Software
- Mitchell & Mitchell Repair Center Software
- Audatex Tesla
- Microsoft Office Suite
- Quickbooks

### **CONTINUOUS IMPROVEMENT**

- Root Cause Analysis
- Process/Quality Improvement
- Process implementation
- Problem Solving/Decision Making Skills
- Standard Operating Procedures
- Leadership Skills
- Teambuilding
- Kaizen Event Strategy & Implementation
- Lean Concepts
- Inventory Control
- Volatile Organic Compound Tracking, Documentation and Response.

### **BUSINESS SKILLS**

- Customer Care Skills
  - Customer Retention
  - Customer Engagement
  - Customer Relationship Building
- Advanced Sales & Marketing Skills
  - Prospecting & Closing
  - Sales Account Management
  - Advanced Closing Techniques
- Negotiation Skills
- Conflict Resolution
- Communication Skills
- Presentation Skills

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

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

0-24

Trainees from Job 1 & 2 may receive any of the following:

**COMMERCIAL SKILLS**

- Body filler methods
- Structural resistance spot welding
- Aluminum Welding
- Mig brazing techniques
- Color Tinting
- Spraying/ blending techniques
- Measuring vehicle structures
- Alignment process for unitized Vehicles
- Alignment process for full frame vehicles
- Aluminum Repair
- Technical Estimating Skills
- Estimating DRP (Direct Repair Program) Skills
- Estimating System Software Skills

Note: Reimbursement for retraining is capped at 60 total training hours in Job Number 1; and capped at 200 total training hours in Job Number 2 per trainee, regardless of the method of delivery. PL is capped at 24 hours per-trainee.



**DELEGATION ORDER**

**Training Proposal for:  
Allen, Haight & Monaghan, LLP**

**Small Business**

**ET17-0425**

**Approval Date:** February 23, 2017

**ETP Regional Office:** San Diego

**Analyst:** J. Davey

**CONTRACTOR**

- Type of Industry: Financial Services
  
  - Number of Full-Time Employees
    - California: 13
    - Worldwide: 13
    - Number to be trained: 13
  
  - Out-of-State Competition: No OSC
  - 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: \$9,724
- In-Kind Contribution: \$19,352

**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	13	8-60	0	\$748	\$29.38
				Weighted Avg: 34			

- Reimbursement Rate: Job #1: \$22 SB Non-Priority
- County(ies): Orange
- Occupations to be Trained: Administrative Staff, Manager, Partner/Owner, Senior Accountant, Staff Accountant, Supervisor
- Union Representation:  Yes  
 No
- Health Benefits: Job #1: \$2.00 per hour

**SUBCONTRACTORS**

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: To Be Determined

**OVERVIEW**

Founded in 1986 and Located in Irvine, Allen, Haight & Monaghan, LLP (AH&M) is an independently owned, local accounting and business advisory firm that offers a broad range of accounting and financial management services to closely-held and mid-market businesses. The firm offers accounting, auditing, tax and business advisory services to real estate, construction, manufacturing and technology companies, primarily located in Southern California. Training will take place at the Company's sole location in Irvine.

Allen, Haight & Monaghan LLP meets the basic eligibility requirements as a Single Employer for ETP funding under the Special Employment Training (SET) funds targeting frontline workers.

The need for training is driven by AH&M's continuous efforts to expand its business and provide excellent customer service to existing customers. In addition, the accounting industry faces competition for clients and the retention of quality employees. In order to retain high quality employees and clients, AH&M needs to be able to provide sound business advice as well as high level tax planning. The Company must keep up-to-date with continually changing tax laws and financial regulations in order to meet these goals.

Additionally, the world of tax preparation services is changing with new technology. More clients are using tax software to prepare their own returns, and tax preparation services are driving the cost of these services down. Therefore, the tax compliance activities of the firm have diminished and financial accounting and business consulting activities have increased. In adjusting to this new reality, AH&M is working with its frontline workers to train them to focus on tax planning and business advising in addition to tax returns. The Company's long-term goal in this training program is for workers to think strategically about business needs of clients rather than focusing only on compliance.

In order to meet the goals described above, the Company must provide training in the following:

### **Training Plan**

Training will be delivered by a combination of in-house experts and training vendors at the Company's sole facility in Irvine. Training will commence with in-house trainers, and training vendors to be determined as needed.

**Business Skills:** This training will be delivered to all occupations in skills related to the accounting firm operations, customer service, project management, and other related skills. Training is expected to provide employees with valuable fundamental skills to increase the ability to gain and sustain business.

**Commercial Skills:** This training will be delivered to all occupations in skills related to understanding changes in accounting and tax rules as well as develop skills to see planning opportunities for new business. Training will focus on Accounting & Auditing Updates, Tax Law Updates, Estates & Trusts and other related skills. None of the training identified in the curriculum will be used to meet annual CPA or other certifications.

**Computer Skills:** This training will be delivered to all occupations in computer software skills that will enable employees to create databases, spreadsheets, reports, charts, graphs, and professional presentation materials. The software skills to be delivered are in MS Office, Practice Management, Document Management, QuickBooks, and other related skills.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

**Exhibit B: Menu Curriculum**

**Class/Lab Hours**

8 – 60      Trainees will receive any of the following:

**BUSINESS SKILLS**

- Communication/Customer Service
- Proposal Writing
- Leadership Skills
- Presentation Skills
- Networking Skills
- Time Management
- Mentoring Skills
- Project Management

**COMMERCIAL SKILLS**

- Accounting & Auditing Update
- Tax Law Updates
- Business Consulting
- Education Foundation Topics
- Estate & Trusts
- Employee Retirement Income Security Act (ERISA) Audits

**COMPUTER SKILLS**

- Practice Management Software
- Excel/Word Skills
- Document Management Software
- XCM Solutions (product/company name for workflow software)
- QuickBooks
- Commerce Clearing House (CCH accounting software) Software Suite
- Tax Tools

<p>Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.</p>
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**DELEGATION ORDER**



**Retrainee - Job Creation  
Training Proposal for:  
American Custom Meats, LLC**

**Small Business**

**ET17-0437**

**Approval Date:** February 23, 2017

**ETP Regional Office:** Sacramento

**Analyst:** W.Sabah

**CONTRACTOR**

- Type of Industry: Manufacturing
- Priority Industry:  Yes  No
- Number of Full-Time Employees
  - California: 86
  - Worldwide: 86
  - Number to be trained: 86
  - Owner  Yes  No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET):  Yes  No
- High Unemployment Area (HUA):  Yes  No
- Turnover Rate: 3%
- Repeat Contractor:  Yes  No

**FUNDING**

- Requested Amount: \$99,580
- In-Kind Contribution: \$57,450



**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, Cont. Imprv., HazMat, Mfg. Skills, PL - Mfg Skills	30	8-60	0	\$1,014	\$16.16
				Weighted Avg: 39			
2	Retrainee SB <100 HUA Priority Rate	Business Skills, Computer Skills, Cont. Imprv., HazMat, Mfg. Skills, PL - Mfg Skills	49	8-60	0	\$1,300	\$12.12*
				Weighted Avg: 50			
3	Retrainee SB<100 HUA Job Creation Initiative Priority Rate	Business Skills, Computer Skills, Cont. Imprv., HazMat, Mfg. Skills, PL - Mfg Skills	7	8-60	0	\$780	\$11.70*
				Weighted Avg: 30			

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

- Reimbursement Rate: Job #'s 1-3: \$26 SB Priority
- County(ies): San Joaquin
- Occupations to be Trained: Maintenance Mechanic, Warehouse Associate, Quality Technician, Machine Operator, Production Staff, Production Supervisor
- Union Representation:  Yes  
 No
- Health Benefits: Job #1: \$0.56 per hour Job #2: \$0.42 per hour

**SUBCONTRACTORS**

- Development Services: Propel Consulting Group of El Dorado Hills assisted with development services for a flat fee of \$2,000.
- Administrative Services: Propel Consulting Group will also provide administrative services for a fee not to exceed 13% of payment earned.
- Training Vendors: Multi-Vac of Tustin, CA will deliver Manufacturing Training for a flat fee of \$5,000.

## **OVERVIEW**

Founded in 2011 and located in Tracy, American Custom Meats, LLC (ACM) ([www.acmeats.com](http://www.acmeats.com)) specializes in providing full-line, portion controlled meat programs for both the retail and foodservice markets throughout the Western United States. Products and services range from steak-cutting; ground beef processing; fully-cooked, ready-to-eat meals; seasoned and marinated meat products; and private label packaging.

### **Need for Training**

ACM is restructuring production lines and manufacturing processes as demand changes. The Company will be expanding its product selections and has purchased new versatile and interchangeable equipment able to process different product lines. Training is needed on manufacturing processes, food preparation, and customer-specific packaging. Training will also be provided on maintenance and repair of equipment, food safety health codes, and customer requirements.

### **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.

ACM is expanding business capacity by hiring new employees to offset growth. Revenue has increased by 20% since 2015, and the Company recently won 11 new contracts. This will require expanding manufacturing lines and optimizing unused spaces in the facility. The Company has committed to hiring 7 new employees (Job Number 3). Trainees must be hired within the three-month period prior to Panel approval or during the term of contract. These trainees will be hired into “net new jobs” as a condition of contract.

### **Training Plan**

Trainees will receive Classroom/Laboratory training and Productive Laboratory, to be delivered by in-house subject-matter experts and vendors. The Company has a training plan in place and will be ready to deliver training upon project approval.

**Business Skills** - Training will be delivered to Quality Technicians, Machine Operators, and Production Supervisors to improve internal communication and team work. Employees will learn to lead a team, coach others, and improve technical skills. With the anticipated company growth, training will allow employees to effectively respond to customer needs and concerns.

