

# PANEL PACKET

## MAY 2017





## NOTICE / AGENDA

### MEETING TIME/PLACE

Thursday, May 25, 2017 at 9:30 a.m.  
California Environmental Protection Agency  
Coastal Hearing Room, 2<sup>nd</sup> Floor  
1001 I Street  
Sacramento, CA 95814  
Phone: (916) 327-5640

### AGENDA

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|------------|--|--|
| 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>• Action on Funding Limitations FY 2017/18</li></ul> | Stewart Knox                                 |
| 10:00 a.m. | Report of General Counsel <ul style="list-style-type: none"><li>• Overview of Regulation Procedures</li></ul>  | Maureen Reilly                               |
| 10:15 a.m. | Review and Action on Proposals   | Diana Torres<br>Anna Nastari<br>Mark Mazzone |
| 11:45 p.m. | Presentation on Potential Revisions to ETP Program Areas   | Lis Testa                                    |
| 12:30 p.m. | Public Comments  |  |
| 1:00 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 Other changes may also occur (e.g. withdrawn).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, May 22, 2017 although the Panel may still change the order at the meeting.

### **North Hollywood Regional Office**

Armstrong Flooring, Inc. -----	\$150,174
Levlad, LLC -----	\$224,340
Los Angeles Pacific College -----	\$146,629
Southern California Heat & Frost Insulators and Asbestos Workers Joint Apprenticeship Committee-----	\$509,790
TechStyle, Inc. -----	\$355,740
TRL Systems, Inc.-----	\$189,000

### **San Diego Regional Office**

ARB, Inc. -----	\$399,024
Auto Center Auto Body, Inc. dba Fix Auto -----	\$258,924
L3 Technologies, Inc.-----	\$489,224
Orange County Electrical Joint Apprenticeship and Training Trust Fund-----	\$655,010

### **San Francisco Bay Area Regional Office**

DAA Draexlmaier Automotive of America LLC-----	\$749,400
San Mateo County Electrical Joint Apprenticeship and Training Trust-----	\$490,158

### **Sacramento Regional Office**

Sutter Home Winery, Inc.-----	\$522,250
Valley Roofers & Waterproofers Joint Apprenticeship and Training Committee-----	\$112,340
Waterman Industries, LLC -----	\$117,860

**PROPOSALS APPROVED**  
**BY DELEGATION ORDER FOR 03/13/17 – 05/12/17**

<b>≤ \$100,000</b>	<b>Approved Date</b>	<b>Approved Amount</b>
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**North Hollywood Regional Office**

DMC Power, Inc.	04/29/17	\$55,160
Green Pine Home Health Care Service, Inc.	04/27/17	\$24,024
Harry's Auto Body, Inc. dba Harry's Auto Collision Center	04/21/17	\$71,280
Haskel International, LLC	04/07/17	\$68,904
Healthcare Partners, LLC	04/11/17	\$96,552
Sky One, Inc. dba Vertex China	04/06/17	\$16,380
The Carlstar Group, LLC	04/20/17	\$44,000
Vista Entertainment Solutions (USA), Inc.	04/21/17	\$53,280

**San Diego Regional Office**

Alpha Mechanical, Inc.	04/17/17	\$93,312
Breg, Inc.	03/13/17	\$95,760
Carlsbad Manufacturing Corporation	04/20/17	\$37,440
Competitor Group, Inc.	04/06/17	\$95,040
Conifer Revenue Cycle Solutions, LLC	04/11/17	\$98,550
Golden Communications, Inc.	04/24/17	\$29,172
K&R Network Solutions	04/21/17	\$64,350
Partners Advantage Insurance Services, LLC	04/20/17	\$28,490
Senga Engineering, Inc.	03/14/17	\$19,136
Snyder Langston Holdings LLC	05/01/17	\$80,010
TrendPoint Systems Inc.	04/20/17	\$13,832
WC Heating & Air Conditioning, Inc. dba WE CARE	04/10/17	\$70,240
Webb Foodservice Design Consultants, Inc.	04/06/17	\$21,060

**San Francisco Bay Area Regional Office**

Abbott, Stringham and Lynch, A Professional Accountancy Corporation	04/21/17	\$72,006
Architectural Glass & Aluminum Co., Inc.	04/25/17	\$25,200

**Sacramento Regional Office**

Clovis Landscape Maintenance, Inc.	04/27/16	\$37,796
Hana Hou Alliances LLC dba Person Centered Services Inc.	03/20/17	\$91,124
J Powers Recruiting Inc.	04/27/17	\$8,500
John Boyd Enterprises, Inc. dba JB Radiator Specialties, Inc.	04/28/17	\$82,480
Mann, Urrutia, Nelson CPAs & Associates, LLP	04/27/17	\$23,782
Universal Forest Products, Inc. dba UFP Thornton	04/27/17	\$99,360



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Senga Engineering, Inc.  
Sky One, Inc. dba Vertex China  
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The Carlstar Group, LLC  
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Universal Forest Products, Inc. dba UFP Thornton  
Vista Entertainment Solutions (USA), Inc.  
WC Heating & Air Conditioning, Inc. dba WE CARE  
Webb Foodservice Design Consultants, Inc.



# M e m o r a n d u m

To: Panel Members

Date May 25, 2017

From: Stewart Knox  
Executive Director

File: Panel Memo Doc.

Subject: **Directions to Meeting Site**

The Employment Training Panel will meet on THURSDAY, **May 25, 2017 at 9:30 a.m.**

**California Environmental Protection Agency  
Coastal 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 May 25, 2017

From: Stewart Knox  
Executive Director

File: Mtg. Site Memo

Subject: **Future Meeting Sites**

<b>May 25, 2017</b>	<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>
<b>June 23, 2017</b>	<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>
<b>July 28, 2017</b>	<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>
<b>August 25, 2017</b>	<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>



**STATE OF CALIFORNIA  
EMPLOYMENT TRAINING PANEL**  
Sacramento City Hall  
California Environmental Protection Agency  
1001 I Street, Sierra Hearing Room  
Sacramento, CA 95814  
March 24, 2017

**PANEL MEMBERS**

Barry Broad  
Chair

Janice Roberts  
Vice-Chair

Gloria Bell  
Member

Will Koch  
*Ex-Officio* Member

Gretchen Newsom  
Member

Edward Rendon  
Member

Jeff Robinette  
Member

Sam Rodriguez  
Member

**Executive Staff**

Stewart Knox  
Executive Director

Maureen Reilly  
General Counsel



**STATE OF CALIFORNIA  
EMPLOYMENT TRAINING PANEL**  
Sacramento City Hall  
California Environmental Protection Agency  
1001 I Street, Sierra Hearing Room  
Sacramento, CA 95814  
March 24, 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  
Will Koch  
Janice Roberts  
Jeff Robinette  
Sam Rodriguez

Absent

Gretchen Newsom  
Edward Rendon

Executive Staff Present

Stewart Knox, Executive Director  
Maureen Reilly, General Counsel

Mr. Broad introduced Jeff Robinette, Panel member.

Mr. Robinette said, I come from the Laborers International Union of North America. I am excited to be here. I would like to thank Governor Brown, David Lanier, and the rest of the Go-Biz staff for giving me this opportunity. I also would like to thank my bosses and my family for giving me the time to be here.

Mr. Broad said, welcome aboard. Mr. Robinette will replace Panel member Sonia Fernandez. She was a great member of this Panel, and we thank her for her service.

### **III. AGENDA**

Chairman Broad asked for a motion to approve the Agenda.

Mr. Knox said, we are going to move up Tab# 23, Sacramento Employment and Training Agency. Mayor Darrell Steinberg has a prior engagement, so we will present their proposal right after my presentation.

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

Motion carried, 6 - 0.

### **IV. MINUTES**

ACTION: Ms. Roberts moved and Mr. Rodriguez seconded the motion that the Panel approve the Minutes from the February 23, 2017 meeting.

Motion carried, 6 – 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 February, we have a smaller Panel meeting today with approximately \$9.7M in projects with another \$585,000 in Delegation Order for a total of just over \$10.3M.

We recently had a rotation and change of managers. Mark Mazzone will represent the Sacramento Regional Office (SRO), and Willie Atkinson will have oversight of the Applications and Assessment Unit (AAU).

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 Mark Mazzone, 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, and we have two projects that will be coming to the Panel, which will take up most of those funds.

In regards to Core Funds for FY 2016/17, today the Panel will consider \$9.7M in projects with an additional \$585,000 approved by Delegation Order. Should the Panel approve all the projects today, ETP will have approximately \$4M for the remainder of the Fiscal Year (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, 12 projects were approved totaling over \$585,000.

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 396 projects with a value of under \$90M in proposals. We will not have a Panel meeting in April, and as we move to the May meeting, we will have about \$4M remaining for the year.

For the Funding Preview 2017/18, the funds are about the same as the previous year. However, it may increase to a little over \$94M going into the next FY. I will bring more details regarding the approval of caps and budget at our May meeting.

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 still have a high demand rate, which is good news.

The number of projects remaining in the Regional Offices: Single Employers 86, MECs 14, Small Business 59, Critical Proposals 0, and Apprenticeships 7; total of 166. AAU by category: Single Employers 31, MECs 6, Small Business 13, Critical Proposals 0, and Apprenticeships 1; total of 51. Eighty-five percent of the projects have already been to the Regional Offices.

Regarding the legislative update, we have provided some copies for the Panel members. It has been a hot year for workforce topics; I would be happy to answer any questions.

### **Funding Preview 2017/18**

Mr. Knox said, we look strong going into the next Fiscal Year (FY). The employers in the state of California are doing well, and this brings in more tax for the Employment Training Panel, which is good news for us.

In terms of funding allocation, I will not make any recommendation today. However, I want to present a few ideas at the next meeting regarding the items below as we move forward.

#### Health Benefits – Standard Cap

We discussed this briefly last month, and we looked at the \$2.50 an hour option. The other option is to table this, or apply it to employers who only pay more than \$2.50 an hour, or other incentives for those who go above and beyond the minimum.

#### Priority Setting

At the last Panel meeting, we talked about looking at the dollar allocations that are remaining, and present the non-priority projects before the Panel in December. I will present some more information regarding this issue at the next meeting, with public input, of course.

### Substantial Contribution

California is a much larger state compared to others, and we are looking at some options on how to apply substantial contribution in the future. Our funds are so much larger, so the capacity to get that dollar amount is critical for us. We are looking at nine others states that have a funding program that is similar to ETP, and Massachusetts is the closest to us in terms of funding; \$18 to \$20M.

### High Unemployment Area

The Panel has the authority to define the wages by region. There are different data points and tables to determine the wages, and that is partially built into the new Employment Training Management System (ETMS), which is very complex. The Panel has the authority to redefine the regions, so we could look at that.

The other piece that I would like to look at is the way we set the cap on the wages. We look at a floor for wages, versus based on the ZIP code, and the varying degrees that we currently have. Those are just some of the ideas I would like to bring back to the Panel at the next meeting. It should be a short meeting, since we have a little less than \$4M remaining, and if the Panel agrees to that, we would like to bring back some options, and bring it to the public for comment.

Mr. Broad said, we should probably schedule some time for us to have an extended discussion on these issues in May. We will issue a notification to the public in advance to allow the public to make comments, and have a workshop type of approach. Mr. Knox said, OK.

Mr. Broad said, I would like the staff to think about a strategy on how to allocate funds when the economy hits a recession. The economy is humming along right now, but eventually, the business cycle will slow down. We should have a prudent reserve so that we can maintain a level of higher funding, because when our funding suddenly drops, that creates a friction in our system. I do not know if that is doable, but it would be helpful so that we are not dropping off a cliff. We do not have to discuss it in May, but we will need to talk about it.

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

Mr. Knox asked for a motion to adopt Consent Calendar Items #1 through #7.

Butte-Glenn Community College.....	\$180,936
Califia Farms, LLC.....	\$230,220
Heritage Interests, LLC.....	\$186,780
Mariani Packing Company, Inc.....	\$203,128
New Technology Training Institute.....	\$56,712
Orange Coast Title Company.....	\$246,750
Wei-Chuan U.S.A., Inc.....	\$162,000

ACTION: Ms. Roberts moved and Ms. Bell seconded approval of Consent Calendar Items #1 through #7.

Motion carried, 6 – 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, 6 – 0.

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

Maureen Reilly, General Counsel, had nothing to report.

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

### **Multiple Employer Proposal**

(Presented out-of-order)

#### **Sacramento Employment Training and Agency**

Willie Atkinson, Applications and Assessment Unit Manager, presented a Proposal for Sacramento Employment Training and Agency in the amount of \$928,000.

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.

Mr. Atkinson introduced Mayor Darrell Steinberg.

Mayor Steinberg said, it's good to be back. The proposal that we have before the Panel today is going to prove transformational. What we are doing here is going to spread to other cities and counties throughout California. In order to demonstrate to you that we are serious about this, we would have to put our own skin in the game, and make this transformation a reality.

The city Council approved \$950,000 to go into this project. In addition, we have reached out to various school districts in Sacramento, and I am confident that if we do not get the full \$950,000 in partnership from the school district, we will come close. We are currently working with a number of school districts in our city, and Natomas School District has already

allocated \$150,000. Our next goal is to work with the Metropolitan Chamber of Commerce and other business organizations.

Essentially, with this grant, we hope to place thousands of students in broadband technology. Our goal is audacious, and we are going to do our best to employ a thousand high school students in the summer, and prepare them for college and career. Most of them are juniors going into their senior year, and our plan is to provide at least eight weeks of paid training for workforce, and life skill training which is consistent with the principles of the Employment Training Panel.

We intend to target the students from Luther Burbank High School, Hiram Johnson High School, Health Profession High School, Sacramento High School, and American Legion. Those schools have many young people from different backgrounds, and they have never been exposed to anything like this; this is going to be transformational.

Our job now is to recruit employers who are willing to commit to the program. It won't be easy, but we are going to do it in a way that will set a standard, and we will launch something that will change the city. I want to grow this high wage job force in Sacramento, and it is going to be great. We will have our stumbles along the way, but I am excited about this, and I thank you for helping us launch this program.

Mr. Broad said, thank you, Mayor Steinberg. I am excited about this program, and I am hopeful that it will succeed. Oftentimes, a kid in high school won't see the relevancy of what they are learning, that is why they drop out of school.

There are multiple barriers as people enter the workforce, and the idea is to expose these kids to something that they love, and if they want to turn that into a career, they will need to stay in school. I have been around the labor movement for 35 years, and there is a perfect person for every job. For every job, there is that one person that will love that job, no matter what job it is. That is the core of this, and that is why I am excited about this program.

Ms. Roberts said, I understand the passion that you have around this project. I will approve this proposal, because it is doable. However, in looking at the Panel packet, and I want to be on the record, from a consistency standpoint, we need to look at the previous projects from the past with high-risk youth; they were not very successful. You are going to have to get businesses involved, and get them to hire and train these youth. We will have to coach them, and teach them social skills. Mayor Steinberg said, this summer is going to be devoted to life skill and job training to prepare young people for real jobs. Ms. Roberts said, I am happy to assist if you need any help.

Mr. Rodriguez said, Mayor Steinberg, we had a similar program in Mission High School, a predominantly Latino immigrant school in San Francisco, and that was a creation of what you are doing here, which is cluster learning. If your staff need to talk to anyone in the San Francisco area, I would be happy to make the arrangements. We stand here to help. Mayor Steinberg said, thank you.

Ms. Bell said, thank you for your time. I am a recipient of a summer youth program. If it wasn't for a program like this, I would not be here today. If I could do anything to help, please let me know.

Mayor Steinberg said, I would like to invite Mr. Knox and all the Panel members to come to the city Council meeting on Tuesday night, so that we can publicly thank you. Mr. Broad said, thank you for the invitation; we would be happy to come.

ACTION: Mr. Rodriguez moved and Ms. Bell seconded approval of the proposal for Sacramento Employment and Training Agency in the amount of \$928,000.

Motion carried, 6 – 0.

### **Single Employer Proposals**

#### **American Medical Response of Southern California**

Gregg Griffin, North Hollywood Regional Office Manager, presented a Proposal for American Medical Response of Southern California (AMR SoCal) in the amount of \$745,800. AMR SoCal 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 eligible for funding under Special Employment Training (SET) for frontline workers.

Mr. Griffin introduced Shannon Marshall, Director of Clinical Services.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Ms. Bell seconded approval of the proposal for American Medical Response of Southern California in the amount of \$745,800.

Motion carried, 6 – 0.

#### **Balfour Beatty Construction, LLC**

Mr. Griffin presented a Proposal for Balfour Beatty Construction, LLC (Balfour) in the amount of \$302,296. 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. Balfour's customers include private developers and public entities such as K-12 school districts, community colleges and universities

Mr. Griffin introduced Brian Cahill, President, and Kyle Frandsen, Sustainability Project Manager.

Mr. Koch said, with the new format, I don't see any support letters from the union. Will that be included in the Panel packet for future proposals that will come before the Panel? Mr. Knox said, they would be included in the future. Mr. Broad said, the support letters should be there by the time the proposal is approved.

**ACTION:** Ms. Roberts moved and Mr. Rodriguez seconded the approval of the proposal for Balfour Beatty construction, LLC in the amount of \$302,296.

Motion carried, 6 – 0.

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

Mr. Griffin presented a Proposal for Glanbia Nutritionals (NA), Inc. (Glanbia) in the amount of \$261,700. Glanbia, 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.

Mr. Griffin introduced Carl Garcia, Senior Site Director

Ms. Roberts said, in the Panel packet, it shows that they have 121 employees in California, but they are training 325 trainees; there is a discrepancy. Mr. Griffin said, it's a typographical error. The retrainee component is 325.

Mr. Griffin asked, Mr. Garcia, what is your total employee count in the state of California? Mr. Garcia said, 450 people.

Ms. Bell asked, could you explain a little bit more about your hiring process for temporary to permanent workers? Mr. Garcia said, we utilize the temp-to-hire process when we bring them on board. We bring them on site to gauge their work efficiency, and see how they mesh with the company and core values.

Ms. Bell asked, is there an evaluation process during that six-month period? Mr. Garcia said, absolutely. Ms. Bell said, thank you.

**ACTION:** Ms. Roberts moved and Mr. Rodriguez seconded approval of the proposal for Glanbia Nutritionals (NA), Inc. in the amount of \$261,700.

Motion carried, 6 – 0.

### **Life Generations Healthcare LLC dba Generations Healthcare**

Mr. Griffin presented a Proposal for Life Generations Healthcare LLC dba Generations Healthcare (Generations Healthcare) in the amount of \$651,960. Generations Healthcare 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.

Mr. Griffin introduced Merry Rogers, Director of Human Resources.

Ms. Roberts asked, were you involved in the previous contract? Ms. Rogers said, yes. Ms. Roberts said, your performance rate was at 70%, it's ok, but it's not great. Can you tell me

the reason behind the discrepancy? Ms. Rogers said, it was our first grant, and we were in the process of learning the system, and Mr. Parker worked with us as our third-party administrator. We had to deal with individuals externally with the paperwork process. We are much better now. Ms. Roberts said, this is the admonition I give to all first-time projects with multiple locations. 70% is not bad, but it's not great either. We want the performance level at 100%. Mr. Rogers said, our electronic medical record process was around 10,000 hours, but there was a delay when we combined all the hours, which was 30%.

**ACTION:** Ms. Roberts moved and Mr. Rodriguez seconded approval of the proposal for Life Generations Healthcare LLC dba Generation Healthcare in the amount of \$651,960.

Motion carried, 6 – 0.

### **Medtronic, Inc. dba Medtronic Neurovascular**

Mr. Griffin presented a Proposal for Medtronic, Inc. dba Medtronic Neurovascular (Medtronic NV) in the amount of \$589,950. 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).

Mr. Griffin introduced Maura Halpenny, Training Manager.

Ms. Roberts asked, do you have anyone assisting you with this project? Ms. Halpenny said, I have two team members who will be supporting me with our training. Ms. Roberts said, please leverage ETP staff because we want you to succeed.

Mr. Rodriguez asked, what is the in-kind contribution on this contract? Mr. Griffin said, the total is \$940,500.

Mr. Rodriguez asked, is Medtronic a California company? Ms. Halpenny said, our headquarters is located in Indianapolis, and we have an office in Dublin. However, from a neurovascular standpoint, we stand-alone. We do not have any other sites besides California. Mr. Rodriguez said, thank you.

**ACTION:** Ms. Roberts moved and Mr. Rodriguez seconded approval of the proposal for Medtronic, Inc. dba Medtronic Neurovascular in the amount of \$589,950.

Motion carried, 6 – 0.

### **Informatica LLC**

Anna Nastari, Foster City Regional Office Manager, presented a Proposal for Informatica LLC (Informatica) in the amount of \$357,552. Informatica 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.

Ms. Nastari introduced David Sarkis, Talent Development Specialist.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Mr. Rodriguez seconded approval of the proposal for Informatica LLC in the amount of \$357,552.

Motion carried, 6 – 0.

### **On-Site Manager, Inc.**

Ms. Nastari presented a Proposal for On-Site Manager, Inc. (On-Site) in the amount of \$333,852. On-Site 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. This platform helps property owners and managers maximize occupancy, operational efficiency and operating income. On-Site qualifies for standard retraining as a priority-industry software publisher.

Ms. Nastari introduced Teresita Camacho, Training Specialist, and Mike Snead, Sierra Consulting.

Mr. Broad asked, are the employees who will be training in this proposal provide support for the property owners or tenants? Ms. Camacho said, it is for the property management companies; the owners and managers. Mr. Broad said, OK.

Mr. Broad said, you mentioned property relocation services. Are you expanding into an area where you provide services to the tenants of the properties that you are managing? Ms. Camacho said, yes. It is a new service, but we do not provide it directly; it's a management software that accommodates the tenant coming into the property. Our company can assist with processing applications, and assist with the move-in process.

Ms. Roberts asked, will all the trainees be working in a call center? Ms. Camacho said, yes; the vast majority. We will have a couple of managers here and there, but they generally start right in the call center.

Ms. Roberts asked, the employees who were trained from the previous contract, have they moved on to a different position? Ms. Camacho said, the majority of our entry-level position start at the call center, and they have the ability to move throughout the center. We also have some individuals who start in sales and product management, and they work closely with our engineers. We have four branches, and there are employees that move up. However, a small percentage that have not moved at all; it all depends on the individual on how quickly they want to move up.

Ms. Roberts said, I just want to be sure that we are not funding the same training for the same employees from the previous contract. Ms. Camacho said, the training is for specialized areas.

Mr. Rodriguez asked, do you hire temporary employees? Ms. Camacho said, yes; we utilize a staffing agency, and our goal is to convert temporary employees to full-time employees within three months. Mr. Rodriguez said, thank you.

Mr. Broad said, if the training is for sales and marketing, rather than the call center, then that would be considered a low priority. Our staff needs to be able to differentiate between the two.

Mr. Rodriguez asked, what type of services do you provide? Ms. Camacho said, we started out as a leasing software, but now we qualify as a property management software. Mr. Rodriguez asked, how do you make money? Ms. Camacho said, the property management companies pay for different products and services. Currently, we have over 16 products, and we also offer a stand-alone service where we perform a criminal background check on applicants. Mr. Rodriguez said, OK.

There were no further questions from the Panel.

**ACTION:** Mr. Rodriguez moved and Mr. Koch seconded approval of the proposal for on-site manager Inc. in the amount of \$333,852.

Motion carried, 6 – 0.

### **Dycora Transitional Health-Manchester LLC**

Ms. Nastari presented a Proposal for Dycora Transitional Health-Manchester LLC (Dycora) in the amount of \$438,560. Dycora 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.

Ms. Nastari introduced Kristine Williams, Area Vice President, and Sue Montgomery, San Joaquin Valley College.

Mr. Broad said, your company was established in 2016, and you have 30,000 employees in the United States, and 2000 of those employees are in California; that is an ambitious hiring. Ms. Williams said, the nursing facilities that we operate have been in business for over 53 years. My sister-in-law bought Golden Living in December, and we kept all the employees and patients; same properties, just a different name.

Mr. Broad asked, what does the word "Dycora" mean? Ms. Williams said, it's a Latin word which means strength and hope.

Ms. Roberts asked, where is your facility located? Ms. Williams said, we are located in Fresno on the campus of Fresno Community Regional Medical Center.

Mr. Rodriguez asked, how many employees do you intend to hire in the next couple of years? Ms. Williams said, 15 employees for each site, and we plan on training 11 to 14 employees. Electronic medical record keeping is very complex, and we lose many of our employees during the first three months, so we would like to continue training our incumbent workers.

ACTION: Mr. Rodriguez moved and Ms. Roberts seconded approval of the proposal for Dycorah Transitional Health-Manchester LLC in the amount of \$438,560.

Motion carried, 6 – 0.

### **MedAmerica Billing Services, Inc.**

Mark Mazzone, Sacramento Regional Office Manager, presented a Proposal for MedAmerica Billing Services, Inc. (MBSI) in the amount of \$425,000. MBSI provides medical coding and billing services. 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.

Mr. Mazzone introduced Stephanie Montanez, Director of Human Resources.

Ms. Roberts said, this is a non-priority industry, we have funded you five times, and your turnover rate is 17%. Are we re-training the same employees; why are people leaving your company? It seems like all we do is train new people. Ms. Montanez said, we have about 150 new employees during the training period. Ms. Roberts asked, when you started out, how many employees did you have? Ms. Montanez said, we had 899, and now we have 1054.

Ms. Roberts asked, after the initial training, how many of the employees left the company? I'm not real excited about funding a non-priority industry over and over again, even though they are new hires. Ms. Montanez said, medical billing companies are highly regulated. Our primary clients are emergency room physicians, and most of their patients do not have medical insurance, and our job is to collect payment on their behalf. Our company is growing, and we are implementing a new system.

Mr. Broad asked, Ms. Roberts, are you satisfied with Ms. Montanez's reply? Ms. Roberts said, not really. Mr. Broad said, we could raise the amount of substantial contribution, or we could vote yes or no; we have options. Ms. Roberts said, if I approve this contract, it would be the last time, because we have funded them five times, and they are a non-priority industry.

Mr. Broad said, we should not be considered as a permanent training budget for any company. Ms. Roberts said, the wages on this proposal is not spectacular. They are just meeting the minimum wage requirement in a high unemployment area, and the career path is not great.

Mr. Broad asked, are you providing basic training or supplemental training for your employees? Ms. Montanez said, we are providing basic training to individuals who do not have a background in medical billing, and we give them a career. We have some employees that promote within our company, and the funding will support our growth.

Mr. Broad said, I am prepared to support this proposal, but I do share some of the vice-chair's concerns. If I were you, I would not come back for a while, and I would let somebody else in your region get that fund.

**ACTION:** Ms. Roberts moved and Mr. Rodriguez seconded approval of the proposal for MedAmerica billing services Inc. in the amount of \$425,000

Motion carried, 6 – 0.

### **Paychex North America Inc.**

Anna Nastari, Foster City Regional Office Manager, presented a Proposal for Paychex North America Inc. (Paychex) in the amount of \$749,650. Paychex provides payroll tax administration, employee payment, regulatory compliance, human resource outsourcing services, management outsourcing and retirement services administration to small to medium-sized businesses. 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.

Ms. Nastari said, there is an error on Page 1 of 3, under Retrainee – Job Creation, second paragraph, first sentence; it should say \$2.2B to \$3B.

Ms. Nastari introduced Kevin Hardwick, Senior Manager Service-Core, and Terry Hansen, Principal, Hickey and Associates.

Ms. Bell asked, to what do you attribute your company's growth? Mr. Hardwick said, we invest in the employees and our company, and there is a hiring method to our growth. We can project the number of clients that will go out of business every year, so we have an idea of how many representatives we'll need, and include that in our forecast budget. We factor in at least 5% of growth ratio into our planning. Ms. Bell said, thank you.

Mr. Broad said, what is the function of the sales representative? Mr. Hardwick said, the sales representatives are the driving engine of our growth. The market has changed, and we have a human resource division; we're not just a payroll company. There are so many regulations that we have to comply to, and our sales representatives are educating our clients.

Mr. Broad said, does your sales representatives call on an existing customer and sell them the additional services that you provide? Mr. Hardwick said, we do that all day long, but we get the heaviest referrals from our CPA community.

Ms. Bell said, I have used your company in the past, and the best way to explain your services is outsourcing. Mr. Hardwick said, we also offer human resource services, and they will come out to your location and perform safety training.

Ms. Roberts asked, will Mr. Sanger from CMTA, assist you with this contract? Mr. Hardwick said yes. Ms. Roberts said, that gives me a little comfort.

Ms. Roberts said, tell me more about your training. Mr. Hardwick said, we have a call center, and we have folks who are out on the streets. We have cubicles and desks, but they are often empty because our staff is out working with clients face-to-face. We also have a team that can take calls 24-hours a day, seven days a week.

Ms. Roberts said, how do you plan to train the staff that are out of the office? Mr. Hardwick said, we have a training facility that is managed from our central location in Rochester, New York. We also have 38 trainers that are out in the field who will support our LMS, and we can conduct training via WebEx. All the trainees are assigned a mentor for nine months to help them stay on track, and I am notified if there are any snags along the way.

Ms. Roberts asked, are the trainers that are identified in the proposal located in California? Mr. Hardwick said, not all of them are in California. We do most of the training in the field, and we have some trainers in New York.

Ms. Roberts said, this is your first contract, it is a large amount, and I want this to be successful, although I am worried that you won't be able to complete the training. Mr. Hardwick said, the requested amount is substantial, and our company is going to invest four times as much on our own, and we have been doing this for years. I have been with the company for 17 years, I have never had a moment where we lost track of a trainee, and we hold our managers accountable for all the training that takes place.

Mr. Hansen said, as we were putting our application together, I encouraged Mr. Hardwick to look at a larger amount for the proposal. We have a robust LMS, and we have the support of CMTA. I have seen their operations, and they operate well. The maximum amount may seem daunting, but it's doable.

Ms. Roberts said, you have convinced me, and I'm glad that Mr. Sanger is on board to support you. I want this contract to be successful.

There were no further questions from the panel.

**ACTION:** Ms. Roberts moved and Ms. Bell seconded approval of the proposal for Paychex North America Inc. in the amount of \$749,650.

Motion carried, 6 – 0.

## **Multiple Employer Proposals**

(Presented out-of-order)

### **Building Skills Partnership**

Gregg Griffin, North Hollywood Regional Office Manager, presented a Proposal for Building Skills Partnership (BSP) in the amount of \$381,500. BSP is a statewide non-profit collaboration between the Service Employees International Union-United Service Workers West (SEIUUSWW) 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.

Mr. Griffin introduced Andrew Gross-Gaitan and Christine Valdez.

Mr. Rodriguez asked, have you identified any new career path for your employees? Mr. Gross-Gaitan said, at this point, the employers have agreed to pay out bonuses. More and more building owners and managers expect the lead level service to increase. It is not necessarily a career ladder, but it is more of a job stability for the contractors. Mr. Rodriguez said, thank you.

Mr. Rodriguez asked, is there a possibility that robotic workers will replace human workers? Mr. Gross-Gaitan said, cleaning bathrooms require an actual person to do the job, especially for buildings that have switched to daytime cleaning, and we need a person to interact with the office tenants.

There were no further questions from the Panel.

**ACTION:** Ms. Roberts moved and Mr. Rodriguez seconded approval of the proposal for Building Skills Partnership in the amount of \$381,500.

Motion carried, 6 – 0.

### **Los Angeles Chapter of the National Tooling and Machining Association**

Mr. Griffin presented a Proposal for Los Angeles Chapter of the National Tooling and Machining Association (NTMA) in the amount of \$949,788. NTMA 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 35th ETP Agreement.

Mr. Griffin introduced Norma Meza.

There were no questions from the Panel.

**ACTION:** Ms. Roberts moved and Mr. Koch seconded approval of the proposal for Los Angeles Chapter of the National Tooling and Machining Association in the amount of \$949,788.

Motion carried, 6 – 0.

### **Murrieta Chamber of Commerce**

Mr. Griffin presented a Proposal for Murrieta Chamber of Commerce (Murrieta Chamber) in the amount of \$499,602. Murrieta Chamber 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.

Mr. Griffin introduced Patrick Ellis, President, CEO.

There were no questions from the Panel.

**ACTION:** Ms. Roberts moved and Mr. Rodriguez seconded approval of the proposal for Murrieta Chamber of Commerce in the amount of \$499,602.

Motion carried, 6 – 0.

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

Mr. Griffin presented a Proposal for Riverside Community College District, Office of Economic Development (RCCD) in the amount of \$539,176. RCCD 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. RCCD is comprised of three colleges: Moreno Valley College, Norco College and Riverside City College.

Mr. Griffin introduced Robert Grajeda, Director of Contract and Community Education.

**ACTION:** Ms. Roberts moved and Ms. Bell seconded approval of the proposal for Riverside Community College District, Office of Economic Development in the amount of \$539,176.

Motion carried, 6 – 0.