**Computer Skills** - Training will be delivered to Warehouse Associates, Production Staff, Quality Technicians and Machine Operators. Training will be delivered on new and upgraded systems such as MS Office, Canopy Software and Preventative Maintenance Systems. Training will allow staff to effectively schedule and manage production. Trainees will also learn to run financial reports and analyze financial repercussions to increase output and accuracy of daily tasks.

**Continuous Improvement** - Training will be offered to Warehouse Associates, Production Staff, Quality Technicians, Machine Operators and Production Supervisors. Training will focus on problem-solving, decision making, quality concepts and Lean Manufacturing for efficient

production lines. Training will help identify and reduce waste by having staff analyze workflow processes. Staff will also learn to develop teamwork and improve quality control.

**Manufacturing Skills** - Training will be delivered to all occupations. Trainees will learn to utilize manufacturing equipment and tools needed to prepare and package meat products. Employees will be cross-trained to maintain and repair all machine operation systems.

**Hazardous Materials** - Training will be delivered to Maintenance Mechanics to ensure all staff members learn how to safely clean, handle, and dispose of hazardous materials.

### **Productive Lab**

AMC is requesting Productive Lab (PL) in Manufacturing Skills for 50 Maintenance Mechanics, Warehouse Associates, Production Staff, Quality Technicians, Machine Operators and Production Supervisors. Trainees will receive PL on manufacturing equipment, production lines and operational procedures. Equipment will include Meat Grinders, Beef Processors, Cutting Machinery, Food Packing Equipment, Meat Tenderizers, and HVAC/Refrigeration Tools. PL will supplement Class/Lab training. The trainer-to-trainee ratio will not exceed 1:1, and training will not exceed 24 hours per trainee.

Trainers will be subject-matter experts trained by the equipment manufacturer. Trainers will demonstrate processes prior to observing trainees perform the task. Trainers will mentor trainees until competencies have been met. Training will be provided at a much slower pace than regular production, with significantly higher defects until trainees gain proficiency.

### **Green/Clean Operations**

ACM recognizes the importance of energy conservation and their commitment to sustainable practices include operating through a closed loop recycling program; motion-detected lighting throughout the plant to save energy; and polyurethane-insulated walling to maintain desired temperature for efficient cooling and freezing systems.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

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

8-60

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Organizational Training
- Communication Skills
- Leadership Training
- Time Management
- Project Management
- Customer Relations

**COMPUTER SKILLS**

- (Intermediate/Advanced) MS Office Suite
- ERP System – Canopy Software
- Preventative Maintenance Systems

**CONTINUOUS IMPROVEMENT**

- Lean Manufacturing
- Decision Making
- Problem Solving
- Good Manufacturing Practices
- Standard Operational Procedures
- Quality Control
- Product Handling
- Production Scheduling
- Quality Management
- Team Building
- Process Improvement

**MANUFACTURING SKILLS**

- Preventative Maintenance
- Trouble Shooting
- HVAC
- Refrigeration
- Lift Operation
- Machine/Equipment Operation
- Pre-Operational Inspections
- Percidic Acid Testing
- QUAT Sanitizer Checks
- Shelf-Life Sampling
- Food Processing & Packaging
- Measurement & Test Equipment
- Periodic Line Check
- Microbiology Testing
- Safety Training (Equipment/Tool Operation)

**HAZARDOUS MATERIALS**

- Hazardous Material Handling
- Hazardous Waste Disposal & Transport
- Hazardous Chemicals Handling/Cleaning

**PL Hours**

0-24

**MANUFACTURING SKILLS** (1:1 trainer-to-trainee ratio)

- Preventative Maintenance
- Trouble Shooting
- HVAC
- Refrigeration
- Lift Operation
- Machine/Equipment Operation
- Pre-Operational Inspections
- Periodic Acid Testing
- QUAT Sanitizer Checks
- Shelf-Life Sampling
- Food Processing & Packaging
- Measurement & Test Equipment
- Periodic Line Check
- Microbiology Testing
- Lean Manufacturing
- Good Manufacturing Practices
- Standard Operational Procedures
- Quality Control
- Product Handling

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. PL is capped at 24 hours per-trainee.
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**DELEGATION ORDER**



**Training Proposal for:  
Arvinyl Laminates, LP**

**Small Business**

**ET17-0439**

**Approval Date:** March 1, 2017

**ETP Regional Office:** San Diego

**Analyst:** H. Bernard

**CONTRACTOR**

- Type of Industry: Manufacturing  
Priority Industry:  Yes  No
  
- Number of Full-Time Employees
  - California: 20
  - Worldwide: 20
  - Number to be trained: 20
  - Owner  Yes  No
  
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET):  Yes  No
- High Unemployment Area (HUA):  Yes  No
- Turnover Rate: 16%
- Repeat Contractor:  Yes  No

**FUNDING**

- Requested Amount: \$23,920
- In-Kind Contribution: \$21,010

**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	Business Skills, Computer Skills, Continuous Impr., HazMat, Mfg Skills	20	8 - 60	0	\$1,196	*\$16.16
				Weighted Avg: 46			

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

- Reimbursement Rate: \$26 SB Priority
- County: Riverside
- Occupations to be Trained: Production Staff, Administrative Staff, Sales Staff, Supervisor/Manager, Owner
- Union Representation:  Yes  
 No
- Health Benefits: Up to \$4.57 per hour

**SUBCONTRACTORS**

- Development Services: Training Funding Source of Seal Beach has assisted with the development of this proposal for a flat fee of \$1,300.
- Administrative Services: Training Funding Source of Seal Beach will assist with the administration of the project for a fee not to exceed 13% of payment earned
- Training Vendors: To Be Determined

**OVERVIEW**

Founded in 1987 and located in Corona, Arvinyl Laminates, LP (Arvinyl) designs and manufactures a full range of custom laminates used in various applications such as truck beds, wall panels, shutters, ventilation equipment, automotive firewalls and floors, architectural finishing, and medical and sound dampening products.

This will be Arvinyl’s third Agreement and the third in the last five years. In the first Agreement (ET13-0192), the Company implemented and established a formal training program. The second Agreement formalized cross-training and line-balancing training goals. This proposal

will focus on improving products and manufacturing processes. Some courses listed may be the same as in the previous Curriculum; however, trainees who have already taken these courses will receive advanced versions. Training will not be duplicated.

### **Need for Training**

Many of Arvinyl's customers are moving to the East Coast, essentially reducing or eliminating revenue streams. The Company must attract new customers to remain competitive. To do that, the Company must improve all aspects of its production.

Arvinyl will be introducing new and improved materials such as medium density fiber board, insulation board, plastics and new laminates to stay current with market trends. To incorporate these new materials, the Company will need to upgrade equipment and manufacturing lines on the production floor. Training will introduce employees to the new materials and help them adapt to the upgraded equipment.

Additionally, the Company will implement Lean Manufacturing including Kanban, an inventory-control system to control the supply chain, and Kaizen, an approach to manufacturing that aims to eliminate waste by improving standardized processes. Training on these processes will reduce waste, improve efficiency, and increase profit margins.

### **Training Plan**

All training under this project will be delivered via Classroom/Laboratory. Arvinyl has created a formalized training plan with training scheduled regularly each month.

**Business Skills:** Training will be provided to Sales Staff and Managers/Supervisors. Training will include leadership skills, sales training, and team building. Supervisors/Managers will receive skills to support Production Staff as the Company adapts to changes. Sales Staff will learn to be more effective and timely to generate opportunities in a changing landscape.

**Computer Skills:** Training will be provided to all occupations. Training will be provided in Microsoft Office Suite and reporting systems to improve computing skills.

**Continuous Improvement:** Training will be provided to Managers/Supervisors and Production Staff. Training will focus heavily on Lean Manufacturing processes including Kanban and Kaizen. Training will also be provided on down-time elimination and set-up minimization. Training will improve processes for an optimized manufacturing line.

**Manufacturing Skills:** Training will be provided to Production Staff and Managers/Supervisors. Production Staff will obtain knowledge in the new materials. Additionally the Company will provide training on updates to manufacturing equipment and new processes associated with the new materials.

**Hazardous Materials:** Training will be provided to Production Staff and Managers/Supervisors who work with hazardous materials on waste/spill operations and emergency response. Training will also be provided on the Global Harmonized labeling and reporting protocol for all chemicals.

### **RECOMMENDATION**

Staff recommends approval of this proposal.



**PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET15-0264	Corona	8/25/2014– 8/24/2016	\$48,464	\$28,988 (60%)
ET13-0192	Corona	10/18/2012– 10/17/2014	\$39,780	\$39,780 (100%)

ET15-0264: Poor performance was attributed to the Plant Manager's resignation in 2015, which disrupted the ETP program. Training was put on hold for four months, which left insufficient time to provide all training scheduled. The Company has addressed these issues by implementing a formalized training plan. The new Plant Manager will meet regularly with Management to ensure training is delivered on schedule.

This proposal has also been "right-sized" to earnings from ET15-0264.