### **United Association Local Union 342 Joint Apprenticeship and Training Committee**

Ms. Nastari presented a Proposal for United Association Local Union 342 Joint Apprenticeship and Training Committee (UA Local 342 JATC) in the amount of \$533,399. UA Local 342 JATC 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.

Ms. Nastari introduced Al Garcia, Training Director.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Mr. Rodriguez seconded approval of the proposal for United Association Local Union 342 Joint Apprenticeship and Training Committee in the amount of \$533,399.

Motion carried, 6 – 0.

## **X. PUBLIC COMMENTS**

### Phil Herrera

Mr. Herrera said, the learning curve in the Employment Training Management System (ETMS) is a bit steep, and there are some advantages, but the platform itself was good. The new system eliminated some of the redundancy; there are glitches that need work, but from a consultant's standpoint, dealing with single employers, overall, it is good. It was easily accessible from an iPad and other various mobile device. On a scale from one to ten, I would give the command center support a rating of seven.

Mr. Broad said, it's good to know that things are calming down and working out with the ETMS. I'm sure there will be some kinks along the way, and someday, it will be a system that everyone will use, and it will be fine.

## **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.



## LIST OF PROPOSALS ≤ \$100,000 APPROVED BY DELEGATION ORDER FOR 03/14/17 – 05/12/17

<i>Project</i>		<i>Approved Date</i>	<i>Approved Amount</i>
ET17-0489	Abbott, Stringham and Lynch, A Professional Accountancy Corporation	04/21/17	\$72,006
ET17-0481	Alpha Mechanical, Inc.	04/17/17	\$93,312
ET17-0486	Architectural Glass and Aluminum	04/25/17	\$25,200
ET17-0465	Breg, Inc.	03/13/17	\$95,760
ET17-0478	Carlsbad Manufacturing Company	04/20/17	\$37,440
ET17-0482	Clovis Landscape Maintenance, Inc.	04/27/17	\$37,796
ET17-0467	Competitor Group, Inc.	04/06/17	\$95,040
ET17-0466	Conifer Revenue Cycle Solutions, LLC	04/11/17	\$98,550
ET17-0488	DMC Power, Inc.	04/29/17	\$55,160
17-0564	Golden Communications, Inc.	04/24/17	\$29,172
ET17-0479	Green Pine Home Health Care Service, Inc.	04/27/17	\$24,024
ET17-0457	Hana Hou Alliance LLC dba Person Centered Services	03/20/17	\$91,124
ET17-0474	Harry's Auto Body, Inc. dba Harry's Auto Collision Center	04/21/17	\$71,280
ET17-0473	Haskel International, LLC	04/07/17	\$68,904
ET17-0475	Healthcare Partners, LLC	04/11/17	\$96,552
ET17-0470	J Powers Recruiting, Inc.	04/27/17	\$8,500
17-0533	John Boyd Enterprises, Inc. dba JB Radiator Specialties, Inc.	04/28/17	\$82,480
ET17-0471	K&R Network Solutions	04/20/17	\$64,350
ET17-0462	Mann, Urrutia, Nelson CPAs & Associates, LLP	04/27/17	\$23,782
ET17-0480	Partners Advantage Insurance Services, LLC	04/20/17	\$28,490
ET17-0438	Senga Engineering, Inc.	03/14/17	\$19,136
ET17-0477	Sky One, Inc. dba Vertex China	04/06/17	\$16,380
17-0537	Snyder Langston Holdings LLC	05/01/17	\$80,010
ET17-0472	The Carlstar Group, LLC	04/20/17	\$44,000
17-0526	TrendPoint Systems Inc.	04/20/17	\$13,832
ET17-0483	Universal Forest Products, Inc. dba UFP Thornton	04/27/17	\$99,360
ET17-0484	Vista Entertainment Solutions (USA), Inc.	04/21/17	\$53,280
ET17-0458	WC Heating & Air Conditioning, Inc. dba WE CARE	04/10/17	\$70,240
ET17-0468	Webb Foodservice Design Consultants, Inc.	04/06/17	\$21,060

**Total -----\$1,616,220**



**Training Proposal for:**  
**Armstrong Flooring, Inc.**  
**Agreement Number: ET17-0495**

**Panel Meeting of:** May 25, 2017

**ETP Regional Office:** North Hollywood

**Analyst:** E. Wadzinski

**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	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: 130	U.S.: 3,500	Worldwide: 3,900	
<u>Turnover Rate:</u>	13%			
<u>Managers/Supervisors:</u> (% of total trainees)	10%			

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$150,174		\$0	\$0		\$150,174

In-Kind Contribution:	100% of Total ETP Funding Required	\$227,255
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Computer Skills, Continuous Improvement, Management Skills, Manufacturing Skills	103	8-200	0	\$1,458	\$17.05
				Weighted Avg: 81			

**Minimum Wage by County:** \$16.96 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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Engineers		3
Production Operators		65
Production Supervisors		3
Managers		8
Maintenance		24

**INTRODUCTION**

Armstrong Flooring, Inc. (Armstrong) ([www.armstrong.com](http://www.armstrong.com)) was founded in 1938 in South Gate. The Company is a worldwide manufacturer of commercial and residential building supplies with locations in and outside of the United States. The Company is headquartered in Pennsylvania with one location in California. The Company produces floor coverings, acoustical ceilings and grid systems, as well as wood cabinets which are distributed to various home centers including The Home Depot, Lowes', specialty retailers, and other local flooring stores.

As the flooring market continues to steadily grow, Armstrong is seeing changes in customer demands. The Company's South Gate facility only manufactures vinyl composite tile (VCT), while other facilities manufacture luxury vinyl tile and wood products. In an effort for Armstrong to meet the demands for products manufactured at other facilities, the South Gate facility has taken over the manufacturing of VCT that used to be done by other facilities. In an effort to maintain its place in the market, Armstrong must continue to provide a high level product at a lower price coupled with on time delivery.

**PROJECT DETAILS**

This will be Armstrong's third ETP Agreement, and its third in the last five years. The first proposal focused on providing the concept needed to implement lean manufacturing, while the second Agreement focused on training that would expand existing knowledge.

In this proposal, Armstrong plans to implement several training initiatives to improve efficiency, increase production levels and reduce waste. For example, Armstrong plans to restructure production crews from a three day/12-hour work schedule to a five day/40-hour work schedule. In addition, employees will be trained in new processes for manufacturing and distribution to keep up with the implementation of automation improvements. Armstrong has identified gaps in job skills and experience that the Company will address by providing cross training to allow more employee flexibility and overall effectiveness.

**Management Skills (2%):** Training will be offered to Managers and Supervisors. Trainees will be provided with skills in addressing performance; building and sustaining trust; delegating with purpose; developing oneself and others and facilitating change.

**Computer Skills (2%):** Training will be offered to all occupations. Trainees will learn how to use the system as it relates to new functions related to their occupations and changing duties and tasks. Training on the new Manufacturing Enterprise System being rolled out will also be included.

**Manufacturing Skills (72%):** Training will be offered to Production and Maintenance Staff in skills and knowledge in the Company's manufacturing processes and Statistical Process Control. Operators will be trained in at least one additional job and Maintenance Staff will be assigned to learn at least one additional operation, equipment or process. Training will be provided to six new hires anticipated to replace positions for pending retirements.

**Continuous Improvement (24%):** Training will be offered to all occupations in key methods and practices used in a Continuous Improvement work environment. Training will include higher level concepts of Continuous Improvement or Lean Manufacturing including visual work place, learning to see, DMAIC, GEMBA, and Quick Change Over.

**High Unemployment Area**

The trainees in Job Number 1 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average. The Company's South Gate location in Los Angeles County qualifies for HUA status under these standards.

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. The Panel may also modify the retention period for these trainees, making it 90 days out of 120 consecutive days with up to three employers. However, Armstrong is not asking for a wage or retention modification.

**Commitment to Training**

ETP funds will not displace the existing financial commitment to training. The Company spends approximately \$170,000 on training annually at its Los Angeles facility. Armstrong conducts on the job training, informal training and compliance training as needed. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

**Impact/Outcome**

Training will provide knowledge of new processes in manufacturing; allow workers to make decisions, solve problems and streamline processes.

➤ Training Infrastructure

Training will commence upon Panel approval. Armstrong's training and administration will be provided by internal staff, headed by the Human Resources Manager.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET15-0244	Los Angeles	08/01/14 – 07/31/16	\$207,000	\$151,355 (73%)
ET12-0230	Los Angeles	12/31/11 – 12/30/13	\$168,912	\$163,676 (97%)

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

To Be Determined

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

8 - 200

Trainees may receive any of the following:

**COMPUTER SKILLS**

- MiniTab Statistical Software
- eTime
- Vision System
- Systems Applications and Products
- Intermediate/Advanced Microsoft Office

**CONTINUOUS IMPROVEMENT**

- Process Improvement
- Kaizen Processes
- Team Building
- Communication
- Lean Leadership
- Six Sigma Process Improvement
  - DMAIC
  - GEMBA
- Quick Changeover

**MANAGEMENT SKILLS** (Managers & Supervisors only)

- Coaching for Front Line Supervisors
- Maintenance Skills Trade Training

**MANUFACTURING SKILLS**

- Manufacturing Processes
- Equipment Maintenance and Troubleshooting
- Statistical Process Control
- Equipment Operation

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:

**Levlad, LLC**

**Agreement Number: ET17-0490**

**Panel Meeting of:** May 25, 2017

**ETP Regional Office:** North Hollywood

**Analyst:** M. Webb

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Los Angeles, Orange	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 500	U.S.: 800	Worldwide: 1600	
<u>Turnover Rate:</u>	4%			
<u>Managers/Supervisors:</u> (% of total trainees)	18%			

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$224,340		\$0	\$0		\$224,340

In-Kind Contribution:	100% of Total ETP Funding Required	\$180,000
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., HAZWOPER, Mfg. Skills	318	8-200	0	\$630	\$16.96
				Weighted Avg: 35			
2	Retrainee Priority Rate Job Creation	Business Skills, Computer Skills, Cont. Imp., HAZWOPER, Mfg. Skills	15	8-200	0	\$1,600	*\$14.13
				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.

**Minimum Wage by County:** Job Number 1: \$16.96 per hour for Los Angeles County and \$17.22 per hour for Orange County.

Job Number 2 (Job Creation): \$14.13 per hour for Los Angeles County and \$14.35 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

Up to \$3.27 per hour may be used to meet the Post-Retention Wage in Job Number 1; and up to \$0.40 per hour in Job Number 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Accounting Staff		10
Human Resource Staff		6
IT Staff		28
Planning Staff		4
Production/Assembly Staff		120
R & D Staff		24
Regulatory/Legal Staff		3
Sales/Marketing Staff		33
Warehouse/Equipment Operator		12
Manager/Supervisor		63
Quality Staff		15

<b>Job Number 2 (Job Creation)</b>		
Production/Assembly Staff		7
Warehouse/Equipment Operator		6
Sales/Marketing Staff		1
Quality Staff		1

Note: All manufacturing occupations (Production/Assembly, Warehouse Staff) are employed in Los Angeles County (Chatsworth facility). None of these trainees will need to meet the Orange County ETP Minimum Wage Requirements in Job Numbers 1 and 2.

## **INTRODUCTION**

Founded in 1972, Levlad, LLC (Levlad) ([www.levlad.com](http://www.levlad.com)) is a subsidiary of Arbonne International, LLC (Arbonne). The Company manufactures personal care products such as skin, facial and hair care, and other all-natural health and beauty aids. Training provided under this Agreement will take place at Levlad's Chatsworth facility, and Arbonne's headquarters in Irvine. With an onsite micro lab, Levlad provides regulatory compliance reviews, quality control, and product development. Levlad's 200,000 square foot FDA certified facility also provides warehouse and distribution solutions, while Arbonne HQ provides support services.

This will be Levlad's second ETP Agreement in five years. Previous training focused on Lean manufacturing and workflow organization to improve productivity and labor efficiency at the Chatsworth facility. To remain competitive, Levlad will continue to further employee knowledge in Lean skills by introducing new production processes in a series of phases. In February 2017, the Company announced a new 5-year strategic plan to implement excel with Lean manufacturing. No trainee will receive duplicate training.

Training provided under this proposal will ensure the Company is able to set priorities, strengthen operations, and assess and adjust the organization's direction to achieve the following goals: reduce defects for increased yields, improve employee safety, increase productivity through line efficiencies, increase teambuilding and lean training, and introduce new production processes such as vacuum kettle processing technology.

## **PROJECT DETAILS**

The Company faces challenges in new regulatory requirements including short product lifecycles, competition for market share, patent-protected applications, new evolving trends, and high costs for complex chemistries and scientifically based innovations. Economic expansion in domestic and international markets continue to add buying power and broader production options. To succeed, Levlad must formulate and test new attributes on an on-going basis to differentiate its products in a growing industry.

Training provided at the Irvine location will focus on Business and Computer Skills to improve skills for support staff occupations (Accounting, IT, Human Resources, Regulatory, etc.). Courses provided will enhance worker ability to utilize computer programs such as Microsoft Office, as well as increase employee skills to provide better customer service, business writing skills, and strategic planning.

Training will provide workers with the capability to enhance product quality and ensure the company is in compliance with federal regulations that closely monitor product labeling, ingredients, safety and therapeutic benefit claims. With increased government oversight, the Company has revamped and doubled its training efforts on Good Manufacturing Practices and

Standard Operating Procedures. Training will also be provided to develop manager and supervisor leadership skills to better manage personnel for maximum productivity.

Levlad's management team has also created a skilled infrastructure of company leadership, and continuous improvement projects to reduce waste and increase productivity. The Company will also spend approximately \$745k over the next year on equipment upgrades to improve work flow, restructure the workplace, and implement new state-of-the-art technology. New equipment includes an in-line homogenizer, bottle sorter, kettle semi-auto heating/cooling controls, pallet jack riders and lift systems, compressors, dust collectors, diaphragm pump, and emergency-stop features for key machinery on the work floor. Trainees will learn to operate new equipment, and incorporate new methods into the production process for increased efficiency.

In addition, the Company will continue to train staff on Lean manufacturing skills to achieve the following; reduce batch rework, loss in compounding, on-line defects/errors in production and component staging, chemical accuracy in the warehouse, and repeat cleaning in sanitation by 50%; and improve first pass accuracy and on time launch of new products.

### **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.

Levlad has committed to hiring 15 new employees (Job Number 2). The Company will hire Production/Assembly, Warehouse/Equipment Operators, Sales/Marketing and Quality Staff workers over the duration of this Agreement. These net new positions are being created to handle expansion efforts, and cover additional shifts that will be created from the purchase of new equipment. The labor pool continues to tighten as companies face greater competition for manufacturing employees. Classic manufacturing companies such as Levlad do not appeal to skilled workers who gravitate towards work in other industries.

Each employee will receive departmental training to ensure they obtain the skills needed to complete job duties, and execute tasks assigned satisfactorily. 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 by in-house subject experts in the following:

**Business Skills** (10%): Training will be offered to all occupations to improve business operations and develop solutions for company challenges. Training provided will provide new skills to increase sales, align all employees with business goals, and improve leadership skills.

**Computer Skills** (10%): Training will be offered to Managers/Supervisors in worksheet functions such as VLOOKUP and Microsoft Excel's data processing tools. Training will also increase staff's ability to analyze business information with the use of formulas.

**Manufacturing Skills** (25%): Training will be offered to Production/Assembly Staff, Warehouse/Equipment Operators and Managers/Supervisors in all aspects of the manufacturing process. Training will enable staff to use metrics to implement process improvement solutions, and operate new equipment that will be installed over the next year.

**Continuous Improvement** (50%): Training will be offered to all occupations to standardize work by applying Lean tools, reduce changeover time, reduce waste, and improve efficiencies.

**Hazardous Waste Operations and Emergency Response Standard (5%):** This training is a series of courses, specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site. Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

### **Commitment to Training**

Levlad spends approximately \$75,00 per facility annually on training. Training includes new hire orientation, Levlad policies and procedures, computer software and safety training.

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

#### ➤ Training Infrastructure

National Training Systems, Inc. (NTS) will provide administrative services. In addition, Levlad will have one main point of contact to oversee the training program and administer the project. This person will provide the necessary enrollment information, collect all training data, and provide all necessary documentation to ETP and NTS throughout the term of the Agreement.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET15-0126	Chatsworth	07/07/14- 07/06/16	\$229,062	\$175,624 (77%)

### **DEVELOPMENT SERVICES**

NTS in Ladera Ranch assisted with development of this proposal for a flat fee of \$19,298.