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

8 – 60 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Leadership Skills
- Sales Skills
- Team Building
- Planning and Logistics
- Shipping and Receiving
- Material Procurement

**COMPUTER SKILLS**

- Microsoft Office Suite
- Crystal Reports

**CONTINUOUS IMPROVEMENT**

- Scrap Production
- Down-Time Elimination
- Set-Up Minimization
- Lean Manufacturing
- Kaizen Procedures
- Kanban Procedures

**MANUFACTURING SKILLS**

- CNC Processes
- Equipment Operations & Cross-Training
- Equipment Maintenance and Troubleshooting
- Raw Materials Inspection
- Material Supply Chain
- Adhesives, Substrates, Vinyl's
- Oven/Catalytic Oxidizer Operations
- Material Flow & Safety
- Waterjet Operations
- Lamination Equipment Operations
- Shearing Operations
- Jetcam, Geomagic and FlowXpert Operations
- Punch Press/Forming Operations
- Good Manufacturing Practices
- ISO

**HAZARDOUS MATERIALS**

- HazMat Handling
- Global Harmonized System

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

**DELEGATION ORDER**



**Retrainee - Job Creation  
Training Proposal for:  
Brooks Brothers Interiors**

**Small Business**

**ET17-0433**

**Approval Date:** February 23, 2017

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

**CONTRACTOR**

- Type of Industry: Services  
Interior Design  
Priority Industry:  Yes  No
  
- Number of Full-Time Employees  
California: 6  
Worldwide: 6  
Number to be trained: 14  
Owner  Yes  No
  
- Out-of-State Competition: No OSC
- Special Employment Training (SET):  Yes  No
- High Unemployment Area (HUA):  Yes  No
- Turnover Rate: 0%
- Repeat Contractor:  Yes  No

**FUNDING**

- Requested Amount: \$13,200
- In-Kind Contribution: \$17,680

**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 SET HUA	Business Skills, Commercial Skills, Computer Skills, Cont. Imp.	6	8-60	0	\$880	*\$16.16
				Weighted Avg: 40			
2	Retrainee Job Creation SB<100 SET HUA	Business Skills, Commercial Skills, Computer Skills, Cont. Imp.	8	8-60	0	\$990	*\$10.50
				Weighted Avg: 45			

\*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.

- Reimbursement Rate: Job #'s 1 & 2: \$22 SB Non-Priority
- County(ies): Kern
- Occupations to be Trained: Interior Designer, Administrator, Owner, Drywall, Framer, Painter, Carpet Installer
- Union Representation:  Yes  
 No
- Health Benefits: N/A

**SUBCONTRACTORS**

- Development Services: CMF Global Enterprise, Bakersfield, assisted with development services at no cost.
- Administrative Services: CMF Global Enterprise will perform administrative service for a fee not to exceed 13% of payment earned.
- Training Vendors: CMF Global Enterprises will also provide training in Continuous Improvement, Business, Computer, and Commercial Skills.

**OVERVIEW**

Founded in 1964 and located in Bakersfield, Brooks Brothers Interiors (BBI) (<https://brooks2821.wix.com>) began selling and installing carpets which expanded to sales and

installation of furniture, wallpaper, drapery, hard surface and window covering. BBI provides complete renovation and interior design services for residential and commercial properties.

With an increasing population, demand for new homes and updating older homes require the company to expand its workforce and services. The Company recently acquired a number of large projects, which they plan to complete using highly trained and skilled employees to deliver high quality service. This is BBI's first ETP Agreement.

### **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.

BBI has committed to hiring eight new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Due to the additional volume of projects, and a wider range of market opportunities throughout California, the Company is expanding existing business capacity by hiring approximately eight trainees. To support this demand, BBI needs well-trained employees to fill new positions as they become available in the Company.

### **Training Plan**

ETP-funded training will allow the Company to establish a new training culture and implement a program to benefit all employees. Training will help BBI provide structured and formal training to improve employee performance, customer service and sales.

**Business Skills (50%):** Training will be offered to all occupations to improve efficiency and productivity and develop excellent customer service and business practices essential in successful business operations.

**Computer Skills (15%):** Training will be offered to Interior Designer, Administrator and Owner. Workers must gain skills in utilizing the computer, software and programs used by the Company to marketing and tracking their products.

**Commercial Skills (15%):** Training will be offered to all occupations. Training includes operation, proper usage and maintenance of specialized machinery used in the installation process. Trainees must gain a broader understanding of BBI processes and develop skills in meeting quality standards and productivity goals and schedules.

**Continuous Improvement (20%):** Training will be offered to all occupations. This training will provide workers skills to help them achieve the Company's goals to improve customer value, satisfaction, product quality, speed of product to market, flexibility and cost reduction.

### **Special Employment Training/High Unemployment Area**

Under Special Employment Training, the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period. All the work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's location in Bakersfield (Kern County) qualifies for HUA status under these standards. The

trainees in Job Number 1 qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage. BBI requests a wage modification for Job Number 1 from \$29.38 to \$16.16.

➤ Wage Modification

The trainees in Job Number 2 qualify for the Reduced Standard Wage. 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. BBI requests a wage modification for Job Number 2 from \$16.16 to \$10.50.

### **Commitment to Training**

BBI reserves an annual training budget of \$5,000 for employee orientation, OSHA mandated training, sexual harassment prevention and first aid training. ETP funds will not displace the Company's existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

BBI will begin training upon project approval. Training will be provided at the Company's facility in Bakersfield by CMF Global Enterprises who will also provide administrative services for this ETP Agreement.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

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

8-60 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Customer Service
- Sales training
- Leadership
- Teambuilding

**COMMERCIAL SKILLS**

- Construction Skills training
- Architectural/Construction Reading

**COMPUTER SKILLS**

- Microsoft Office

**CONTINUOUS IMPROVEMENT**

- Project Management
- Design Basics

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery
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**Retrainee - Job Creation  
Training Proposal for:  
Cavallino Rampante, Ltd. dba Fix Auto**

**Small Business**

**ET17-0445**

**Approval Date:** March 9, 2017

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

**Analyst:** R. Jackson

**CONTRACTOR**

- Type of Industry: Services
- Priority Industry:  Yes  No
- Number of Full-Time Employees
  - California: 35
  - Worldwide: 35
  - Number to be trained: 22
- Owner  Yes  No
- Out-of-State Competition: No OSC
- Special Employment Training (SET):  Yes  No
- High Unemployment Area (HUA):  Yes  No
- Turnover Rate: 6%
- Repeat Contractor:  Yes  No

**FUNDING**

- Requested Amount: \$19,536
- In-Kind Contribution: \$21,115



**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 SET	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, PL- Comm Skills	17	8-60	0	\$1,100	\$29.38
				Weighted Avg: 39			
2	Retrainee SB <100 Job Creation Initiative SET	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, PL- Comm Skills	5	8-60	0	\$1,100	*\$14.69
				Weighted Avg: 45			

\*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.

- Reimbursement Rate: Job #'s 1 and 2: \$22 SB Non-Priority
- County: Santa Clara
- Occupations to be Trained: Administrative Staff, Estimator, Technician, Managers
- Union Representation:  Yes  
 No
- Health Benefits: Job #1: \$2.58 per hour; Job #2: \$1.19 per hour

**SUBCONTRACTORS**

- Development Services: Synergy Management Consultants, LLC (Synergy) in Grass Valley provided development services for a flat fee of \$1,675.
- Administrative Services: Synergy will also provide administrative services for a fee not to exceed 13% of payment earned.
- Training Vendors: Tesla Motors in Fremont and Toyota Motors in Long Beach has been retained to provide Commercial Skills.

**OVERVIEW**

Cavallino Rampante, Ltd. dba Fix Auto (Cavallino), established in 1979 with one location in Palo Alto, started as automotive repair services and parts and accessories sales center primarily for high-end European manufacturers. The Company has since expanded into collision repair for all domestic and foreign automobiles. To date, the Company has repaired over 40,000 vehicles.

## Need for Training

This will be Cavallino's first ETP-funded Agreement. The training plan will mainly focus on Commercial Skills to support Tesla, Volkswagen and Toyota repairs. Technicians will need to complete each car company's training to obtain certification to service their vehicles. Along with manufacturer certifications, the Company must provide updated training to maintain compliance with Inter-Industry Conference on Auto Collision Repair and Automotive Service Excellence certifications.

Additionally, the automotive collision repair industry has been experiencing changes as new vehicles must meet Corporate Average Fuel Economy (CAFE) standards. CAFE standards require a much higher level of fuel economy. To meet these standards, manufacturers are reducing the weight of new vehicles by incorporating materials such as aluminum, ultra-high strength steels, borons, and composites. These new materials and methods of vehicle construction require different methods of repair. Alternative fuel, hybrid technology, and electric vehicles also require different repair methods. Training will allow employees to handle repairs for these new materials and automobiles, provide accurate estimates, properly assess damage, and respond to customer inquiries with up to date information.

## 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.

Cavallino has secured new contracts with USAA and Allied Nationwide and expects 20% business growth. The Company will expand business capacity by hiring new employees to prepare for growth. The Company has committed to hiring five new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

## Training Plan

Training will be delivered via Class/Lab and Productive Lab by in-house trainers and vendors. The applicant is ready to begin training upon approval and has a detailed training schedule in place. The Company has appointed a dedicated training coordinator to lead the ETP-funded training. The Company has also hired an experienced subcontractor to assist with administration

**Business Skills** - Training will be offered to Estimators, Administrative Staff, and Managers to enhance customer service skills needed in sales and complex repair scenarios. Training will have a positive impact on the Company's goal of setting high standards in customer care.

**Commercial Skills** - Training will be offered to all occupations. Training will primarily be for Technicians, Managers, and Estimators to upgrade skills. However, Administrative Staff will also participate in Tesla Motors proprietary components for customer service purposes. Topics will cover new processes that are unique to each car manufacturer. Additionally, training will prepare employees for industry certifications (e.g. ICAR, Toyota).

**Computer Skills** - Training will be offered to all occupations. Training will be delivered to maintain productivity, keep pace with new technology and reduce waste and costs. Training will

allow the Company to provide services for vehicles with new technology and ensure consistent and timely claims reporting.