### **ADMINISTRATIVE SERVICES**

NTS 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**

- Business Writing Skills
- Change Management
- Communication Skills
- Conducting Effective Meetings
- Conflict Resolution
- Customer Service
- Customer Relations
- Leadership Skills
- Performance Management
- Performance Metrics
- Presentation Skills
- Problem Solving & Decision making
- Product Knowledge
- Project Management
- Sales Skills
- Sales & Marketing in a Global Economy
- Schedule Adherence & Availability
- Strategic Planning & Policy Development
- Time Management

**COMPUTER SKILLS**

- Microsoft Office (Intermediate/Advanced)

**CONTINUOUS IMPROVEMENT**

- 5S
- High Performance Work Teams
- ISO Technical Skills
- Leadership Skills
- Process Improvement
- Production Workflow
- Quality Improvement
- Value Stream Mapping
- Lean
- KanBan
- Kaizen

**HAZWOPER**

- HAZWoper

**MANUFACTURING SKILLS**

- APICS Supply Chain Management
- Cross-Training
- Good Manufacturing Practices

- Machine Operations
- Machine Maintenance
- Preventative Maintenance
- Safety
- Sanitation & Chemicals
- Standard Operating Procedures

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

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



**Training Proposal for:**  
**Los Angeles Pacific College**  
**Agreement Number: ET17-0496**

**Panel Meeting of:** May 25, 2017

**ETP Regional Office:** North Hollywood

**Analyst:** M. Paccarelli

**PROJECT PROFILE**

Contract Attributes:	SET SB <100 Entrepreneurial Multiple Barriers New Hire	Industry Sector(s):	Services Retail Healthcare Manufacturing  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, Ventura, 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)	N/A		

**FUNDING DETAIL**

Program Costs	+	Support Costs	=	Total ETP Funding
\$135,610		\$11,019 (Job 1 - 12%) (Job 2- 8%)		\$146,629

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	New Hire SET Multiple Barriers	Business Skills; Computer Skills; Literacy Skills	13	24-260	0	\$5,173	\$13.22
				Weighted Avg: 236			
2	Retrainee SET SB<100 Entrepreneurial	Business Skills; Computer Skills	45	8-200	0	\$1,764	N/A
				Weighted Avg: 75			

**Minimum Wage by County:** Job Number 1 (New Hire): \$14.13 per hour for Los Angeles County; \$14.35 per hour for Orange County; \$13.22 for Ventura, Riverside and San Bernardino counties. Job Number 2 (SET/SB<100/Ent): No minimum wage requirement.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Accounting Technician		3
Accounts Receivable Clerk		3
Accounts Payable Clerk		3
Bookkeeper		4
<b>Job Number 2</b>		
Small Business Owner		45

**INTRODUCTION**

Founded in 1989, Los Angeles Pacific College (LAPC) ([www.lapc.net](http://www.lapc.net)) is a private vocational training facility providing occupational skills to individuals seeking new or enhanced employment. LAPC is approved by the Bureau for Private Postsecondary Education (BPPE) and Department of Veterans Affairs; and has authorization from the United States Immigration and Customs Enforcement to enroll foreign students. The College is also authorized to train all eligible participants from the County and City of Los Angeles Workforce Investment Board (WIB) and Rehabilitation programs.

This will be LAPC's seventh ETP proposal, and the second Agreement in five years. The school is seeking funds to train small business Owners (Entrepreneurs), as well as train and place unemployed individuals with multiple barriers to employment.

## Training Agency Certification

Training agency eligibility requires certification by an independent third party, consistent with the type of school and course of study. Most schools must also be licensed by BPPE, created in statute effective January 1, 2010.

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

- BPPE licensure valid until September 30, 2018.
- Accredited by the Commission of the Council on Occupational Education (COE)
- Accredited by the Commission on English Language Program

## PROJECT DETAILS

### New Hire Training

LAPC has been training and placing unemployed individuals for more than two decades and has established a network of companies that contact the school on a regular basis in search of trainees prepared to enter the workforce. Based on demand in the labor market and LAPC's years of experience, the new-hire training curriculum was submitted to its network of potential participating employers for their evaluation and input. Potential employers responded with proposed changes that have helped shape the curriculum to prepare candidates to acquire the skills that participating companies need.

Unemployed individuals will receive training in **Business Skills (45%)** in bookkeeping and business tax information and **Computer Skills (50%)** in Microsoft Excel and QuickBooks to meet the quality standards set by prospective employers to enter or re-enter the workforce. If needed, **Literacy Skills (5%)** will be provided in basic, job-related English language skills. Vocational English skills will focus on the more practical aspects of Business and Computer Skills, which will improve trainee job readiness and enable them to apply those skills to their jobs.

### Entrepreneurial Training

LAPC reports an ongoing need for small business owners to update and sharpen management skills to promote growth and remain competitive. These entrepreneurs started and operated their business without the benefit of formal training in comprehensive management skills. To be eligible for entrepreneurial training, which is delivered only to the Owner, a business must have between one and nine full time employees. The business must retain the same number of employees for at least 90 days after training as had been employed at the start of training. Participants are from a broad spectrum of industries, some of which may be ETP priorities, including medical, dental, financial, food service, retail, wholesale, personal services, construction, and manufacturing.

### Curriculum Development

LAPC keeps informed about employer needs through an Employer Advisory Board comprised of industry professionals and private employers. They meet twice a year to review the school's programs and provide recommendations for revisions and updates to the curricula and/or instructional materials and equipment. The recommendations made by the board may be based on changes in industry standards or practices. LAPC also responds directly to requests for training from its participating employers.

To measure the effectiveness of the training, current students participate in LAPC surveys to evaluate instructors and training content at the end of each subject. Staff utilizes the surveys to assess the effectiveness of instructional methods and materials, as well as quality of curricula. The Academic Coordinator also conducts an instructor classroom evaluation at the end of training to measure the instructor's overall performance.

After the completion of the ETP-funded training, students complete an annual "Graduate Satisfaction Survey" to evaluate their training experience and the applicability of training to their current jobs. Their employers are also given the opportunity to provide feedback. Employers evaluate how relevant the training is to the job and how effectively graduates are applying their skills. Employers in the community also receive an annual "Industry Survey." This allows employers to review LAPC programs and provide suggestions on improving or changing the curriculum. LAPC also considers feedback from its instructors who participate in curriculum development, the academic planning, and the enforcement of academic quality.

### **Marketing and Support Costs**

Trainees will be recruited from the Employment Development Department and other community-based agencies through personal contacts, advertisement in local print media, and written communications; and referrals from the One-Stop Service Centers in Los Angeles, Orange, Ventura, San Bernardino and Riverside counties. Trainee recruitments are also conducted via networking and word-of-mouth referrals. LAPC's strategic business plan includes ongoing efforts to maintain, update and expand its online presence through its website, Facebook and Twitter accounts. LAPC regularly updates its school brochures and catalogs; and uses outside professional marketing/design consultants to develop new marketing campaigns and materials.

LAPC requests, and staff supports, the 12% support costs to assist with the continual need for trainee recruitment including intake assessment to determine eligibility, job development, job search assistance and placement of the New Hire graduates in eligible jobs in Job Number 1.

In Job Number 2, the 8% support costs to ensure ongoing marketing efforts towards employer recruitment and needs assessments for entrepreneurial training.

### **Special Employment Training**

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

#### **➤ Wage Modification**

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

### **Commitment to Training**

After completion of the ETP-funded new hire training and during the 90-day retention period, participating employers will provide additional training, consisting of one week of orientation and one-month on-the-job training. Training will focus on company policies, procedures, processes, job-specific duties and new-hire orientation at the employer's expense.

LAPC is committed to all their trainees, in such a way that they provide remedial training classes and career and business counseling at LAPC's expense.

### **Tuition Reimbursement**

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

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned
ET15-0290*	Los Angeles	05/16/15 – 05/15/17	\$145,691	\$144,200 (98%)
ET12-0325**	Los Angeles	06/30/12 – 06/29/14	\$149,858	\$61,785 (41%)

\*ET15-0290 - Based on the ETP Online System, LAPC completed 6,621 reimbursable hours with projected earnings of \$144,200 (98% of the Agreement amount). LAPC will submit the Final Closeout Invoice to ETP by the due date of May 15, 2017.

\*\*ET12-0325 - The low completion rate was due to placement issues and retention completed beyond the contract term in Job Number 2. LAPC has taken steps to avoid the same issues in the ET15 Agreement by providing training to more than the estimated 20 New Hires in Job Number 2 by 25%. This is in an effort to ensure successful placement of the required number of New Hires within the contract term.

### **DEVELOPMENT SERVICES**

N/A

### **ADMINISTRATIVE SERVICES**

N/A

### **TRAINING VENDORS**

N/A

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

24-260 (Job Number 1)

8-200 (Job Number 2)

Trainees may receive any of the following:

**NEW HIRE TRAINING****BUSINESS SKILLS**❖ Bookkeeping:

- Bookkeeping Equations, General Journal, General Ledger, Special Journals, The Work Sheet, Financial Statements, Closing the Books, Merchandising Accounts, Depreciation, Bank Reconciliation, Handling Petty Cash, Partnerships, Corporations, Bookkeeping and Computer

❖ Business Tax Information and Preparation:

- Sales Tax, City Business Tax & Payroll Taxes, Employer & Employee Rights & Benefits

**COMPUTER SKILLS**❖ Microsoft Excel:

- Excel Basics, Changing the Appearance of the Worksheet, Organizing the Worksheet, Worksheet Formulas, Function Formulas, Making the Worksheet Useful, Working with other Software Tools, Worksheet Charts

❖ QuickBooks:

- Introduction to Computers and QuickBooks Pro, Sales & Receivables, Payables & Purchases, General Accounting & End-of-Period Procedures, Payroll, Computerizing a Manual Accounting System

**LITERACY SKILLS\***

- ❖ Basic English Language Skills (Writing Letters and Business Reports, Reading Work Orders, Safety Regulations and other Documents, Language Comprehension, Understanding Verbal Directions and Instructions)

\*Literacy Training cannot exceed 45% of total training hours per-trainee

**ENTERPRENEURIAL TRAINING****BUSINESS SKILLS**❖ Business Management:

- Budget & Cash Flow Management: A Tool to Aid Decision-Making; Profit Planning: The Framework of Budgeting & Capital Budgeting; How Well the Business is Doing: Statement of Cash Flow
- Pension & Employee Benefits: Keogh Plan, 401(K) Plan, Self-Employed Retirement Plan & Simplified Employee Pension Plan

- Insurance: Accident & Health Benefits, Group Term Insurance & Medical Premiums of Self-Employed
- ❖ Bookkeeping:
  - Bookkeeping Equations, General Journal, General Ledger, Special Journals, The Work Sheet, Financial Statements, Closing the Books, Merchandising Accounts, Depreciation, Bank Reconciliation, Handling Petty Cash, Partnerships, Corporations, Bookkeeping and Computer
- ❖ Business Tax Information and Preparation:
  - Sales Tax, City Business Tax & Payroll Taxes, Employer & Employee Rights & Benefits

### **COMPUTER SKILLS**

- ❖ QuickBooks Pro:
  - Introduction to Computers & QuickBooks Pro, Sales & Receivables, Payables & Purchases, General Accounting & End-of-Period Procedures, Payroll, Computerizing a Manual Accounting System

Note: Reimbursement for New Hire training is capped at 260 total training hours per trainee, regardless of the method of delivery. Reimbursement for retraining (Entrepreneurial) is capped at 200 total training hours per trainee,



**TRAINING PROPOSAL FOR**  
**TRL Systems, Inc.**  
**17- 0516**

**Panel Meeting Date:** 05/25/2017  
**Regional Office:** North Hollywood Regional Office  
**Analyst Name:** Webb, Monique  
**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: \$189,000</b>			
<b>Program &amp; Admin Cost</b>	<b>Support Cost</b>	<b>Substantial Contribution (\$ / %)</b>	<b>Total In-Kind</b>
\$189,000	N/A	N/A	\$600,000

**APPLICANT PROFILE**

<b><i>Company Summary</i></b>	TRL Systems, Inc. (TRL Systems) provides specialized installation, service, and IT solutions to meet company security needs. System solutions include planning, design/build, installation, and testing and maintenance.
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<b><i>Industry Sector(s)</i></b>	Electrical Contractors, Construction		
<b><i>Priority Industry</i></b>	Yes		
<b><i>No. of Employees (Applicant)</i></b>	State: 220	US: 220	World Wide: 220
<b><i>Turnover Rate (Applicant)</i></b>	0%		
<b><i>Repeat Contractor</i></b>	No		
<b><i>High Unemployment Area</i></b>	No		
<b><i>Unions</i></b>	No		

## **TRAINING PROFILE**

### ***Training Objective***

Training will focus on soft and technical skills to ensure workers are up to date in new technology offerings. To meet customer demand, the Company must ensure their staff are able to deliver specialized services and recommendations that are the best solution for their customers.

Training is summarized below. Additional details are provided in *Attachment 1 - 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	175	\$18.00	60	\$1,080	8-200

## PROPOSED TRAINING PROJECT DETAILS

Provided here are the details on the proposed Training Project.

### 1. Company Background

Founded in 1981, TRL Systems is headquartered in Rancho Cucamonga with additional locations in San Diego, Burbank, Irvine, and Ontario. The Company's services/solutions provided include: ID credentialing access control, smoke control, video surveillance, asset tracking, environmental monitoring, intrusion detection, intercom and emergency phones, and TV/interactive patient care. The Company's customer base spans a variety of industry sectors such as healthcare, transportation, government, industrial, commercial, and education.

TRL Systems is continuously expanding and evaluating its product offerings. The Proposed training will allow staff to become experts on newly updated software/hardware and best determine customer IT needs. Training topics such as System Programming and IT Troubleshooting have been incorporated into the training plan to ensure employees are current in the latest technologies utilized by TRL Systems.

### 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>	Training will introduce staff to new and updated products and systems that are being offered to customers seeking security and IT solutions. Employees will be provided the technical support they need to increase skills and product knowledge. In addition, internal personnel staff will participate in training to increase employee leadership, team building, and communication skills.  Training will also be provided to Technicians to obtain and/or maintain certifications on maintenance, programming, and installation. Training will be delivered by in-house subject experts.
<b><i>Training Infrastructure and Administrative Plan</i></b>	The Organizational Development Manager located at the Rancho Cucamonga location will oversee all administration. This will include scheduling training and documenting its delivery. TRL Systems will have training coordinators at each facility, and will use a Learning Management System (LMS) for record keeping purposes. ETP Staff has reviewed and approved use of the Company's LMS.
<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.

Delivery Method	Classroom/Simulated Laboratory
Training Type/Level	Sample Classes
Business Skills	Communicating with Impact
	Managing and Delegating Priorities
	Project Management
Computer Skills	SPAM Filter
	Data File Storage Training
	Virtual Machine Troubleshooting
Commercial Skills	Cisco
	EDWARDS System Technology
	Telligence Hardware/Software Basics
Management Skills	Coaching for Improved Performance
	Nuts and Bolts of Employment Law
	Writing and Deliver Perform Review

### 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.

Waivers/Justification Type	Summary
None have been requested	

#### 4.2 Subcontractor Summary

The applicant has retained the services of the following Subcontractor(s).

Subcontractor Type	Subcontractor Name	City	Service Cost
Development	None identified		
Administrative	None identified		
Training	None identified		

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

The applicant has no previous or active ETP contracts.

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

Provided in Attachments 1 and 2 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**  
**Waterman Industries, LLC**  
**17- 0624**

**Panel Meeting Date:** 05/25/2017  
**Regional Office:** Sacramento Regional Office  
**Analyst Name:** Mam, Karen  
**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: \$117,860.00</b>			
<b>Program &amp; Admin Cost</b>	<b>Support Cost</b>	<b>Substantial Contribution (\$ / %)</b>	<b>Total In-Kind</b>
\$117,860.00	N/A	N/A	\$127,000.00

**APPLICANT PROFILE**

<b><i>Company Summary</i></b>	Headquartered in Exeter, Waterman Industries, LLC (Waterman) is a recognized leader in water control products such as water control gates, valves, automated controls, and accessories for water treatment, wastewater, high-volume agricultural and rural surface water delivery, and flood control management.
-------------------------------	--

<b><i>Industry Sector(s)</i></b>	Manufacturing
<b><i>Priority Industry</i></b>	Yes
<b><i>No. of Employees (Applicant)</i></b>	State: <u>122</u> US: <u>131</u> World Wide: <u>131</u>
<b><i>Turnover Rate (Applicant)</i></b>	10.00%
<b><i>Repeat Contractor</i></b>	Yes
<b><i>High Unemployment Area</i></b>	Yes
<b><i>Unions</i></b>	N/A

## **TRAINING PROFILE**

**Training  
Objective**

Waterman has invested in new equipment and technology and training will increase the productivity, capacity, and technical expertise of its staff.