**Continuous Improvement** - Training will be offered to all occupations. The Company will provide Lean training topics to instill strategies and reach goals of reducing rework and costs. Topics such as root-cause analysis, leadership, and Lean concepts will be given.

### **Productive Lab**

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

Some courses will be delivered via PL in Commercial Skills to reinforce classroom training to further develop repair skills, expand refinish skills and help staff obtain practical welding experiences. PL will offer a vast array of scenarios in welding as actual collision repair jobs require training that cannot be accomplished in a Class/Lab setting. A portion of the Commercial skills will be offered as Productive Lab. PL will be delivered with a 1:1 trainer to trainee ratio and the trainer will be a journey-level expert. PL will be capped at 24 hours per trainee.

### **SET**

Cavallino is eligible to participate under Special Employment Training (SET) guidelines. Under SET, the Company is not required to demonstrate out-of-state competition. To qualify, trainees must be earning at least the statewide average hourly wage at the end of the retention period. For Job Creation, trainees qualify at the Standard New Hire wages.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

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

08-60 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Customer Care Skills
  - Customer Retention
  - Customer Engagement
  - Customer Relationship Building
- Advanced Sales & Marketing Skills
  - Prospecting & Closing
  - Sales Account Management
  - Advanced Closing Techniques
  - Sales Procedures & Strategies
- Negotiation Skills
- Conflict Resolution
- Communication Skills
- Presentation Skills

**COMMERCIAL SKILLS**

- I-CAR Collision Repair Certification Skills
- Refinishing Skills
  - Trim & Hardware
  - Surface Preparation
  - Vehicle Priming/Sealing
  - Paint Spray Guns Maintenance & Set-Up
  - Corrosion Protection Process
  - Sand, Buff & Detail
  - Color Theory & Tints
  - Blending Techniques
  - New Technologies
- Structural Repair
  - Unibody Alignment
  - Three-Dimensional Measuring
  - Repair & Replacement of Outer Body Panels
  - High Strength Steels
  - Aluminum Repair Processes
  - MIG Welding Skills
  - Straightening Structural Damage
  - Glass Replacement
  - Pillars, Rocker Panels, Rails, Front Structures & Floor Pan Replacement
  - Heating Cooling and AC Systems
  - Steering & Suspension Systems
  - Advanced Vehicle Systems
  - Composite Materials and Bonding Techniques
- Non-Structural Vehicle Repair Skills
  - Remove & Install Trim & Hardware
  - Adhesive Bonding

- Diagnose Wind Noise & Water Leaks
- Aluminum Cosmetic Damage
- Spot Welding
- Composite Repair
- Estimating Skills
  - Steering & Suspension System Damage Analysis
  - Damage on Non-Drivable Vehicles
  - Electrical/Mechanical Systems
  - Stationary Glass
  - Advanced Materials
  - Advanced Vehicle Systems
- Vehicle Operation, Maintenance, & Troubleshooting
- Alternative Fuel & Hybrid Vehicle Repair Diagnostics
- Service Procedures & Scheduling
- Product Knowledge
- OEM (Original Equipment Manufacturer) Knowledge/Skills
  - Toyota, VW, Tesla.

### **COMPUTER SKILLS**

- CCC1 Software
  - Job Costing
  - Production Flow
  - Production Planning - ETA Times & Dates
  - Internal & External Customer Communication
- Michell & Michell Repair Center Software
- Quickbooks
- Audatex Software- Tesla
- Alldata Software
- Microsoft Office Suite

### **CONTINUOUS IMPROVEMENT**

- Leadership Skills
- Teambuilding
- Root Cause Analysis
- Kaizen Event Strategy & Implementation
- Lean Concepts
- Process/Quality Improvement
- Problem Solving/Decision Making Skills
- Inventory Control
- Completing Material Safety Data Sheets (MSDS)
- Standard Operating Procedures
- Volatile Organic Compound (VOC) Tracking
- Emergency Clean-up
- Registration, Evaluation, Authorization & Restriction of Chemical Substances

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

**Productive Lab Hours**

0-24

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

- Body Filler Methods
- Structural Resistance Spot Welding
- Mig Brazing Techniques
- Color Tinting
- Spraying/ Blending Techniques
- Measuring Vehicle Structures
- Alignment Process for Unitized Vehicles
- Alignment Process for Full Frame Vehicles
- Aluminum Repair
- Technical Estimating Skills
- Estimating DRP (Direct Repair Program) Skills
- Estimating System Software Skills

Note: Reimbursement for retraining is capped at 60 total training hours per trainee, regardless of the method of delivery. PL is capped at 24 hours per-trainee.

**DELEGATION ORDER**



**Training Proposal for:  
Keithly-Williams Seeds, Inc.**

**Small Business**

**ET17-0424**

**Approval Date:** February 24, 2017

**ETP Regional Office:** San Diego

**Analyst:** J. Davey

**CONTRACTOR**

- Type of Industry: Wholesale Trade
  
  - Number of Full-Time Employees
    - California: 70
    - Worldwide: 150
    - Number to be trained: 70
  
  - Out-of-State Competition: Competitors Outside CA
  - Special Employment Training (SET):  Yes  No
  - High Unemployment Area (HUA):  Yes  No
  - Turnover Rate: 5%
  - Repeat Contractor:  Yes  No
- Priority Industry:  Yes  No

**FUNDING**

- Requested Amount: \$49,280
- In-Kind Contribution: \$84,348

**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, OSHA 10/30	23	8-60	0	\$704	*\$16.16
				Weighted Avg: 32			
2	Retrainee HUA	Business Skills, Commercial Skills, OSHA 10/30	47	8-60	0	\$704	*\$12.12
				Weighted Avg: 32			

\*It will be made a condition of contract that the trainees in this Job Number (Job No. 1) 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.

- Reimbursement Rate: Job #'s 1 and 2: \$22 SB Non-Priority
- County(ies): Imperial, Santa Barbara, Monterey
- Occupations to be Trained: Accounting/Finance, Information Technology Staff, Manager, Nursery/Grower, Research/Product Development, Sales Staff, Warehouse/Delivery
- Union Representation:  Yes  
 No
- Health Benefits: Job #1 only: \$2.95 per hour

**SUBCONTRACTORS**

- Development Services: Keithly Williams retained Training Refund Group in Irvine to assist with development of this proposal for a flat fee of \$3,000.
- Administrative Services: Keithly Williams also retained Training Refund Group to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

**OVERVIEW**

Founded in 1981 and headquartered in Holtville, Keithly-Williams Seeds, Inc. (Keithly-Williams) ([www.KeithlyWilliams.com](http://www.KeithlyWilliams.com)) is a wholesale seed supplier serving agricultural growers and producers primarily in the vegetable sector. Customers are located throughout the western and southwestern United States. The Company offers a variety of products (seeds, planters, parts, equipment) and services (a modern nursery facility). Keithly has two other California facilities: Salinas and Santa Maria. All three facilities will participate in ETP training.



Keithly-Williams is eligible for retraining funding under the Out-of-State Competition Provisions outlined under Title 22, California Code of Regulations Section 4416(d)(3) as a Farm Supplies Merchant Wholesaler providing services in California that regularly compete with service providers located out-of-state.

### **Need for Training**

Agriculture is a highly competitive industry where staff training and competence is critical to business. In this industry, customer demand drives change. The marketplace is highly diversified, and growers can choose from several products and vendors at the local level. With so many choices of products and vendors, customers require workers with knowledge and expertise to help them select seed types. Consequently, Keithly-Williams must improve its workers expertise for the Company to remain competitive.

Additionally, Keithly-Williams has added new products and services to meet growing demand. The Company recently created a new division, Keithly-Williams Fabrication, to provide a one-stop source for planter parts, off-the-shelf and custom equipment, and cutting-edge technology innovations seldom available to growers. The Company also provides vegetable transplants. Training will provide employees with skills to support these products and services.

### **Training Plan**

Training will take place at the Company's 3 facilities in California: Holtville, Salinas, and Santa Maria. Training will be provided by a combination of in-house trainers and vendors.

**Business Skills** - Training will be offered to all occupations. Trainees will learn how to properly manage various business and technical situations. Courses will allow trainees to learn about product and use skills to resolve situations. Additionally, Sales Staff will learn how to develop and execute effective sales plans.

**Commercial Skills** - Training will be offered to all occupations. Trainees will become familiar with improving processes. This includes benchmarking progress toward stated goals using key performance indicators and processes related to calibrating and installing the latest Fabrication equipment.

### **Certified Safety Training – OSHA 10/30**

This training will be offered to Warehouse/Delivery Staff, Nursery/Growers, Sales Staff, and Managers to maintain a safe work environment and reduce injuries on the job.

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.

### **High Unemployment Area**

Trainees in Job Number 2 work in Imperial County, a High Unemployment Area (HUA) with unemployment exceeding the state average by 25%.

➤ Wage Modification

For five trainees (Job Number 2), the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Keithly Williams requests a wage modification for trainees in Job Number 2 from \$16.16 to \$12.12. The Company agrees to increase the pre-training wages of these trainees after the completion of the employment retention period. Keithly has reported that post-retention wages for these trainees will increase by \$0.30 from pre-training wages for those trainees using the wage modification.

**RECOMMENDATION**

Staff recommends approval of this proposal.

## **Exhibit B: Menu Curriculum**

### **Class/Lab Hours**

8 – 60 Trainees will receive any of the following:

#### **BUSINESS SKILLS**

- Sales Skills
- Customer Service
- Project Management
- Process Improvement
- Problem Solving and Resolution

#### **COMMERCIAL SKILLS**

- Equipment Calibration & Installation
- Weight and Volume Testing
- Key Performance Indicators (KPI)
- Forklift Operation

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

- OSHA 10 (requires completion of full 10-hour course)
- OSHA 30 (requires completion of full 30-hour course)

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.
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**DELEGATION ORDER**

**RETRAINEE - JOB CREATION**

**Training Proposal for:**

**Lyons Magnus, Inc.**

**Agreement Number: ET17-0447**

**Approval Date:** March 8, 2017

**ETP Regional Office:** Sacramento

**Analyst:** W. Sabah

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative HUA	Industry Sector(s):	Manufacturing  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Fresno	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: 580	U.S. : 810	Worldwide: 810
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$44,334		\$0	\$0		\$44,334

In-Kind Contribution:	100% of Total ETP Funding Required	\$58,000
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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, Comm'l Skills, Computer Skills, Cont. Imp., Mfg. Skills, Literacy Skills, HazMat	45	8-200	0	\$396	\$16.16
				Weighted Avg: 22			
2	Retrainee Priority Rate HUA	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., Mfg. Skills, Literacy Skills, HazMat	43	8-200	0	\$378	*\$12.12
				Weighted Avg: 21			
3	Retrainee Priority Rate Job Creation	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., Mfg. Skills, Literacy Skills, HazMat	9	8-200	0	\$540	*\$13.22
				Weighted Avg: 27			
4	Retrainee Priority Rate Job Creation HUA	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., Mfg. Skills, Literacy Skills, HazMat	10	8-200	0	\$540	*\$10.50
				Weighted Avg: 27			

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

**Minimum Wage by County:** Job Number 1: \$16.16 in Fresno County; Job Number 2(HUA): \$12.12 for Fresno County; Job Number 3(Job Creation): \$13.22 for Fresno County; Job Number 4(Job Creation/HUA): \$10.50 for Fresno County.

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

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

Up to \$3.10 per hour for Job Number 1 and up to \$1.62 per hour for Job Number 2 may be used to meet the Post-Retention Wage.

<b>Wage Range by Occupation</b>		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Administration Staff		6
Engineer Level 1		2
Engineer Level 2		2
Maintenance Staff		10
Production Staff		11
Quality Assurance Staff		6
Sanitation Staff		4
Shipping & Receiving Staff		4
<b>Job Number 2 (HUA)</b>		
Administration Staff		5
Maintenance Staff		5
Production Staff		24
Quality Assurance Staff		5
Sanitation Staff		2
Shipping & Receiving Staff		2
<b>Job Number 3 (Job Creation)</b>		
Administration Staff		1
Maintenance Staff		1
Production Staff		2
Quality Assurance Staff		2
Sanitation Staff		1
Shipping & Receiving Staff		2
<b>Job Number 4 (Job Creation/HUA)</b>		
Administration Staff		1
Maintenance Staff		2
Production Staff		2
Quality Assurance Staff		2
Sanitation Staff		1
Shipping & Receiving Staff		2

## **INTRODUCTION**

Founded in 1952 and headquartered in Fresno, Lyons Magnus, Inc. (Lyons) is a food manufacturer and processor. The Company develops and markets products with customized packaging to meet the needs of foodservice operators and international customers. Its products include fountain syrups & toppings, aseptic juices, beverage bases, fruit fillings, breakfast condiments and healthcare items. Lyons has another facility in Walton, Kentucky, but only its California location in Fresno will participate in training/. The Fresno facility is comprised of manufacturing, warehousing, cold storage and an office complex.

## **PROJECT DETAILS**

Lyons recently installed new food manufacturing lines, fillers and conveyors to support industry operation standards and customer demands. At a cost of approximately \$2 million, the new equipment impacts all areas of the organization. Training is needed on the new product lines and equipment, new technologies and improvement processes. By training its workers in the latest manufacturing technology, Lyons will improve production efficiencies and achieve high quality standards.

In addition to the extensive Manufacturing Skills training, the Company has developed a comprehensive training plan that includes Continuous Improvement, Business, and Computer Skills to ensure that all processes and procedures enhance productivity.

This will be Lyons' third ETP Agreement, the second in the last five years. The previous agreement training focused on a new sales program and delivery systems. This proposal will focus on new manufacturing equipment and re-engineering current equipment. Training courses will not be duplicated for trainees who received training in the previous Agreement.

### **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.

The Company plans to build a new 80,000 sq. ft. warehouse within the next six months to store finished goods and raw materials. Its investment in new manufacturing equipment will also allow them to successfully expand its existing business capacity. To support this growth, the Company needs additional employees in manufacturing, office and warehouse related occupations.

Lyons has committed to hiring 19 new employees (Job Numbers 3 & 4). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

### **Training Plan**

The Company will provide between 8-200 hours of Class/Lab, Videoconference and E-Learning training in the following:

**Business Skills (15%):** Training will be offered to all occupations to become familiar with products, improve accounting expertise, and provide superior customer service. Training will provide employees the skills to coach others, give professional sales presentations and manage projects within their work areas.

**Commercial Skills (5%):** Training will be offered to Maintenance Staff and Engineers. Trainees will learn the structure of all manufacturing lines, safety programs, proper food assembly, inventory control and methods to build efficient production lines.

**Continuous Improvement (15%):** Training will be offered to all occupations. Training will focus on Problem Solving, Products, Process Improvement, Root Cause Analysis and Quality Improvement. Training is intended to develop teamwork and improve quality and workflow processes.

**Computer Skills (10%):** Training will be offered to all occupations. Employees will learn new and upgraded computer systems such as MS Office, QuickBooks and Client Relationship Management Software. Production and Maintenance Staff will receive training on manufacturing computer systems.

**Manufacturing Skills (45%):** Training will be offered to Engineers, Maintenance, Production, Quality Assurance Staff, and Shipping & Receiving Staff. Cross-training will improve workers' technical knowledge and skillsets. Training will also improve manufacturing processes, reduce errors and increase productivity. Engineers will be trained on new design processes to develop new product designs and manufacturing processes.

**Literacy Skills (5%):** Training will be offered to Production and Sanitation Staff. Training will help employers meet the ongoing need to improve written and verbal communication skills for individuals for whom English is their second language. It is essential that Production Staff possess the literacy skills to comprehend processes and procedures to ensure quality.

**Hazardous Materials (5%):** Training will be offered to Maintenance and Sanitation Staff. Training will teach staff to safely handle hazardous material that they may come in contact with in the workplace.

### **High Unemployment Area**

All trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Lyons is requesting a wage modification, from \$16.16 to \$12.12 (Job Number 2) and from \$13.22 to \$10.50 (Job Number 4).

### **Commitment to Training**

Lyons annual training budget for its California facility is approximately \$100,000. Training includes business, computer, literacy and manufacturing skills. 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

The Company has designated a full time Human Resources Representative to oversee trainers and schedule training, track training hours, and manage all courses to be delivered under this Agreement. Lyons will also use an administrative subcontractor to assist with project administration. The Company has a detailed training schedule in place and is ready to commence training upon approval.



**RECOMMENDATION**

Staff recommends approval of this proposal.

**PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0160	Fresno	09/06/12 – 06/05/14	\$99,584	\$44,343 (45%)

According to the Contractor, the Company provided all the training as expected. Low performance was due to trainers not adequately completing ETP rosters in this proposal. Lyons will provide training on the proper completion of ETP rosters prior to the start of training. The Company will also use an administrative subcontractor during this project to support project administration and efficient recordkeeping to ensure project success.

**DEVELOPMENT SERVICES**

Sierra Consulting Services in El Dorado Hills assisted with development for a flat fee of \$4,400.

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

To Be Determined

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

8 - 200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Accounting
- Communication Skills
- Marketing/Sales Techniques
- Operational Skills

**COMMERCIAL SKILLS**

- Building Systems

**COMPUTER SKILLS**

- Client Relationship Management Software
- Computer Networking
- Computer Programming
- Crystal Reports
- Microsoft Office (Intermediate/Advanced)
- QuickBooks
- Software Applications and Equipment

**CONTINUOUS IMPROVEMENT**

- Cross-Training
- Communication Skills
- Creating a Quality Organization
- Change Management
- Decision Making
- How to Coach and Mentor
- Leadership Skills for Frontline Workers
- Lean Manufacturing
- Lean Procedures Practices
- Meeting Management
- Production Scheduling
- Production Operations/Workflow
- Process Improvement
- Project Management
- Problem Solving and Decision Making
- Process Improvement
- Quality Measurement Systems
- Quality Management
- Root Cause Analysis
- Statistical Process Control
- Systems Failure Analysis
- Strategic Planning
- Team Building
- Teamwork Development Skills

- Time Management
- Visual Controls

**MANUFACTURING SKILLS**

- Assembly Process Control
- Assembly Procedures
- Blue Print Reading and Schematics
- Cross-Training in Production Equipment/Skills
- Changeover Procedures
- Computer Numeric Control (CNC) Machining: (CNC Machine Operation, Drills, Lathes, Milling Machines, Grinders)
- Electrical and Electronics
- Equipment Operation
- Food Processing: Meat, Canning, Fruit and Vege Processing
- Hydraulics
- Inventory Control
- Machine Operation
- Machine Maintenance
- Manufacturing Practices
- Pneumatics
- Production Operations
- Parts and Products Manufacture
- Troubleshooting

**HAZARDOUS MATERIALS**

- Hazardous Materials Handling
- Hazardous Chemical Cleaning/Handling
- Hazardous Waste Cleaning

**LITERACY SKILLS**

- Vocational English as a Second Language
- Vocational English
- Basic Math

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

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

**DELEGATION ORDER**



**Retrainee - Job Creation  
Training Proposal for:  
Roland Construction, Inc.**

**Small Business**

**ET17-0443**

**Approval Date:** February 21, 2017

**ETP Regional Office:** Sacramento

**Analyst:** D. Jordan

**CONTRACTOR**

- Type of Industry: Construction  
Priority Industry:  Yes  No
  
- Number of Full-Time Employees
  - California: 29
  - Worldwide: 29
  - Number to be trained: 34
  - Owner  Yes  No
  
- Out-of-State Competition: No
- Special Employment Training (SET):  Yes  No
- High Unemployment Area (HUA):  Yes  No
- Turnover Rate: 5%
- Repeat Contractor:  Yes  No

**FUNDING**

- Requested Amount: \$42,432
- In-Kind Contribution: \$29,340

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SB<100 HUA SET	Business Skills, Commercial Skills, Computer Skills, HazMat, PL-Commercial Skills, OSHA 10/30	29	8-60	0	\$1,248	*\$13.50
				Weighted Avg: 48			
2	Retrainee Job Creation Initiative Priority Rate SB<100 SET	Commercial Skills, HazMat, PL-Commercial Skills, OSHA 10/30	5	8-60	0	\$1,248	*\$12.77
				Weighted Avg: 48			

\*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.