Training is summarized below. Additional details are provided in *Attachment 1 - 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	114	\$18.00	45	\$810	8 – 200
2	Retrainees, Veterans	8	\$22.00	45	\$990	8 – 200
3	Retrainees, Job Creation	11	\$20.00	80	\$1,600	8 – 200

## PROPOSED TRAINING PROJECT DETAILS

Provided here are the details on the proposed Training Project.

### 1. Company Background

Founded in 1912 and headquartered in Exeter, Waterman is a recognized leader in water control products such as water control gates, valves, automated controls, and accessories for water treatment, wastewater, high-volume agricultural and rural surface water delivery, and flood control management. The Company serves both private landowners and public agencies such as water districts, utilities, and flood control districts. Training under this proposal will be delivered at the Company's headquarters in Exeter and other various customer locations.

### 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>This is Waterman's third ETP Agreement and the first in the last five years. Training under this Agreement will focus on new and upgraded equipment and process improvement.</p> <p>Waterman has invested over \$300,000 on new equipment installed this year. New equipment includes Valley Cutting Plasma Cutter Table and Gantry, Horizontal Band Saw, Miller Pulse Arc Welders, and a Vertical Mill. The Company also recently upgraded and expanded its ERP System and cloud-based management system. Training on new equipment and software through Class/Lab and Productive Lab courses will increase productivity and capacity.</p> <p>Additionally, the Company will be implementing a company-wide LEAN Transformation to increase capacities, improve quality, and decrease waste through process improvement. The Company has developed a detailed training plan.</p> <p>Waterman is expanding business capacity by hiring new Administration and Production Staff, in anticipation of an increase in business. The Company has committed to hiring 11 new employees. 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.</p> <p>ETP provides incentives for training California veterans and Waterman has committed to retraining 8 incumbent-worker veterans who have served on active full-time duty in the armed forces.</p>
<b><i>Training Infrastructure and Administrative Plan</i></b>	<p>Waterman has a Human Resources Manager dedicated to coordinating all training efforts, including scheduling training, providing trainee enrollment data, verifying training and retention completion, participating in ETP monitoring activities and ensuring compliance with all ETP requirements. Additionally, the Company has engaged the services of a third-party administrator with extensive ETP administration experience to complete the project successfully.</p>
<b><i>Marketing Plan</i></b> (MEC Only)	N/A
<b><i>Support Cost</i></b>	N/A

<b>Description</b> (MEC Only)	
<b>Substantial Contribution Description</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.

<b>Delivery Method</b>	<b>Classroom/Simulated Laboratory</b>
<b>Training Type/Level</b>	<b>Sample Classes</b>
Business Skills	Account Development Training
	Effective Communications
Computer Skills	Infor Software System Training
	Syteline Software System Training
Continuous Improvement Skills	LEAN Transformation Training
	Quality Control Systems Training
Manufacturing Skills	Computer Assisted Machinery Control Operations
	OSHA 10
<b>Delivery Method</b>	<b>Productive Lab (PL)</b>
<b>Training Type</b>	<b>Sample Classes</b>
Manufacturing Skills	Production Equipment Operation and Maintenance
<b>Justification Summary:</b> In accordance with ETP PL guidelines, 97 Production and Production Support Staff at Waterman will receive up to 40 hours of productive lab training. Waterman purchased new equipment for the production floor that will require hands on training to attain proficiency.	

### 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>
Reduced Standard Wage (HUA)	85 trainees in Group 1 and 2 work in a High Unemployment Area (HUA), region with unemployment exceeding the state average by 25%.

#### **4.2 Subcontractor Summary**

Waterman has retained the services of the following Subcontractor(s).

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Service Cost</b>
Development	Strategic Business Solutions, LLC	Visalia	\$5,500.00
Administrative	Strategic Business Solutions, LLC	Visalia	13% of funds earned
Training	None Identified		

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

Waterman does not have an active or previous ETP Agreement within the last five years.

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

Provided in Attachments 1, 2 and 3 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**  
**TechStyle Inc.**  
**17-0512**

**Panel Meeting Date:** 05/25/2017  
**Regional Office:** North Hollywood Regional Office  
**Analyst Name:** Paccereilli, Margarita  
**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.

TOTAL ETP FUNDING: \$355,740.00			
Program & Admin Cost	Support Cost	Substantial Contribution (\$ 0%)	Total In-Kind
\$355,740.00	N/A	N/A	\$667,456.00

**APPLICANT PROFILE**

<b>Company Summary</b>	TechStyle, Inc. (TechStyle) is a company engaged in the design and manufacturing of the apparel, footwear, and accessories under its four e-commerce brands: JustFab, Shoedazzle, Fabletics, and Fabkids.
------------------------	---

<b>Industry Sector(s)</b>	Manufacturing		
<b>Priority Industry</b>	Yes		
<b>No. of Employees (Applicant)</b>	State: 583	US: 1,200	World Wide: 1,200
<b>Turnover Rate (Applicant)</b>	6.00%.		
<b>Repeat Contractor</b>	No		
<b>High Unemployment Area</b>	No		
<b>Unions</b>	No		

## TRAINING PROFILE

<b>Training Objective</b>	Provide training in job-based and technical skills development to support TechStyle's brands and remain competitive in the industry.
---------------------------	--

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	511	\$18.00	30	\$540	8-200
2	Retrainees, Job Creation	114	\$20.00	35	\$700	8-200

## PROPOSED TRAINING PROJECT DETAILS

Provided here are the details on the proposed Training Project.

### 1. Company Background

Founded in 2010 and headquartered in El Segundo, TechStyle Inc. (TechStyle) is a company engaged in the design and manufacture of apparel, footwear, and accessories sold in its retail stores and online worldwide.

### 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>TechStyle seeks funding to provide training to remain current in the market place.</p> <p>TechStyle's top focus and priority is to provide its employees with the training and skills needed to perform their jobs effectively and remain competitive in the industry. Its employees need technical skill development in order to meet the following objectives of its rapidly growing organization:</p> <ul style="list-style-type: none"><li>➤ Regenerate and continue to develop its current brands: JustFab, ShoeDazzle, FabKids, Fabletics, P.S. by JustFax, and FL2;</li><li>➤ Enhance customer experience;</li><li>➤ Attain quality products that are true to style at an affordable price;</li><li>➤ Grow its on-site revenue and global brands in more categories and markets;</li><li>➤ Continue to monetize its portfolio by growing sponsorship and online advertising;</li><li>➤ Expand globally by exploring new markets and media presence;</li><li>➤ Grow its mobile-first technology;</li><li>➤ Build and shift to a streamlined go-to-market strategy;</li><li>➤ Expand and enhance its current VIP membership model;</li><li>➤ Continue building its retail presence with new stores;</li></ul> <p>In addition to the current four brands, TechStyle is also launching two new brands in the next two months. To support the new brands, TechStyle is expanding its workforce by hiring for 114 newly-created positions in its Los Angeles and San Francisco County locations.</p>
<b><i>Training Infrastructure and Administrative Plan</i></b>	<p>Training will be delivered by in-house staff. TechStyle's Talent Development and Engagement Manager will oversee training and internal administration of this project. TechStyle has also retained an outside administrative consultant to ensure that all training records meet ETP compliance.</p>
<b><i>Marketing Plan</i></b> <i>(MEC Only)</i>	N/A
<b><i>Support Cost Description</i></b> <i>(MEC Only)</i>	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><b>Delivery Method</b></i>	<i><b>Classroom/Simulated Laboratory</b></i>
<b>Training Type/Level</b>	<b>Sample Classes</b>
Business Skills	Accounting
	Customer Service
	Project Management
Computer Skills/Standard	2D/3D Software Applications
	Digital Commerce
	Proprietary Technologies (TechStyle FashionOS)
Continuous Improvement	Change Management
	Problem Solving
	Process Improvement

### 4. Additional Company or Training Project Details

#### 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

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

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Service Cost or %</b>
<b>Development</b>	Training Funding Source	Seal Beach	\$10,000
<b>Administrative</b>	Training Funding Source	Seal Beach	13%
<b>Training</b>	None Identified		

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

N/A

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

Provided in Attachments 1, 2 and 3 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:

**ARB, Inc.**

**Agreement Number: ET17-0494**

**Panel Meeting of:** May 25, 2017

**ETP Regional Office:** San Diego

**Analyst:** K. Campion

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Construction  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange, Kern, Contra Costa, Solano, San Diego, Los Angeles	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Southern CA Pipe Trades, District Council 16; and Laborers International Union of North America, Pacific Southwest Regional Office		
Number of Employees in:	CA: 1,300	U.S.: 7,692	Worldwide: 7,692
<u>Turnover Rate:</u>	9%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$399,024		\$0	\$0		\$399,024

In-Kind Contribution:	100% of Total ETP Funding Required	\$775,880
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate Journeyman	Commercial Skills, Computer Skills, Continuous Impr., OSHA 10/30, HAZWOPER	652	8-200	0	\$612	\$17.63
				Weighted Avg: 34			

**Minimum Wage by County:** \$17.22 per hour for Orange County; \$17.63 per hour for Contra Costa County; \$16.96 per hour for Los Angeles County; \$16.72 per hour for San Diego County; and \$16.16 per hour for Kern and Solano Counties.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Admin. Staff		175
Engineer		20
Laborer (Journeymen)		222
Pipefitter (Journeymen)		235

**INTRODUCTION**

Founded in 1946 and headquartered in Lake Forest, ARB Inc. (ARB) is a large, industrial construction oil and gas pipeline and maintenance company. ARB builds power plants, refineries, and parking structures. The Company also lays underground pipelines, provides cable and conduit installation, fabricates structural steel and provides installation work and horizontal directional drilling for the mining, oil and gas, and utility industries. The Company has two primary divisions: Underground Division and Industrial Division. The Underground Division lays pipeline underground and the Industrial Division above ground. Primary customers include utility and oil and gas companies.

ARB is a wholly-owned subsidiary of Primoris Services Corporation. ARB has five additional facilities in California that will also participate in ETP-funded training: Pittsburg, Bakersfield, Fairfield, Carson, and San Diego.

**PROJECT DETAILS**

ARB operates in an extremely competitive industry and must constantly look for ways to improve efficiency to compete with companies outside California. For this, the Company has instituted a new Continuous Improvement quality initiative, American National Standards

Institute (ANSI) Z-10 (similar to ISO 9001). Training will drive consistency and quality across the organization. Training will ensure employees understand new quality processes.

To be able to bid on projects, Engineers, Laborers, and Pipefitters must obtain and maintain specific certifications. For example, in the underground construction division, workers must be trained and certified in "Operator Qualifications" (OQ) before any work can be done at the job site. These include both industry-specific and OSHA certifications.

ARB must ensure that all workers' have the necessary skills and abilities to service customer needs. As such, trainees will receive Commercial Skills to improve skills on transmission lines, distribution lines, or underground pipelines.

### **Training Plan**

All training will be conducted via class/lab by in-house instructors. Vendors may also be used, if necessary.

**Commercial Skills** (70%) – This training will be provided to Engineers, Laborers, and Pipefitters. Trainees will be provided with comprehensive construction training modules (OQ and Specific Refinery Skills training) or other modules based on job functions.

**Computer Skills** (10%) – This training will be provided to all trainees. Trainees will learn ways to efficiently navigate MS Office applications, accounting software applications, and construction software applications.

**Continuous Improvement** (15%) – This training will be provided to all trainees on modules of ANSI Z-10 to improve process improvement skills.

### **Certified Safety Training (5%)**

OSHA 10/30 – Training will be provided to all occupations (Frontline craft workers and trainees in leadership positions). This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom training for journey-level workers and 30 hours for those frontline workers deemed for supervision or promotion. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is also a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA

### **Union Support Letters**

The Laborers International Union of North America, Pacific Southwest Regional Office and the Southern California Pipe Trades, District Council 16 have submitted letters of support for the Laborers and Pipefitters Journeyman occupations included in the proposed Agreement. No apprenticeship workers will be trained under this Agreement.

**High Unemployment Area**

Approximately 150 trainees work in Bakersfield (Kern County), a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. Although ARB qualifies for a wage reduction for the trainees in Bakersfield, the Company is not requesting a wage and/or retention modification.

**Commitment to Training**

ETP funds will not displace ARB's existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. The Company currently spends approximately \$2M–\$3M per year in California for training in new-hire orientation, awareness-level safety training, CPR First Aid, administrative training when necessary, some continuous improvement, and some quality training. ETP funds will help off-set training costs currently being expended and will allow ARB to provide more in-depth training.

➤ Training Infrastructure

The Safety Director at the Corporate office in Lake Forest will have program oversight of this training project and the safety department will coordinate and schedule all training. ARB has designated staff at each facility who will gather and submit completed attendance rosters to the Lake Forest facility. The Safety Department, with assistance from HR, will be responsible for enrolling and tracking all trainees in the ETP on-line systems.

For this proposal, ARB has requested a more conservative proposal (first time contractor with multiple locations). The Company anticipates returning to the Panel after showing performance for additional funding for the same trainees.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

To Be Determined

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

8–200

Trainees may receive any of the following:

**COMMERCIAL SKILLS**

- ✚ Operator Qualification Skills
- ✚ Welding Application Skills
- ✚ Coating Skills
- ✚ Inspection Skills
- ✚ Atmospheric Monitoring
- ✚ Excavation
- ✚ Pressure Testing
- ✚ Pipe Repair
- ✚ Pipefitting
- ✚ Non Destructive Testing (NDT)
- ✚ Pipe Line Corrosion Control
- ✚ General Pipeline Maintenance
- ✚ Industrial Training
- ✚ Refinery Specific Orientation
- ✚ Refinery Specific Training
- ✚ Golden Shovel Training
- ✚ Engineer Manual 385 Skills

**COMPUTER SKILLS**

- ✚ MS Office Application Skills (Intermediate & Adv. Only)
  - Excel
  - PowerPoint
  - Word
- ✚ Blue Beam Application Skills
- ✚ Construction Software Application Skills
- ✚ Adobe Application Skills
- ✚ Payroll Software Accounting Application Skills
- ✚ Viewpoint Application Skills

**CONTINUOUS IMPROVEMENT**

- ✚ American National Standards Institute ANSI Z-10
- ✚ Leadership Skills

**CERTIFIED SAFETY TRAINING** (Requires Certified Instructor)

- ✚ OSHA 10 (requires completion of full 10-hour course)
- ✚ OSHA 30 (requires completion of full 30-hour course)
- ✚ HAZWOPER

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

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



# *Southern California Pipe Trades District Council 16*

**MIKE LAYTON**  
Business Manager  
Financial Secretary/Treasurer

March, 16, 2017

Stewart Knox  
Executive Director  
Employment Training Panel  
1100 J St, Ste. 400  
Sacramento, CA, 95814

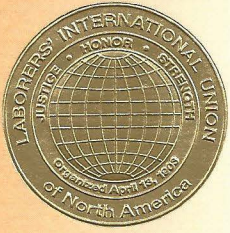
Dear Stewart Knox,

The Southern California Pipe Trades District Council No. 16 represents Plumbers and Pipefitters at ARB in Southern California. This letter is to confirm our support of the training proposal to be submitted to ETP by ARB.

Sincerely,

Michael Layton  
Business Manager  
Financial Secretary/Treasurer  
Southern California Pipe Trades  
District Council 16

ML:ab  
Opeiu#537/afl-cio



ET17-0494

# LIUNA!

PACIFIC SOUTHWEST REGIONAL OFFICE

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*Special Assistant to the  
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VINCENT R. MASINO

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HEADQUARTERS:

905 16th Street, NW

Washington, DC

20006-1765

202-737-8320

Fax: 202-737-2754

[www.liuna.org](http://www.liuna.org)

March 20, 2017

Stewart Knox

Executive Director

ETP

1100 J Street, 4<sup>th</sup> Floor  
Sacramento, CA 95814

Dear Mr. Knox,

The Laborers' International Union of North America represents Laborers' at ARB in Northern and Southern California. This letter is to confirm our support of the training proposal to be submitted to ETP by ARB.

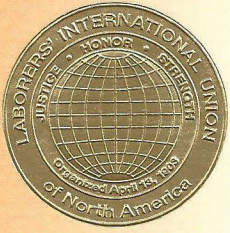
Sincerely Yours,

Rocco Davis

Special Assistant to the General President, Vice President at Large and  
Pacific Southwest Regional Manager

RD/kme

*Feel the Power*



ET17-0494

# LIUNA!

PACIFIC SOUTHWEST REGIONAL OFFICE

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March 20, 2017

Stewart Knox

Executive Director

ETP

1100 J Street, 4<sup>th</sup> Floor  
Sacramento, CA 95814

Dear Mr. Knox,

The Laborers' International Union of North America represents Laborers' at ARB in Northern and Southern California. This letter is to confirm our support of the training proposal to be submitted to ETP by ARB.

Sincerely Yours,

Rocco Davis

Special Assistant to the General President, Vice President at Large and  
Pacific Southwest Regional Manager

RD/kme

*Feel the Power*



**TRAINING PROPOSAL FOR**  
**Auto Center Auto Body, Inc., dba Fix Auto**  
**17- 0571**

**Panel Meeting Date:** 05/25/2017  
**Regional Office:** San Diego Regional Office  
**Analyst Name:** Analyst name – Davey, Joe  
**Type of Proposal:** Single Employer Contract (SE)  
**Funding Source:** Special Employment Training (SET)

**FUNDING OVERVIEW**

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

<b>TOTAL ETP FUNDING: \$258,924</b>			
<b>Program &amp; Admin Cost</b>	<b>Support Cost</b>	<b>Substantial Contribution (\$ / %)</b>	<b>Total In-Kind</b>
\$258,924.00	N/A	N/A	\$260,000.00

**APPLICANT PROFILE**

<b><i>Company Summary</i></b>	Auto Center Auto Body, Inc., dba Fix Auto (ACAB) is an auto body collision repair company with 10 locations in the Southern California area.
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<b><i>Industry Sector(s)</i></b>	Automotive Body and Interior Repair		
<b><i>Priority Industry</i></b>	No		
<b><i>No. of Employees (Applicant)</i></b>	State: 200	US: 200	World Wide: 200
<b><i>Turnover Rate (Applicant)</i></b>	9.45%		
<b><i>Repeat Contractor</i></b>	Yes		
<b><i>High Unemployment Area</i></b>	No		
<b><i>Unions</i></b>	N/A		

## **TRAINING PROFILE**

<b><i>Training Objective</i></b>	Provide training in auto repair (hybrid & electric vehicle, composite and high-tech materials, painting & body work), estimating, and customer service skills.
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Training is summarized below. Additional details are provided in *Attachment 1 - Group and Job Title Details* of this Panel Proposal.

#	Group Characteristics	# of Trainees	Reimbursement Rate	Avg. Hours	Cost Per Trainee	Min – Max Hour
1	S-RET	112	\$15.00	106	\$1,590.00	8-200
2	S-RET-JOBCREATION	25	\$20.00	111	\$2,220.00	8-200
3	S-RET-VET	1	\$22.00	120	\$2,640.00	8-200
4	S-RET-JOBCREATION-VET	8	\$22.00	129	\$2,838.00	8-200

## PROPOSED TRAINING PROJECT DETAILS

Provided here are the details on the proposed Training Project.

### 1. Company Background

Founded in 1984 and headquartered in Yorba Linda, Auto Center Auto Body, Inc., ([www.fixauto.com](http://www.fixauto.com)) (ACAB) is an auto body collision repair company with 10 locations in Southern California.

ACAB services automobiles involved in collisions or other damages and serves automobile owners, insurers and fleet accounts. ACAB also performs ancillary repairs, such as windshield and glass installation, and also sells and installs after-market parts and accessories. ACAB serves consumers, insurance companies, and fleet accounts within the southern California market.

### 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>This will be the second Contract between ACAB and ETP, and the second within the last five years. The previous contract training focused on Standard Operating Procedures, communication and customer service related topics. ACAB completed only minimal Computer, Commercial Skills and no Productive Lab training.</p> <p>In this new proposal, training focuses on Commercial skills training such as ICAR, and manufacturer training. Additionally, ACAB will need to train workers in electric and alternative fuel vehicle estimating, repair methods and skills to meet the needs of hybrid, electric and alternative materials (aluminum) vehicles. Training will also be provided in Computer Skills for Estimators and Technicians to learn new platforms for creating estimates and repair plans, repair processes, online safety and recall bulletins, documenting damage and repairs, and communicating with insurance companies.</p> <p>The auto collision repair industry has undergone substantial changes over the last two years. Governmental fuel efficiency requirements continue to challenge auto manufacturers to produce high efficiency automobiles. To meet this challenge, manufacturers have introduced electric, hybrid and alternative fuel engine systems, combined with much lighter materials such as aluminum, carbon fiber and ultra-high strength steels. The end result is that these newer cars cannot be repaired using the same equipment, skills, and technology used in the past.</p> <p>Based on these new technology changes within the automotive industry, ACAB must provide training on how to repair these new vehicles. Additionally, insurance companies now require estimators to perform the bulk of the claims process using new software platforms, digital imaging and video documentation, electronic transmitting and vehicle valuation. These applications require computer skills and other electronics training, claims handling skills, and procedural and regulatory compliance skills. The combination of repair methods, claims handling, and estimating procedures all must satisfy the consumer, who demands fair and adequate claims handling, safe repairs and minimal impact to the value of their vehicle.</p> <p>ACAB is expanding its workforce to support 2 new facilities and an increase in new business. The Company plans to hire 33 new employees during the term of the</p>
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	<p>Agreement.</p> <p>ETP provides incentives for training California Veterans. ACAB is committed to retraining 9 Veterans who have served on active, full-time duty in the Armed Forces.</p>
<b>Training Infrastructure and Administrative Plan</b>	<p>The Director of Human Resources at the Yorba Linda headquarters will oversee all administration, including ensuring that training is completed and documented correctly. Each facility will employ an administrator who will be responsible for collecting appropriate documentation. The Director of H.R. will regularly communicate with each office to ensure that training is scheduled and completed. Synergy Consulting will also assist in project administration. Training will be provided by in-house subject matter experts and vendors to be identified during the term of the Contract.</p>
<b>Marketing Plan</b> (MEC Only)	N/A
<b>Support Cost Description</b> (MEC Only)	N/A
<b>Substantial Contribution Description</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.

<b><i>Delivery Method</i></b>	<b><i>Classroom/Simulated Laboratory</i></b>
<b>Training Type</b>	<b>Planned Course Offerings</b>
Business Skills	Business Development
	Customer Care Skills
	Customer Engagement
	Direct Repair Partner Management
	Marketing
Computer Skills	CCC1 Software
	Mitchell Repair Center
	MS Office (Intermediate/Advanced)
	Parts Electronic Procurement
	Tesla Estimating
Commercial Skills	Active-Lane & Cruise Control Safety Systems
	Advanced Materials & Composites Repair
	Aluminum bonding and structural repair
	Color Sand, Polishing, Nibbing, Surface Imperfections
	Electric Vehicle Drive Systems/Repair
	Hybrid Vehicle Drive Systems/Repair
	ICAR Collision Repair/Refinish Skills
Continuous Improvement Skills	Just in time Inventory protocol
	Lean Integration
	Problem Solving Decision Making skills
	Quality Systems
Management Skills	Business Strategy
	Coaching for Supervisors
	Collaborative Leadership
	Employee Engagement
	Finance & Operational Metrics

<b><i>Delivery Method</i></b>	<b><i>Productive Laboratory</i></b>
<b>Training Type</b>	<b>Planned Course Offerings</b>
Commercial Skills	3D Measuring Set-Up & Analyze
	Aluminum Repair
	Aluminum welding
	Structural Corrections with 3D Measuring

#### 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.

Waivers/Justification Type	Summary
None have been requested	

##### 4.2 Subcontractor Summary

The applicant has retained the services of the following Subcontractor(s).

Subcontractor Type	Subcontractor Name	City	Service Cost
Development	Synergy Management Consultants. LLC	Grass Valley	\$16,000
Administrative	Synergy Management Consultants. LLC	Grass Valley	13%
Training	none identified		

##### 4.3 Previous ETP Project Summary

The applicant has prior ETP contracts.

This table summarizes Contractor's performance under prior contract(s) completed within the last five years.

Past Contract Activity					
Agreement Number	Location(s)	Term	Approved Amount	Project Earnings	Performance %
<b>ET15-0360</b>	Anaheim, Buena Park, Corona, Irvine, Montclair, Ontario, Orange, Yorba Linda	2/2/15 – 2/1/17	\$118,925	\$0*	0%

\*The Closeout invoice has been submitted to ETP for processing for a projected \$118,925 earnings (100%).

##### 4.4 Supporting Panel Proposal Documentation

Provided in Attachments 1, 2 and 3 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**  
**L3 Technologies, Inc.**  
**17- 0646**

**Panel Meeting Date:** 05/25/2017  
**Regional Office:** San Diego Regional Office  
**Analyst Name:** Ray, Maria  
**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: \$489,224.00</b>			
<b>Program &amp; Admin Cost</b>	<b>Support Cost</b>	<b>Substantial Contribution (\$ / %)</b>	<b>Total In-Kind</b>
\$489,224.00	N/A	N/A	\$1,365,000.00

**APPLICANT PROFILE**

<b><i>Company Summary</i></b>	L3 Technologies, Inc. (L3 TRF) (www.L3T.com) is a full-service manufacturer of state-of-the-art communication and telemetry solutions for airborne, intel, maritime, space, and terrestrial applications.
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<b><i>Industry Sector(s)</i></b>	Manufacturing
<b><i>Priority Industry</i></b>	Yes
<b><i>No. of Employees (Applicant)</i></b>	State: <u>5,000</u> US: <u>36,000</u> World Wide: <u>45,000</u>
<b><i>Turnover Rate (Applicant)</i></b>	9.8%
<b><i>Repeat Contractor</i></b>	No
<b><i>High Unemployment Area</i></b>	No
<b><i>Unions</i></b>	N/A

**TRAINING PROFILE**

<b>Training Objective</b>	L3 TRF will provide training and cross training throughout the Organization to become a high-performing workplace. The Company will provide its employees with the skills necessary to assess current business and manufacturing processes to implement its business initiatives focused on improving facility-wide efficiencies.
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Training is summarized below. Additional details are provided in *Attachment 1 - 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	293	\$18.00	76	\$1,368	8 – 200
2	Retrainees, Job Creation	10	\$20.00	90	\$1,800	8 – 200
3	Retrainees, Veterans	40	\$22.00	80	\$1,760	8 – 200

# PROPOSED TRAINING PROJECT DETAILS

Provided here are the details on the proposed Training Project.

## 1. Company Background

Founded in 1960, and located in San Diego, L3 Technologies, Inc. (L3 TRF) ([www.L3T.com](http://www.L3T.com)) provides high-reliability components and subsystems to space and defense customers worldwide including the US Government and commercial satellite manufacturers. L3 TRF's integrated solutions and proven processes provide the latest generation technologies to both defense and intelligence agencies and commercial organizations.

## 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>L3 TRF seeks funding to provide training to remain current in the market place. Company representatives report that satellite technology continually changes, making it costly to maintain competitiveness within the industry. Formerly, satellites were mostly a defense technology, but today, the market is approximately 85% commercial satellites. This commercial work results in an increase of domestic and international customer demand.</p> <p>To remain competitive in the satellite industry, the Company is committed to implementing technological and business improvement processes over the next two years. To do this, L3 TRF invested \$1.5M in April 2016 to implement a new Enterprise Resource Planning (ERP) System. The new ERP system will require the Company to provide training to ensure that workers are able to use its full capabilities to integrate various functions into one complete system, streamlining processes and information across the entire Organization.</p> <p>The Company's strategic plan for 2017 includes growing its business to \$220M by 2020. To support this business goal, L3 TRF has implemented the following initiatives within the Organization:</p> <ul style="list-style-type: none"><li>• Productivity, Innovation, Transformation (PIT) Crew – initiative for workers to improve performance and efficiencies. Skills training will focus on improving four major areas: procurement cycle time reduction; build and test cycle time reduction for non hi-reliability assembly; non hi-reliability configuration management process improvement, and non-conformance (NC) simplification; and</li><li>• Focus Selling – initiative for workers to successfully utilize the Organization's proven selling techniques by providing employees with skills specifically for the five-key and high-impact order potential strategies that will require trainees to learn five different areas of the business including telemetry, space, and various Intel product lines. This will result in acquiring new business opportunities with customers such as Northrop Grumman, Orbital, and Lockheed.</li></ul> <p>L3 TRF is expanding its workforce to support a new customer base. The Company plans to hire 10 employees (Group #2) to support increased product lines and customer demand.</p> <p>ETP provides incentives for training California Veterans. L3 TRF commits to retraining</p>
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	40 incumbent-worker Veterans who have served on active full-time duty in the Armed Forces.
<b>Training Infrastructure and Administrative Plan</b>	L3 TRF plans to contract with an administrative subcontractor to assist with ETP project administration. In addition, the Company has designated a number of staff to schedule and oversee the training as well as collect and submit training rosters to the administrative subcontractor for data entry into ETP systems.
<b>Marketing Plan</b> (MEC Only)	N/A
<b>Support Cost Description</b> (MEC Only)	N/A
<b>Substantial Contribution Description</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.

<b>Delivery Method</b>	<b>Classroom/Simulated Laboratory</b>
<b>Training Type/Level</b>	<b>Sample Classes</b>
Business Skills	Product Knowledge
	Project Management
	Business Acumen
Computer Skills	Infor LN Application Skills
	Jira and COGNOS Application Skills
	Contract Insight Design Application Skills
Continuous Improvement	Process Improvement
	Focus Selling
	Lean Manufacturing
Manufacturing Skills	Equipment Calibration
	Thermal Vacuum Testing/Set-up/Monitoring
	Vibration Installing/Testing
Manufacturing Skills/ Advanced Technology	High Density Circuit Board Technology
	Altered Item (AI) Router Construction
	Digital Circuits and Devices

### 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.

Waivers/Justification Type	Summary
Advanced Technology	<p>L3 TRF will provide Advanced Technology (AT) training to its Engineers to address skill gaps in working with highly technical software system and equipment. The training topics will include Confluence/Jira, LabView/CCATE, 3D Printer Hardware/Software, Digital Circuits and Devices, Circuit Modeling, High Density Circuit Board Technology, Modeling Techniques, AI Reuter Construction (Altered Item), Materials &amp; Process Expertise, and Manufacturing Process Instruction. These advance courses focus on changing trends and technology in satellite product design and development. Training will allow the Company to implement an internal certification process for all Project Engineers beginning April 2017.</p> <p>The Company is requesting the ETP Advanced Technology reimbursement rate of \$26 per hour for the AT courses. Company representatives state that the AT course is far costlier to deliver than less complex, generalized subject matter. The cost for highly skilled, technical trainers, and sophisticated computer software and equipment is estimated to be at least \$2,000 to \$6,000 per day (\$60 to \$80 per trainee hour). The Company has invested in providing a more hands-on learning experience specifically for this training. L3 TRF confirms that class size will be capped at 10 trainees to allow in-depth coverage and personal attention from the instructor. Additional costs in excess of the ETP rate will be at the Company's expense.</p>

#### 4.2 Subcontractor Summary

The applicant has retained the services of the following Subcontractor(s).

Subcontractor Type	Subcontractor Name	City	Service Cost
Development	Cal Training, Inc.	Upland	\$21,500.00
Administrative	Cal Training, Inc.	Upland	13%
Training	None Identified		

#### 4.3 Supporting Panel Proposal Documentation

Provided in Attachments 1 and 2 are 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:

**DAA Draexlmaier Automotive of America LLC**

**Agreement Number: ET17-0487**

**Panel Meeting of:** May 25, 2017

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

**Analyst:** L. Lai

### 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:	Alameda	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 30	U.S.: 1,000	Worldwide: 55,000	
<u>Turnover Rate:</u>	0%			
<u>Managers/Supervisors:</u> (% of total trainees)	7%			

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$749,400		\$0	\$0		\$749,400

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 Priority Rate	Business Skills, Computer Skills, Continuous Impr, Mfg. Skills, PL-Mfg. Skills	30	8-200	0-50	\$1,620	\$17.63
				Weighted Avg: 90			
2	Priority Rate Job Creation	Business Skills, Computer Skills, Continuous Impr, Mfg. Skills, PL-Mfg. Skills	292	8-200	0-50	\$2,400	\$16.50
				Weighted Avg: 120			

**Minimum Wage by County:** Job Number 1: \$17.63 per hour for Retrainee in Alameda County; Job Number 2: \$14.69 per hour for Job Creation in Alameda County.