- Reimbursement Rate: Job #'s 1 & 2: \$26 SB Priority
- County(ies): San Joaquin
- Occupations to be Trained: Administrative Staff, Building Assemblers, Foremen, Superintendents, Owner
- Union Representation:  Yes  
 No
- Health Benefits: N/A

**SUBCONTRACTORS**

- Development Services: Propel Consulting Group, El Dorado Hills assisted with the development of this project for a flat fee of \$3,182 of ETP funding approved.
- Administrative Services: Propel Consulting Group, will also provide administrative services for a fee not to exceed 7.5% of ETP earned amount.
- Training Vendors: To Be Determined

**OVERVIEW**

Founded in 1986 and located in Stockton, Roland Construction, Inc. (RCI) (www.rolandconst.com), is a building contractor specializing in pre-engineered steel. The Company provides general construction and repairs; contractor project management; and

design/engineering services to fit specific customer needs. In general, the client base is Industrial and Agricultural. RCI's customers include Stockton Jet Center, McManis Family Vineyards, and San Joaquin Steel.

### **Need For Training**

This is RCI's first ETP proposal. Training will focus on AC478 accreditation for builders. This accreditation demonstrates that a building construction company has demonstrated competence and meets specified requirements. AC478 accreditation is new to the metal building industry and similar to ISO 9000 in the manufacturing industry. Other training topics include standard operating procedures, documentation processes, manual development and training techniques which are requirements of the accreditation.

The Company will also provide training in various types of equipment, including new purchases. To become more efficient on the workflow process, RCI will provide training on effective communication, Leadership and Teambuilding.

### **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.

RCI has committed to hiring 5 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

RCI has experienced a 10% growth rate in 2015 and 2016. As the construction industry recovers, the Company projects a continual growth over the next several years. RCI has committed to hiring 5 trainees to meet the demand for its services.

### **Training Plan**

Training will be delivered via class/lab and Productive Lab by in-house subject matter experts.

**Business Skills:** Training will be offered to the Owner and Administrative Staff. Training topics will focus on Customer Service, Client Communications, Business Writing and Accounting Systems to ensure consistency and culture throughout the organization.

**Commercial Skills:** Training will be offered to all occupations. Training will be related to the AC478 Accreditation Program. Other training topics include Quality Management Systems, Erecting Columns and Construction Equipment Operation. This will make RCI more competitive in the market place and improve efficiency.

**Computer Skills:** Training will be offered to the Owner and Administrative Staff. Training will focus on CAD training to assist employees with the design of the metal structures. Training will be conducted on Sage Estimating software to better track and report projects. Training will also be delivered on Intermediate/Advanced Microsoft Office and Roland's internal system Varco Pruden Order Entry Software.

**Hazardous Materials:** Training will be offered to Building Assemblers, Foremen and Superintendents. Training will ensure all staff who handle hazardous chemicals understand how to safely clean, handle, and dispose of the materials.

## **Productive Lab**

The Panel adopted regulations to authorize reimbursement for training delivered in a Productive Laboratory (PL) setting. PL trainees may produce goods for profit as part of the training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training, and special attendance rosters will be used to assist in monitoring.

Training will be offered to Building Assemblers, Superintendents, and Foremen. Productive Lab is necessary for RCI's training program so trainees have real time examples to learn from as well as instant feedback from instructors. PL training will be done in conjunction with Class/Lab training. Trainees will work with a trainer under their constant direction and supervision to ensure full comprehension. The trainees must interact with the trainer during each step of the decision making process and will receive feedback. PL training will result in slower project completion times. The trainer will verify trainees have an understanding of equipment and overall building construction processes. In some instances the processes of erecting structures requires multiple trainees working on the same process due to the size and/or weight of the building components. An example is when trainees are applying sheeting to a structure it can require up to 3 trainees working together to install the component. RCI is requesting a 1:3 ratio for Productive Lab training. PL training will take place at the Company's work sites. Trainees will receive up to 24 hours of PL training.

## **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. Building Assemblers, Foreman and Superintendents will receive OSHA10/30 training.

## **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.

The 34 trainees in Job Numbers 1 & 2 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in San Joaquin County qualify for HUA status under these standards. RCI is requesting a wage modification from \$16.16 to \$13.50 for 5 trainees in Job Number 1.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

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

8 - 60 Trainees may receive any of the following:

**BUSINESS SKILLS**

- ✦ Conflict Management
- ✦ Customer Service
- ✦ Client Communications – Verbal & Written
- ✦ Business Writing
- ✦ Accounting Systems
- ✦ Payroll Processes & Systems
- ✦ Project Management
- ✦ Financial Reporting
- ✦ Leadership
- ✦ Decision Making
- ✦ Teambuilding
- ✦ Project Management

**COMMERCIAL SKILLS**

- ✦ Metal Building Assembler Accreditation Training (AC478)
- ✦ Construction Equipment Operation
- ✦ Construction Tool Operation
- ✦ Site Preparation
- ✦ Building Parts Handling & Assembly
- ✦ Layout & Frame Raising
- ✦ Erecting Columns
- ✦ Bracing Buildings
- ✦ Walls & Roof Construction
- ✦ Trim/Windows/Doors Installation
- ✦ Quality Management Systems

**COMPUTER SKILLS**

- ✦ Intermediate/Advanced Microsoft Office
- ✦ CAD Estimating (Auto CAD LT 2013)
- ✦ Sage Estimating
- ✦ Varco Pruden Building Editor
- ✦ Internal Accounting Systems
- ✦ Varco Pruden Order Entry Software
- ✦ AEC Software FastTrack Scheduling

**HAZARDOUS MATERIALS**

- ✦ Hazardous Material Handling
- ✦ Hazardous Waste Disposal
- ✦ Hazardous Chemicals Handling/Cleaning

**OSHA 10/30**

- ✦ OSHA 10
- ✦ OSHA 30



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

**PL Hours**

0 - 24

**PRODUCTIVE LAB (PL) (limited ratio 1:3)**

- ✚ Metal Building Assembler Accreditation Training (AC478)
- ✚ Construction Equipment Operation
- ✚ Construction Tool Operation
- ✚ Site Preparation
- ✚ Building Parts Handling & Assembly
- ✚ Layout & Frame Raising
- ✚ Erecting Columns
- ✚ Bracing Buildings
- ✚ Walls & Roof Construction
- ✚ Trim/Windows/Doors Installation
- ✚ Quality Management Systems

Note: Reimbursement for retraining is capped at 60 total training hours per trainee, regardless of the method of delivery. PL is capped at 24 hours per trainee.



**DELEGATION ORDER**

**Retrainee - Job Creation  
Training Proposal for:**

**Roseville Termite & Pest Control, Inc. dba Advanced  
Integrated Pest Management Inc.**

**Small Business**

**ET17-0382**

**Approval Date:** February 23, 2017

**ETP Regional Office:** Sacramento

**Analyst:** K. Smiley

**CONTRACTOR**

- Type of Industry: Services  
Construction  
Agriculture  
Priority Industry:  Yes  No
  
- Number of Full-Time Employees  
California: 87  
Worldwide: 87  
Number to be trained: 73  
Owner  Yes  No
  
- Out-of-State Competition: No OSC
- Special Employment Training (SET):  Yes  No
- High Unemployment Area (HUA):  Yes  No
- Turnover Rate: 9%
- Repeat Contractor:  Yes  No

**FUNDING**

- Requested Amount: \$91,104
- In-Kind Contribution: \$100,000

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate SET	Business Skills, Commercial Skills, Computer Skills, PL-Commercial Skills	55	8-60	0	\$1,248	\$21.28
				Weighted Avg: 48			
2	Retrainee-Job Creation SB <100 Priority Rate SET	Business Skills, Commercial Skills, Computer Skills, PL-Commercial Skills	13	8-60	0	\$1,248	\$21.28
				Weighted Avg: 48			
3	Retrainee SB<100 Priority Rate SET HUA	Business Skills, Commercial Skills, Computer Skills, PL-Commercial Skills	5	8-60	0	\$1,248	*\$11.70
				Weighted Avg: 48			

\*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.

- Reimbursement Rate: Job #'s 1 - 3: \$26 SB Priority
- County(ies): Placer, Sacramento, Stanislaus, Contra Costa, Santa Clara
- Occupations to be Trained: Technician, Supervisor
- Union Representation:  Yes  
 No
- Health Benefits: Job #'s 1 & 2: \$1.28 per hour

**SUBCONTRACTORS**

- Development Services: Propel Consulting Group of El Dorado Hills assisted with development of this proposal for a flat fee of \$9,110.
- Administrative Services: Propel Consulting Group will also assist with administration for a fee not to exceed 8% of earned funds.
- Training Vendors: CH Bull Safety Solutions of West Sacramento has been retained to provide Commercial Skills training.