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

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

Up to \$1.13 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Wage Range by Occupation		
Occupational Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1 - Retrainees</b>		
Logistics		10
Quality Staff		2
Maintenance Staff / Technician		1
Manager		1
Supervisor		4
Professional Staff I (Engineer, IT, EHS, HR, Sales, Finance)		10
Professional Staff II (Engineer, IT, EHS, HR, Sales, Finance)		2
<b>Job Number 2 – Job Creation</b>		
Administrative Staff		4
Logistics		58
Quality Staff		4
Maintenance Staff / Technician		5
Manager		2
Supervisor		14
Professional Staff I (Engineer, IT, EHS, HR, Sales, Finance)		4
Professional Staff II (Engineer, IT, EHS, HR, Sales, Finance)		3
Production Staff		198

## **INTRODUCTION**

DAA Draexlmaier Automotive of America LLC (DAA) was founded in 1958 by parent company DRÄXLMAIER, headquartered in Vilsbiburg, Germany. DAA manufactures car interior (ambient lighting, consoles, door panels, and instrument panels) and electrical (high-voltage connectors) components for both electric and hybrid vehicles. Products are manufactured to meet vibration, temperature variation, and corrosion safety requirements. Customers include Audi, BMW, Land Rover, Maserati, Mercedes-Benz, Porsche and more recently, Tesla.

DAA has three facilities in the United States: one California facility in Livermore and one each in Duncan, SC, and Chattanooga, TN.

## **PROJECT DETAILS**

DAA recently leased a 300,000-square-foot plant in Livermore to supply interior components specifically for Tesla. DAA hired thirty workers to begin small assembly operations. The Company will hire new employees throughout the year while purchasing and installing \$10 Million worth of new tools and machines. The Company projects to be fully staffed with 322 employees by April 2018. As Tesla ramps up production of the Model 3, DAA must be able to keep up with production for just-in-sequence delivery to Tesla's assembly lines.

### **Retrainee - Job Creation**

To staff the new facility, the Company is committed to hiring 292 new employees (Job Number 2). These trainees will go through extensive training alongside recently-hired incumbent workers to acquire skills necessary to produce and assemble interior components to meet Tesla's production schedule.

Training for newly hired employees will be reimbursed at a higher rate, and trainees must be hired within the three-month period prior to Panel approval or during the term of contract. Trainees will be hired into "net new jobs" as a condition of contract.

### **Training Plan**

Class/Lab training, Computer-Based Training and Productive Lab will be provided by in-house subject-matter experts and vendors.

**Business Skills** (25%): Training will be offered to all occupations in communication skills, customer service, presentation skills, and project management. Training will ensure employees have the skills to communicate effectively, make professional presentations, and manage time and projects efficiently.

**Computer Skills** (10%): Training will be offered to all occupations to learn intermediate and advanced skills in Microsoft applications and other software including AutoCad and Cisco. Training will enable workers to streamline processes and reduce waste.

**Continuous Improvement** (10%): Training will be offered to all occupations. Trainees will learn quality concepts and then apply those techniques and tools to produce quality products, strengthen workflow processes, and increase efficiency at workstations.

**Manufacturing Skills** (5%): Training will be offered to Production Staff, Logistics Staff, Quality Staff, and Technicians. Training will be offered through Computer-Based Training to supplement PL-Manufacturing Skills training.

**Productive Laboratory (50%)**

DAA requests Productive Lab (PL) in Manufacturing Skills for 278 Production Staff, Logistics Staff, Quality Staff, and Technicians. PL training allows for practical, hands-on learning that cannot be duplicated in a classroom setting. PL training will be taught by subject matter experts and involves demonstration, observation, evaluation, and certification. Trainees are not allowed to operate independently until competency is obtained in each workstation. The trainer-to-trainee ratio will not exceed 1:1.

DAA is requesting up to 80 hours of PL per trainee. The majority of trainees participating in PL are either recently-hired or will be newly-hired during the term with little or no experience. Some processes/work operations may require up to 240 hours of hands-on training to obtain proficiency to work unsupervised. PL hours in excess of the 80 hours requested will not be reimbursed.

**Commitment to Training**

ETP funds will not displace DAA'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.

Since opening in October, the Company has provided new employee orientation, compliance training, basic computer skills, and some assembly and production skills.

➤ **Training Infrastructure**

Training will commence immediately upon approval by Panel. Training staff has been hired and is currently being trained. The Company will use train-the-trainer for additional training staff. The training specialist will manage the training project and administrative responsibilities.

**LMS**

The Company will utilize a Learning Management System to track/document training. The LMS has been reviewed and approved for use.

**RECOMMENDATION**

Staff recommends approval of this proposal with up to 80 PL hours per trainee.

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

To Be Determined

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

8 - 200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Business Writing
- Coaching Techniques
- Communication Skills
- Conflict Management
- Conflict Resolution
- Customer Service
- Dealing with Difficult People
- Finance and Accounting for Non-Financials
- Leadership Essentials
- Negotiation Techniques
- Presentation Skills
- Project Management
- Sales Techniques
- Time Management

**COMPUTER SKILLS**

- AutoCad
- Cisco
- DPM (Draexlmaier Performance Management System)
- MES (Manufacturing Execution Systems) Doc Software
- Microsoft Project (Intermediate/Advanced)
- Microsoft Office (Intermediate/Advanced)

**CONTINUOUS IMPROVEMENT**

- Geometric Dimensioning and Tolerancing
- Kaizen
- Lean Simulation and 5S
- Measurement System Analysis
- Problem Solving
- Product Quality
- Production Part Approval Process (PPAP)
- Six Sigma
- SPC
- Team Building
- Train-the-Trainer

**PL Hours**

0 – 80

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

- Assembly Skills
- Forklift Training/Certification
- Injection Molding
- Line-Feed Material Handling
- Quality Tech

- Scissor Lift / Aerial Lift Training
- Shipping/Receiving

**CBT Hours**

0 – 50

**BUSINESS SKILLS**

- Effective Communication for Supervisors (7.00 hours)
- Employee Relations (8.00 hours)
- Accepting a Decision (2.00 hours)
- Applying Leadership Basics (2.18 hours)
- Applying Leadership Principles 1: Developing Critical Leadership Skills (1.00 hours)
- Basics of Effective Communication (2.73 hours)
- Basics of Effective Selling (2.18 hours)
- Building Strong Customer Relationships (2.17 hours)
- Business Coaching: Conducting Coaching Sessions (1.00 hours)
- Business Meeting Skills (2.50 hours)
- Certified Associate in Project Management (10.50 hours)
- Certified Associate in Project Management (CAPM) Certification: Fourth Edition – Comprehensive (23.00 hours)
- Coaching Essentials (3.50 hours)
- Communicate Clear and Concise Messages (0.50 hours)
- Communicating Across Cultures (1.00 hours)
- Communicating Across Cultures: Speaking and Listening Across Boundaries (1.00 hours)
- Communicating Clearly (2.00 hours)
- Customer Service Fundamentals: Building Rapport in Customer Relationships (1.00 hours)
- Customer Service Via Phone and Email (3.88 hours)
- Customer Service: Positive Outcomes (2.00 hours)
- Decision Making: The Fundamentals (1.00 hours)
- Delegating (1.95 hours)
- Delegating to Others (0.50 hours)
- Delegating with Clear Expectations (0.50 hours)
- Dynamic Business Presentations (0.25 hours)
- Effective Business Writing (1.43 hours)
- Effective Listening Skills (1.00 hours)
- Effective Management: Creating Successful Solutions (3.00 hours)
- Effective Time Management for You (5.00 hours)
- Financial Basics for Non-Financial Managers (1.50 hours)
- Financial Performance Essentials (3.00 hours)
- Interpersonal Communication: Communicating with Confidence (1.00 hours)
- Know and Meet Customer Needs (0.50 hours)
- Leadership Essentials: Building Your Influence as a Leader (1.00 hours)
- Leadership Essentials: Motivating Employees (1.00 hours)
- Leading Your Team to Business Results (3.00 hours)
- Managing Conflict (2.75 hours)

- Managing Project Teams (3.47 hours)
- Presenting Your Ideas Effectively (2.00 hours)
- Problem Solving Expectations (0.50 hours)
- Problem Solving: The Fundamentals (1.00 hours)
- Project Management Fundamentals (2.00 hours)
- Project Management Professional (21.00 hours)
- Project Management Professional (PMP) Certification (35.00 hours)
- Project Management Skills for Non-Project Managers (2.75 hours)
- Realistic Time Management Goals (3.50 hours)
- Succeeding Through Teamwork in Business (4.00 hours)
- Time Management: Analyzing Your Use of Time (1.00 hours)

### **COMPUTER SKILLS**

- Cisco 100-101 CCENT - ICND1 - Interconnecting Cisco Networking Devices Part 1 (14.00 hours)
- Cisco 200-101 CCNA - ICND2 - Interconnecting Cisco Networking Devices Part 2 (12.00 hours)
- Cisco 300-115 CCNP - SWITCH - Routing and Switching (20.00 hours)
- Cisco 640-461 CCNA Voice - ICOMM v8.0 - Cisco Voice and Unified Communications Administration (14.50 hours)
- Cisco 640-554 CCNA Security - Implementing Cisco IOS Network Security – IINS (8.00 hours)
- Cisco 640-722 CCNA Wireless - Implementing Cisco Unified Wireless Networking Essentials (10.50 hours)
- Cisco 640-864 CCDA Cisco Certified Design Associate (9.50 hours)
- Citrix CXA-206 XenApp 7.5 Design Implement and Administer (19.50 hours)
- Citrix CXS-203 XenServer 6.5 Design Implement and Administer (19.50 hours)
- CompTIA 220-801 or JK0-801 CompTIA A Plus Essentials (17.00 hours)
- CompTIA 220-802 or JK0-802 CompTIA A Plus Practical Application (13.00 hours)
- CompTIA N10-006 CompTIA Network Plus (25.00 hours)
- Microsoft 70-646 Pro Windows Server 2008 Server Administrator (13.50 hours)
- Microsoft 70-680 TS Configuring Windows 7 (11.00 hours)
- Microsoft 70-685 Pro: Windows 7, Ent Sup Tech (14.50 hours)
- Microsoft 70-686 Pro Windows 7 Enterprise Desktop Administrator (20.50 hours)
- Microsoft 70-687 Configuring Windows 8 (2.50 hours)
- Microsoft 70-688 Managing and Maintaining Windows 8 (20.00 hours)
- Microsoft Office 365 Online Versions (10.00 hours)
- Microsoft PowerPoint 2010 Intermediate (4.50 hours)
- Microsoft Windows 7: Level 2 (5.60 hours)
- Microsoft Word 2010 Advanced (4.50 hours)
- Microsoft® Windows Vista™: New Features (4.00 hours)

- Oracle 12c OCP 1Z0-061 SQL Fundamentals (16.00 hours)
- Oracle 12c OCP 1Z0-062 Installation and Administration (19.00 hours)
- Oracle Database 11g Certified Associate OCA Fundamentals and Admin (7.50 hours)
- QuickBooks® 2010 for Windows: Advanced (5.75 hours)
- Unix Administration Basics (14.25 hours)
- VMware vSphere VCP 5.5 (8.50 hours)
- Windows 7: Transition from Windows XP (3.05 hours)

### **CONTINUOUS IMPROVEMENT**

- Improving Performance in Maintenance (5.00 hours)
- Being an Effective Team Member (1.00 hours)
- Building Dynamic Business Teams (5.00 hours)
- Developing and Leading an Effective Team (1.75 hours)
- Six Sigma Black Belt (21.00 hours)
- Six Sigma Green Belt (20.50 hours)
- Solving Problems Logically (2.00 hours)

### **MANUFACTURING SKILLS**

- 1001 Introductory - Industrial Hydraulics (10.00 hours)
- 1002 Introductory - Mobile Hydraulics (10.00 hours)
- 1003 Introductory – Pneumatics (8.00 hours)
- 1004 Introductory – Mechanical (8.00 hours)
- 1005 Introductory - Introduction to Electricity (2.00 hours)
- 1006 Introductory - Mobile Electricity (3.00 hours)
- 1007 Introductory – PLC (8.00 hours)
- 1008 Introductory - ACDC Drives (8.00 hours)
- 1009 Introductory - Multimeter Basics (2.00 hours)
- 101 Reading Blueprints (10.00 hours)
- 102 Reading Schematics and Symbols (10.00 hours)
- 104 Making Measurements (10.00 hours)
- 105 Metals in the Plant (10.00 hours)
- 106 Non-Metals in the Plant (10.00 hours)
- 107 Hand Tools (10.00 hours)
- 108 Portable Power Tools (10.00 hours)
- 110 Troubleshooting Skills (10.00 hours)
- 201 Basic Electricity and Electronics (10.00 hours)
- 202 Batteries and DC Circuits (10.00 hours)
- 203 Transformers and AC Circuits (10.00 hours)
- 204.1 Electrical Measuring Instruments (5.00 hours)
- 205.1 Electrical Safety and Protection - v2 - UC1 (7.00 hours)
- 206 DC Equipment and Controls (10.00 hours)
- 207 Single-Phase Motors (10.00 hours)
- 208 Three-Phase Systems (10.00 hours)
- 209 AC Control Equipment (10.00 hours)
- 210 Electrical Troubleshooting (2011 Update) (10.00 hours)
- 251 Semiconductors (5.00 hours)
- 252 Power Supplies (6.00 hours)
- 253 Amplifiers (5.00 hours)

- 254 Oscillators (5.00 hours)
- 271 Introduction to Process Measurement and Control (6.00 hours)
- 273 Pressure Measurement (5.00 hours)
- 274 Force, Weight, and Motion Measurement (5.00 hours)
- 275 Flow Measurement (10.00 hours)
- 276 Level Measurement (5.00 hours)
- 277 Temperature Measurement (5.00 hours)
- 278 Analytical Instrumentation (5.00 hours)
- 279 Final Control Elements (5.00 hours)
- 281 Working with Controllers (5.00 hours)
- 282 How Control Loops Operate (7.00 hours)
- 283 Data Transmission (5.00 hours)
- 284 Computers in Process Control (5.00 hours)
- 291 Digital Logic Systems (5.00 hours)
- 298 Programmable Logic Controllers (7.00 hours)
- 302 Lubricants and Lubrication (10.00 hours)
- 303.1 Power Transmission Equipment (8.00 hours)
- 304 Bearings (10.00 hours)
- 305 Pumps (10.00 hours)
- 306 Piping Systems (10.00 hours)
- 307 Basic Hydraulics (10.00 hours)
- 308 Hydraulic Troubleshooting (10.00 hours)
- 309 Basic Pneumatics (10.00 hours)
- 310 Pneumatic Troubleshooting (10.00 hours)
- 316 Machine Shop Turning Operations (5.00 hours)
- 317 Machine Shop Shaping Operations (5.00 hours)
- 318 Industrial Rigging Principles and Practices (7.00 hours)
- 324 Lathe-Turning Work Between Centers (5.00 hours)
- 325 Lathe-Machining Work in a Chuck (5.00 hours)
- 326 Basic Milling Procedures (5.00 hours)
- 327 Indexed Milling Procedures (5.00 hours)
- 328 Multiple-Machine Procedures (5.00 hours)
- 331 Bulk-Handling Conveyors (5.00 hours)
- 341 Mechanical Drive Maintenance (5.00 hours)
- 342 Mechanical and Fluid Drive Systems (5.00 hours)
- 343 Installing and Replacing Bearings and Shaft Seals (5.00 hours)
- 344 Pump Installation and Maintenance (5.00 hours)
- 345 Maintenance Pipefitting (5.00 hours)
- 346 Tubing and Hose System Maintenance (5.00 hours)
- 347 Valve Maintenance and Piping System Protection (5.00 hours)
- 367 Plumbing Systems Maintenance (10.00 hours)
- 379 Mechanical Energy Conservation (5.00 hours)
- 416 Blueprint Reading for Welders (6.00 hours)
- 417 Welding Principles (6.00 hours)
- 418 Oxyfuel Operations (5.00 hours)
- 419 Arc Welding Operations (10.00 hours)
- 431 The Refrigeration Cycle (5.00 hours)

- 432 Refrigerants and Refrigerant Oils (7.00 hours)
- 433 Compressors (7.00 hours)
- 434 Evaporators and Metering Devices (5.00 hours)
- 435 Condensers and Cooling Towers (5.00 hours)
- 436 Piping (5.00 hours)
- 437 Control Systems (5.00 hours)
- 438 Air Handling Systems (6.00 hours)
- 439 System Troubleshooting (5.00 hours)
- 440 Absorption Chillers (6.00 hours)
- 441 Heat Pumps (7.00 hours)
- 461 Ammonia Refrigeration Basics (5.00 hours)
- 462 Positive Displacement Compressors (5.00 hours)
- 463 Evaporators, Conditioners, and Controls (5.00 hours)
- 464 Purging, Piping, and Safety (5.00 hours)
- 501 Introduction to Robotics (7.00 hours)
- 902 Implementing Preventive Maintenance (5.00 hours)
- 903 Controlling Maintenance Resources (5.00 hours)
- Forklift Operator: Fundamentals (Third Edition) (0.50 hours)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per trainee. PL is capped at 80 hours per-trainee.