## **OVERVIEW**

Founded in 1981 and located in Roseville, Roseville Termite & Pest Control, Inc. dba Advanced Integrated Pest Management Inc. (AIPM) provides pest control management for agriculture, government and food and beverage industries. The Company also provides residential construction services.

AIPM's client base is largely agricultural. The Company directly assists crop production through chemical application to prevent crop degradation from invasive insects. AIPM also advises its clients in this sector on proper chemical use and application. In the construction sector, the bulk of its work is repairing damage caused by insects for remodels, additions, and deck/patio construction.

AIPM has locations throughout California. However, only the locations in Placer, Sacramento, Stanislaus, Contra Costa and Santa Clara counties will participate in training.

## **Project Details**

In early 2016, AIPM invested in new software and communication equipment including Motorola handheld devices, mobile tablets, mobile pocket printers and PestPac software at a cost of more than \$250,000. This technology will enhance communication both internally and with clients. PestPac software will increase efficiencies in tracking and invoicing client services. This software and equipment will require that staff receive training in order to properly use the software and equipment.

Termite Crewmen will be trained to apply more effective construction techniques when repairing and upgrading residential homes. Further, AIPM is a Lead Certified contractor, which means trainees will receive training on lead processes and procedures to ensure compliance with construction laws and requirements. Training topics include Lead and Construction Techniques.

Due to the sensitive or toxic chemicals used in pest management, the industry is highly regulated by the State of California. In order to ensure compliance with the ever-changing regulatory environment, AIPM will provide training on the Water Quality Act, Health Schools Act and LEED building requirements to ensure compliance.

## **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.

In February 2017, AIPM plans to acquire 1-2 competitors in the Grass Valley and Redding areas. This will increase existing business capacity by adding 15-20 permanent, full time Technicians and supervisors to its current operations. To date, AIPM has committed to hiring 13 new employees (Job Number 2). The date-of-hire for all trainees will be within the three-month period before contract approval or within the term-of-contract. Trainees will be hired into "net new jobs" as a condition of contract.

## **SET/HUA**

Under Special Employment Training (SET) companies are not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention.

However, Job Number 3 trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 15%. The Company's locations in Stanislaus County qualify for HUA status. These HUA trainees qualify for the ETP Minimum Wage rather than the statewide average hourly wage. AIPM is requesting a wage modification for the 5 trainees in Job Number 3.

**Training Plan:** Training will be provided using the Class/Lab, Productive Lab and ELearning delivery methods. Training will be taught by a combination of in-house trainers and vendors.

**Business Skills:** Training will be offered to all occupations to improve client satisfaction and business efficiency. Courses will include Customer Service, Project Reporting, Project Monitoring and Efficient Communication.

**Commercial Skills:** Training will be offered to all occupations. This training will help improve employee efficiencies in utilizing chemical spraying techniques that are vital to the staff's job roles and responsibilities. Courses will include Agriculture Spraying/Pest Management, Rodent Control, LEED Training and Water Quality Improvement Act Compliance.

**Computer Skills:** Training will be offered to all occupations. This training will help improve employee efficiencies in utilizing AIPM systems and applications that are vital to the staff's job roles and responsibilities. Courses will include PestPac Software, PestPac Hardware and Mobile Scanners and Printers.

## **Productive Laboratory**

AIPM will train 73 Technicians and Supervisors on manual and power sprayers, dusters, and fogging equipment; and the use of hand pumps. This training will be at a much slower pace than regular application. PL will result in high errors as staff learns to accurately apply chemicals. A subject matter expert will conduct training. The trainer will first demonstrate how to use the equipment and then supervise trainees using the equipment. The trainer will attest to the trainee's competency once training is completed.

Training will be provided at a 1:3 trainer-to-trainee ratio due to trainees working in groups during chemical application. PL training is capped at 24 hours per trainee.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **Exhibit B: Menu Curriculum**

### **Class/Lab ELearning Hours**

8-60

Trainees may receive any of the following:

#### **BUSINESS SKILLS**

- Efficient Communication
- Emotional Intelligence
- Route Management
- Sales
- Professionalism
- Copesan University (National Partner Training)
- Customer Service
- Conflict Resolution
- Project Reporting
- Project Monitoring
- Leadership 2.0
- Project Management
- Customer Conflict Resolution
- Problem Solving & Decision Making

#### **COMMERCIAL SKILLS**

- Residential Spraying/Pest Management
- Commercial Spraying/Pest Management
- Agriculture Spraying/Pest Management
- Rodent Control
- Flea Control
- Roach Control
- LEED Training
- Lift Certification
- Label Reading/Training
- Repertory Protection
- Water Quality Improvement Act Compliance
- Healthy Schools Act Compliance

#### **COMPUTER SKILLS**

- PestPac Software
- PestPac Hardware
- Motorola Handheld Hardware
- Mobile Scanners and Printers
- Android and iOS Tablets
- Intermediate/Advanced MS Word
- Intermediate/Advanced MS Excel
- Intermediate/Advanced MS PowerPoint

**PL Hours** (1:3)

0-24

Trainees may receive any of the following:

**COMMERCIAL SKILLS**

- Sprayers
- Dusters
- Fogging Equipment
- Hand pumps

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery. PL is capped at 24 hours per-trainee.

**DELEGATION ORDER**



**Retrainee - Job Creation  
Training Proposal for:  
School Innovations & Achievement**

**Small Business**

**ET17-0460**

**Approval Date:** March 8, 2017

**ETP Regional Office:** Sacramento

**Analyst:** D. Jordan

**CONTRACTOR**

- Type of Industry: Manufacturing
  
  - Number of Full-Time Employees
    - California: 83
    - Worldwide: 88
    - Number to be trained: 88
  
  - Out-of-State Competition: Competitors outside CA
  - Special Employment Training (SET):  Yes  No
  - High Unemployment Area (HUA):  Yes  No
  - Turnover Rate: 4%
  - Repeat Contractor:  Yes  No
- Priority Industry:  Yes  No
- Owner  Yes  No

**FUNDING**

- Requested Amount: \$98,436
- In-Kind Contribution: \$116,700



**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, Cont. Imp., Mgmt. Skills	78	8-60	0	\$1,092	*\$16.16
				Weighted Avg: 42			
2	Retrainee Job Creation Priority Rate SB <100	Business Skills, Computer Skills, Cont. Imp., Mgmt. Skills	10	8-60	0	\$1,326	*\$14.13
				Weighted Avg: 51			

\*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.

- Reimbursement Rate: Job #'s 1 & 2: \$26 SB Priority
- County(ies): El Dorado, Los Angeles, Shasta
- Occupations to be Trained: Administrative Staff, Customer Service, Executive, IT, Manager, Owner, Processing Staff, Program Advisor, Sales
- Union Representation:  Yes  
 No
- Health Benefits: Job #1: \$1.39 per hour Job #2: \$0.13 per hour

**SUBCONTRACTORS**

- Development Services: Sierra Consulting Services of El Dorado Hills assisted with development services for a flat fee of \$9,900.
- Administrative Services: Sierra Consulting Services will also provide administrative services for a fee not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

**OVERVIEW**

Founded in 2003, School Innovations & Achievement (SIA) ([www.sia-us.com](http://www.sia-us.com)) is a software developer that provides custom software solutions for schools. SIA has grown from the back office facilitator for most California's school districts and county offices of education, into the creator of software solutions. The Company's most notably software is Attention2Attendance designed to decrease school absenteeism for school districts. Training will be delivered at SIA's locations in El Dorado Hills, Redding and Pasadena.

## Need For Training

This is SIA's second ETP proposal. Training in the prior agreement focused on two newly developed software programs: DataROBOT and Partnering for Student Success. Those programs required more training for the Sales and Marketing departments as well as the Customer Service Call Center. Under this proposal, training will focus on new software products to include: College and Career Readiness, Kindergarten through Third Grade Package and Tipping Point Letters. These products will provide parents and students a better understanding of the resources available to them, while also tracking attendance patterns at an early age.

Training includes new products and product enhancements for client service in different markets. The management team will train first, and then provide training to their teams on a weekly basis. Although course topics are similar to prior Agreements, in no case will a trainee repeat the same training previously delivered

## Training Plan

Training will be delivered via Class/Lab, Videoconference and E-Learning by in-house subject matter experts in the following:

**Business Skills:** Training will be offered to all occupations. Training will focus on public speaking skills for project interviews, time management to increase efficiency and marketing skills. Training topics include customer relationship management, leadership, operational skills and marketing/sales techniques.

**Computer Skills:** Training will be offered to Administrative, Customer Service, IT, Processing and Sales Staff. Training will focus on improving productivity, effectively managing client relationships and improving IT development. Training topics include QuickBooks, Autodesk/AutoCAD and computer programming.

**Continuous Improvement:** Training will be offered to all occupations. Training will focus on improving management controls, decision making, operational processes and quality assurance. Training topics include creating a quality organization, root cause analysis, lean procedures practices and production operations/workflow.

**Management Skills:** Training will be offered to Managers and focus on coaching/decision making skills, leadership and improving meeting effectiveness. Training topics include effective meetings for leaders, finance for technical managers, teambuilding and administration.

## RECOMMENDATION

Staff recommends approval of this proposal.

## PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0136	El Dorado, Pasadena, Redding	08/01/2015 – 07/31/2016	\$48,048	\$48,048 (100%)

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

8 - 60 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Accounting
- Business Fundamentals
- Business Performance
- Business Writing
- Behavior Style Strategies
- Conflict Resolution
- Creative Marketing
- Customer Relationship Management
- Customer Service
- Communication Skills
- Cost Control
- Dealing with Difficult People
- Employee Coaching
- Essential Skills for the New Supervisor
- Interpersonal Communications
- Leadership
- Marketing/Sales Technique
- Negotiating
- Operational Skills
- Personal Image
- Planning and Organization
- Presentation Skills
- Product Knowledge
- Project Management and Methodology
- Project Requirements Analysis and Specifications
- Property and Resource Management Skills
- Retaining Customers
- Relationship Building
- Sales
- Strategic Planning
- Successful Selling Techniques/Sales
- Time Management

**COMPUTER SKILLS**

- Autodesk/AutoCAD
- Client Relationship Management Software
- Computer Networking
- Computer Programming
- Crystal Reports
- Development Software
- Digital Entertainment and Multimedia
- Financial Management System
- IT Support Tracking System
- Manufacturing Resource Planning

- Marketing and Sales Tracking Software
- Microsoft Visual Studio (Team Foundation System)
- Microsoft Office (Intermediate and Advanced)
- Network & Database Admin Software
- QuickBooks
- SQL Server (Management Studio)
- Software Applications and Equipment

### **CONTINUOUS IMPROVEMENT**

- Cross -Training
- Communication Skills
- Creating a Quality Organization
- Change Management
- Decision Making
- How to Coach and Mentor
- IT Support Technician Skills
- Leadership Skills for Frontline Workers
- Leadership/Coaching
- Lean Procedures Practices
- Meeting Management
- Production Scheduling
- Production Operations/Workflow
- Process Improvement
- Product Management
- Project Management
- Problem Solving and Decision Making
- Process Improvement
- Quality Measurement Systems
- Quality Management
- Statistical Process Control
- Root Cause Analysis
- Systems Failure Analysis
- Strategic Planning
- Team Building
- Teamwork Development Skills
- Time Management
- Visual Controls

### **MANAGEMENT SKILLS** (Managers/Supervisors Only)

- Administration
- Coaching Procedures
- Decision Making
- Effective Meetings for Leaders
- Finance for Technical Managers
- Leadership
- Motivation
- Supervisor Skills
- Teambuilding

**E-Learning Hours**

8 - 60

**BUSINESS SKILLS**

- Accounting
- Business Fundamentals
- Business Performance
- Business Writing
- Behavior Style Strategies
- Conflict Resolution
- Creative Marketing
- Customer Relationship Management
- Customer Service
- Communication Skills
- Cost Control
- Dealing with Difficult People
- Employee Coaching
- Essential Skills for the New Supervisor
- Financial Analysis
- Interpersonal Communications
- Leadership
- Marketing/Sales Technique
- Negotiating
- Operational Skills
- Personal Image
- Planning and Organization
- Presentation Skills
- Product Knowledge
- Project Management and Methodology
- Project Requirements Analysis and Specifications
- Property and Resource Management Skills
- Retaining Customers
- Relationship Building
- Sales
- Strategic Planning
- Successful Selling Techniques/Sales
- Time Management

**COMPUTER SKILLS**

- Autodesk/AutoCAD
- Client Relationship Management Software
- Computer Networking
- Computer Programming
- Crystal Reports
- Development Software
- Digital Entertainment and Multimedia
- Financial Management System
- IT Support Tracking System
- Manufacturing Resource Planning
- Marketing and Sales Tracking Software
- Microsoft Visual Studio (Team Foundation System)

- Microsoft Office (Intermediate and Advanced)
- Network & Database Admin Software
- QuickBooks
- SQL Server (Management Studio)
- Software Applications and Equipment

### **CONTINUOUS IMPROVEMENT**

- Cross-Training
- Communication Skills
- Creating a Quality Organization
- Change Management
- Decision Making
- How to Coach and Mentor
- IT Support Technician Skills
- Leadership Skills for Frontline Workers
- Leadership/Coaching
- Lean Procedures Practices
- Meeting Management
- Production Scheduling
- Production Operations/Workflow
- Process Improvement
- Product Management
- Problem Solving and Decision Making
- Quality Measurement Systems
- Quality Management
- Root Cause Analysis
- Statistical Process Control
- Systems Failure Analysis
- Strategic Planning
- Team Building
- Teamwork Development Skills
- Time Management
- Visual Controls

### **MANAGEMENT SKILLS** (Managers/Supervisors Only)

- Administration
- Coaching Procedures
- Decision Making
- Effective Meetings for Leaders
- Finance for Technical Managers
- Leadership
- Motivation
- Supervisor Skills
- Team Building

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.

**DELEGATION ORDER**



**Training Proposal for:  
Timothy K. Gaspar Insurance Services, Inc.**

**Small Business**

**ET17-0444**

**Approval Date:** March 8, 2017

**ETP Regional Office:** North Hollywood      **Analyst:** L. Vuong

**CONTRACTOR**

- Type of Industry: Insurance Services  
Priority Industry:  Yes  No
- Number of Full-Time Employees  
California: 30  
Worldwide: 34  
Number to be trained: 30  
Owner  Yes  No
- Out-of-State Competition: Competitors Outside CA
- Special Employment Training (SET):  Yes  No
- High Unemployment Area (HUA):  Yes  No
- Turnover Rate: 4%
- Repeat Contractor:  Yes  No

**FUNDING**

- Requested Amount: \$19,800
- In-Kind Contribution: \$18,243

**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	Business Skills, Commercial Skills, Computer Skills, Continuous Impr.	30	8-60	0	\$660	*\$16.96
				Weighted Avg: 30			

\*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.

- Reimbursement Rate: \$22 SB Non-Priority
- County(ies): Los Angeles
- Occupations to be Trained: Inside Sales Staff, Outside Sales Staff, Customer Service Staff, Management Staff, Owner
- Union Representation:  Yes  
 No
- Health Benefits: \$2.86 per hour

**SUBCONTRACTORS**

- Development Services: Judith’s Training Services (JTS) in Los Angeles, assisted with development for a flat fee of \$3,400.
- Administrative Services: JTS will also perform administrative services for the amount not to exceed 10% of payment earned.
- Training Vendors: To Be Determined

**OVERVIEW**

Founded in 2007 and located in Woodland Hills, Timothy K. Gaspar Insurance Services, Inc. (Timothy Gaspar) provides automobile, home, workers compensation and health insurance coverage for individuals and businesses. Timothy Gaspar began its business with three staff members and has since grown to 30 plus employees including an office in Cherry Hill, NJ. Major customers include Menchie’s Frozen Yogurt, Medici Neapolitan Pizza Company, Stone Fire Grill and several clothing manufacturers and food trucks.

**Need for Training**

The Company states that the insurance industry is rapidly changing. As such, Timothy Gaspar must upgrade its hardware and software systems to comply with new insurance plans, quoting



systems, regulations and guidelines. In addition, the Company is striving to meet customer demand, upgrade worker skills, improve services, keep up with technological changes and remain competitive. Timothy Gaspar has implemented new processes and systems to improve business functions. The Company will focus on redesigning and updating customer service techniques to provide fast and accurate quotes.

In December 2016, the Company hired two new employees and anticipates hiring three to five more employees within the next few months. In addition, the Company recently expanded its Woodland Hills facility. However, Timothy Gaspar does not want to add Job Creation in this proposal.

ETP funds will help Timothy Gaspar develop and deliver formalized training to its workforce to upgrade worker job skills, keep up with technological changes and industry requirements, improve overall services and exceed customer satisfaction. This proposal will target 30 workers at its Woodland Hills facility where all training will take place. This will be Timothy Gaspar's first ETP Agreement.

## **Training Plan**

The proposed training to begin upon Panel approval and will be delivered on-site by in-house subject matter experts. Training vendors will be identified during the term of the proposed Agreement, if needed.

Classroom/Laboratory and Videoconference will be provided as follows:

**Business Skills:** Training will be offered to all occupations. Training will provide workers with a greater understanding of customer service, products, organization, business practices, priority and Company's operations.

**Commercial Skills:** Training will be offered to all occupations. Training will focus on insurance industry guidelines, rules and standards, procedures, terminology, comprehension and customer requirements.

**Computer Skills:** Training will be offered to all occupations to effectively utilize the Company's new and existing automated system to support products, services and manage overall business operations.

**Continuous Improvement:** Training will be offered to all occupations to promote teamwork, improve processes and services to become more efficient and effective through problem solving, total quality management and decision making.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

**Exhibit B: Menu Curriculum**

**Class/Lab Hours**

8-60

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Product Knowledge
- Strategic Planning
- Evaluations
- Monitoring Performance
- Business Report Writing and Editing
- Negotiating
- Conflict Management
- Interpersonal Skills
- Customer Relations
- Identifying Customer Needs
- Telephone Skills
- Handling Customer Requests
- Resolving Complaints
- Customer Needs
- Customer Complaints
- Leadership
- Decision Making
- Motivation
- Team Building
- Administration Procedures
- Coaching Procedures
- Management Strategy
- Train-The-Trainer (Underwriting and New Product)

**COMMERCIAL SKILLS**

- Banking/Insurance/Mortgage Guidelines and Procedures
- Upgrade Industry Processes and Procedures

**COMPUTER SKILLS**

- Microsoft Office Applications
- Sales Force – Tech Canary
- Ezlynx – Quoting
- ZYWAVE
- Local Area Networks
- Metropolitan
- Network Management
- Certified Novell Assistance
- Certified Network Engineer
- World Wide Web
- Kronos

**CONTINUOUS IMPROVEMENT**

- Problem Solving
- Team Building
- Quality Concepts
- Total Quality Management
- Production Operations/Workflow
- Process Improvement
- Decision Making
- Leadership Skills

Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.