**TRAINING PROPOSAL FOR**  
**Sutter Home Winery, Inc.**  
**17- 0593**

**Panel Meeting Date:** 05/25/2017  
**Regional Office:** Sacramento Regional Office  
**Analyst Name:** Mam, Karen  
**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: \$522,250.00</b>			
<b>Program &amp; Admin Cost</b>	<b>Support Cost</b>	<b>Substantial Contribution (\$ / %)</b>	<b>Total In-Kind</b>
\$522,250.00	N/A	N/A	\$2,000,000.00

**APPLICANT PROFILE**

<b><i>Company Summary</i></b>	Sutter Home Winery, Inc. (Sutter Home) is a family-owned winery that produces more than 45 wine and spirit brands for distribution worldwide. The Company is headquartered in Saint Helena with facilities in Napa, American Canyon, Plymouth, Paso Robles and Lodi.
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<b><i>Industry Sector(s)</i></b>	Manufacturing, Agriculture
<b><i>Priority Industry</i></b>	Yes
<b><i>No. of Employees (Applicant)</i></b>	State: <u>925</u> US: <u>1,050</u> World Wide: <u>1,054</u>
<b><i>Turnover Rate (Applicant)</i></b>	7.98%
<b><i>Repeat Contractor</i></b>	Yes
<b><i>High Unemployment Area</i></b>	Yes
<b><i>Unions</i></b>	No

## **TRAINING PROFILE**

### ***Training Objective***

Training will cross-train employees to ensure full versatility in different equipment centers. The Company will also continue training on Lean manufacturing.

Training is summarized below. Additional details are provided in *Attachment 1 - 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	925	\$18.00	25.00	\$450.00	8-200
2	Retrainees, Job Creation	212	\$20.00	25.00	\$500.00	8-200

## PROPOSED TRAINING PROJECT DETAILS

Provided here are the details on the proposed Training Project.

### 1. Company Background

Founded in 1946 and headquartered in Saint Helena, Sutter Home is a family owned winery that produces more than 45 acclaimed wine and spirit brands for distribution worldwide. Customers include retail grocery chains, club stores, restaurants and establishments serving liquor. Sutter Home is applying for training funds on behalf of itself and its affiliate Sierra Sunrise Vineyards dba Torro D'Oro. Training under this proposal will be for their six facilities in California.

### 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>This is Sutter Home's second Agreement in the last five years. In the previous Agreement, Sutter Home focused on training staff on new equipment at its new facility and training new hires on processes and equipment. In this Agreement, the Company will focus on cross-training staff companywide on current equipment and technology to ensure that the Company has a fully versatile workforce in production and winemaking. Cross-training will allow the Company to meet production demands while maintaining a safe work environment.</p> <p>The Company is investing over 44 million dollars to upgrade equipment with state-of-the-art water reclamation systems, tank set-ups and new line installation within the next year. The Company is also expanding its portfolio with a new micro-winery at the Napa location. Employees will be trained on new bottling processes and small batch winemaking.</p> <p>Sutter Home will continue its effort to expand its workforce to support the increase in customer base as the Company has committed to hire 212 new employees. The Company is hiring Analysts, Cellar Staff, Managers, Supervisors, Production Staff, and Warehouse Staff. 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.</p>
<b><i>Training Infrastructure and Administrative Plan</i></b>	<p>Sutter Home has a project manager and training coordinator dedicated to coordinating all training efforts, including scheduling training, ensuring the training is tracked in the LMS, providing trainee enrollment data, verifying training and retention completion, participating in ETP monitoring activities and ensuring compliance with all ETP requirements.</p> <p>Sutter Home will use a Learning Management System to document ETP training which has been reviewed and approved by ETP.</p>
<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>	Sutter Home is a repeat contractor where payment earned did not exceed \$250,000 at a single facility within the past five years. Therefore, Substantial Contribution does not apply.

### 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.

Delivery Method	Classroom/Simulated Laboratory
Training Type/Level	Sample Classes
Business Skills	Supply Chain Management
	Wine Education
Computer Skills	AgCode Software
	Kronos Software Training
Continuous Improvement	Lean Manufacturing
	5S Introduction
Hazardous Materials	Tailgate – Spill Clean-Up and Reporting
	Corrosives and Irritants
Green/Clean Skills	OSHA 10/30
Management Skills	Establishing Performance Objectives
	Dynamic Leadership Skills
Manufacturing Skills	Machine Sanitation
	Equipment Validation
Literacy Skills	Vocational English as a Second Language

Delivery Method	Productive Lab (PL)
Training Type/Level	Sample Classes
Manufacturing Skills	Bottling Line Manufacturing
	Krones Labeler
<b>Justification Summary:</b> In accordance with ETP PL guidelines, 520 Warehouse, Production and Maintenance Staff will receive up to 60 hours of PL training. Sutter Home uses state-of-art equipment that can only be taught through "hands-on" training. PL training will allow practical, real-world experience in a working environment without creating an excess of waste.	

Delivery Method	Computer-Based Training (CBT)
Training Type/Level	Sample Classes
Business Skills	Developing Team Performance
	Understanding the Process of Conflict
Manufacturing Skills	Risk Management Training
	Sprayer/Duster 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.

Waivers/Justification Type	Summary
None have been requested	

##### 4.2 Subcontractor Summary

The applicant has retained the services of the following Subcontractor(s).

Subcontractor Type	Subcontractor Name	City	Service Cost
Development	None Identified		-
Administrative	None Identified		-
Training	N/A		-

##### 4.3 Previous ETP Project Summary

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

Active Contract(s) Elements	Summary
<b>Agreement Number</b>	ET15-0369
<b>Purpose of Training</b>	This ETP project focused on training on new equipment at its new 650,000 square foot facility in Lodi. The Company hired and trained over 100 new employees. Under this proposal, the Company will focus on cross-training current employees and train on new equipment for their fine wine micro-winery.
<b>Location(s)</b>	St. Helena, Napa, American Canyon, Lodi, Paso Robles, Plymouth
<b>Term</b>	01/26/2015 – 01/25/2017
<b>Approved Amount</b>	\$749,700
<b>Projected Earnings</b>	\$619,229.00 – Earned in Process
<b>Performance Percentage</b>	81%
<b>Other Notes</b>	Based on ETP Systems, 33,230 hours have been tracked for potential earnings of \$639,466.80 (85% of approved amount). 516 trainees are pending review for placement.

##### 4.4 Supporting Panel Proposal Documentation

Provided in Attachments 1, 2 and 3 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:

# Southern California Heat & Frost Insulators and Asbestos Workers Joint Apprenticeship Committee Agreement Number: ET17-0933

**Panel Meeting of:** May 25, 2017

**ETP Regional Office:** North Hollywood

**Analyst:** M. Paccarelli

## PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprenticeship	Industry Sector(s):	Construction  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Imperial, Inyo, Kern, Los Angeles, Orange, Riverside, San Bernardino, San Diego, San Luis Obispo, Santa Barbara, Ventura	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Association of Heat & Frost Insulators and Allied Workers Union Local No. 5		
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>
\$476,800		\$32,990 8%		\$509,790

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	170	8-200	0	\$2,224	\$22.04
				Weighted Avg: 160			
2	Retrainee Priority Rate Pre-Apprentice	Commercial Skills, OSHA 10	30	8-200	0	\$2,823	\$22.04
				Weighted Avg: 120			
3	Retrainee Priority Rate Journeyman	Commercial Skills, OSHA 10/30	100	8-200	0	\$282	\$35.76
				Weighted Avg: 12			
4	Retrainee Priority Rate Technician	Commercial Skills, OSHA 10/30	20	8-200	0	\$941	\$22.04
				Weighted Avg: 40			

**Minimum Wage by County:** \$22.04 per hour SET Statewide wage for priority industries.

**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 \$2.20 per hour may be used to meet the Post-Retention Wage in Job Numbers 1; up to \$6.37 per hour in Job Number 2; and up to \$5.09 per hour in Job Number 4.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Apprentice Heat & Frost Insulator and Asbestos Worker		170
Pre-Apprentice Heat & Frost Insulator and Asbestos Worker		30
Journeyman Heat & Frost Insulator and Asbestos Worker		100
Firestop Technician*		20

\*The Firestop Technician classification has a separate pay scale from Journeymen and Apprentices. Firestop Technicians will meet the same post-retention wage as Apprentices and be reimbursed at the same rate as Journeymen.

**INTRODUCTION**

The Southern California Heat & Frost Insulators and Asbestos Workers Joint Apprenticeship Committee (H&F or JAC) ([www.awlocal5.com](http://www.awlocal5.com)) was founded in 1962 by a consortium of labor and management organizations to provide training for Insulators and Asbestos workers in Southern California. It's comprised of six members, three each appropriated by the Western

Insulation Contractors Association; and the International Association of Heat & Frost Insulators & Allied Workers Union, Local No. 5.

This will be JAC's fourth ETP Agreement, and the fourth in five years. As a trade, Heat and Frost Insulators insulate mechanical structures, whether hot or cold, from ambient temperatures. A typical building has insulation on the hot and cold water pipes as well as the heating and air conditioning system and related mechanical equipment. Insulation materials conserve energy, reduce overall energy demand, reduce pollution, control condensation, eliminate mold, and improve workplace safety.

Insulation is installed using a variety of techniques, depending on the type of surface to which the insulating material will be applied such as pasting, wiring, stapling, taping and spraying. A sample installation practice may involve a section of insulation that must be measured and cut to the required length, stretched open along a cut that runs the length of the section and slipped over the pipe. The insulation may then be secured by wrapping or fastening wire bands with tape or staples and covering it with tarpaper, cloth or canvas.

In additions, Insulators also perform asbestos removal work and install fire stop material to seal openings and joints in fire resistant rated walls.

### **Employer Demand for Training**

The proposed training is designed to meet the signatory employers need to acquire an adequate number of skilled insulators to work on specialized projects, and to address four industry needs as follows:

1. **Apprentice training:** Increasing requirements for technical training on a variety of materials and systems as well as recently enacted California law that requires apprentice training for workers in oil refineries drive demand for new Apprentices combine to require additional funding. ETP support will enable the JAC to expand training to meet contractor demand and improve the quality of training.
2. **Pre-Apprentice training:** This training will ensure that new Apprentices are productive members of work teams from the first day of employment. It also will reduce turnover of probationary apprentices.
3. **Journeymen:** Experienced workers need training to refresh their skills and learn to handle new insulation materials and systems that did not exist when they started out as Apprentices.
4. **Firestop Technicians:** Collective bargaining efforts created this new classification of allied workers. Firestop Technicians will act as helpers to Journeymen. They perform specialized jobs in fabricating and applying firestop or fireproofing materials. Because their skill level is less comprehensive, they do not require an Apprenticeship.

While this is JACs fourth ETP Agreement, this is the first time Veterans have been included as a discrete cohort of Apprentice trainees.

### **Apprenticeship Program**

The Panel is authorized to fund Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding is designed to supplement 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 case the program is five years.

For the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5.00, 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). [Note: This “blended rate” has been extended to Pre-Apprentices, for ease of administration.]

The ETP wage for Apprentices is no less than \$22.04 per hour, tracking the Special Employment Training wage as modified for priority industries. However, the actual wages paid are shown in the Training Plan Table and contract when they exceed \$22.04, as is the case in this proposal for Journeymen.

## **PROJECT DETAILS**

### **Training Plan**

**Commercial Skills** (95%) - Training will be offered to all occupations in installation and asbestos work. Pre-Apprentice training prepares workers for the Apprenticeship program. Training is an introduction to the trade, covering less complex skills and concepts. The Apprentice training conforms to the Curriculum approved by DAS with emphasis on safe working conditions, technical skills, communication and calculation to meet the needs of apprenticeship. The Journeyman training will help experienced workers upgrade their skills and learn to handle new insulation materials, and new systems. In addition, they will gain advanced layout and fabrication skills.

### **Certified Safety Training**

**OSHA 10/30** (5%) is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of training for journey-level and 30 hours for frontline supervisors. OSHA 10 will be provided to Pre-Apprentices and Apprentices; and OSHA 10/30 for Journeymen and Firestop Technician based on their classifications.

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. When delivery is by CBT all training hours must be delivered in a classroom over a finite amount of time, and the vendor must have a certified instructor present to confirm attendance.

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.

## Curriculum Development and Feedback

The curriculum was developed by the insulation industry with national and local input. Union and management are consulted through joint committees at all levels. The curriculum includes an introduction to the insulator's trade with an emphasis on safe working conditions, technical skills, communication and calculation to meet the needs of Pre-Apprentices and Apprentices. Journeyman will receive training in advanced layout and fabrication skills.

The committee continuously reviews and updates the curriculum, training materials, and training facilities based upon the industry expertise of the membership.

## Marketing and Support Costs

Employer demand is inherent in the apprenticeship agreements between the trainees and participating employers. Marketing is conducted through announcements, email and web posting to union members and signatory contractors.

The JAC is requesting 8% support costs to assist in Apprentice recruitment, employer outreach, and assessment of employer-specific job requirements. Although many of the participating employers have already been notified, additional outreach and needs assessments will take place throughout the Agreement term. Staff recommends the 8% support costs.

## Commitment to Training

ETP funds will not displace the existing financial commitment to training of participating employers, and anticipates that the opportunity for enhanced training made possible by ETP funds will encourage an ongoing financial commitment in this area.

Safety training is, and will continue to be, provided by the participating employers in accordance with all pertinent requirements under state and federal law.

## Tuition Reimbursement

In accordance with Title 22, CCR, Section 4412.1, 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 H&F under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET16-0912	\$459,320	10/05/15 – 10/04/17	300	275	44

Based on ETP Systems, 22,810 reimbursable hours have been tracked as of April 19, 2017 sufficient to support earnings of \$385,152 (84% of approved amount). Of the 275 trainees who completed training, 44 have been retained and 231 are in retention. The JAC projects final earnings of 100% based on training in progress and currently committed through end of May 2017.

### **PRIOR PROJECTS**

The following table summarizes performance by H&F under an ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0910	Los Angeles	12/14/13 - 12/13/15	\$312,380	\$312,380 (100%)
ET11-0233	Los Angeles	6/15/11- 6/14/13	\$198,271	\$161,962 (82%)

### **DEVELOPMENT SERVICES**

Steve Duscha Advisories in Sacramento assisted with development for a flat fee of \$10,000.

### **ADMINISTRATIVE SERVICES**

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

### **TRAINING VENDORS**

N/A

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

8 - 200

Trainees may receive any of the following:

**COMMERCIAL SKILLS****Pre-Apprentice Training**

- ✚ Engineering science of the reduction of heat energy
- ✚ Function and purpose of insulation
- ✚ Types of insulation, finishes and covering
- ✚ Application to HVAC and other mechanical equipment
- ✚ Characteristics of insulation material
- ✚ Measurements
- ✚ Attachment methods
- ✚ Safe working procedures
- ✚ Using lifts
- ✚ Asbestos removal procedures and safety
- ✚ Protective devices
- ✚ Effective communications
- ✚ Lead removal procedures and safety













**Apprentice**

- ✚ Asbestos removal, advanced practices
- ✚ LEED building basics
- ✚ Layout and fabrication: unequal tee
- ✚ Layout and fabrication: elbows
- ✚ Layout and fabrication: beveled and flat end caps
- ✚ Layout and fabricate square to round
- ✚ Insulation equipment
- ✚ Insulation materials
- ✚ Layout and fabricate: concentric reducers
- ✚ Layout and fabricate: equal tee
- ✚ Layout and fabricate: eccentric reducer
- ✚ Blueprint reading
- ✚ Codes and specifications
- ✚ Layout and fabrication: advanced skills
- ✚ Lead abatement
- ✚ Working with lifts, advanced practices
- ✚ Construction math



**Journeyman**

- ✚ Advanced layout
- ✚ Advanced fabrication
- ✚ Products and specifications
- ✚ LEED building concepts and applications
- ✚ Energy surveys
- ✚ Asbestos removal
- ✚ Lead awareness and abatement
- ✚ Working in confined spaces
- ✚ Handling hazardous waste

**Firestop Technician**

-  Compartmentation
-  Total fire protection
-  Firestopping role in compartmentation
-  Safe working procedures
-  Using lifts
-  Protective devices
-  Tools and equipment
-  Plans and specifications
-  Basic construction techniques and materials
-  Code review and firestop testing
-  Compartmentation assemblies
-  Through-penetration identification and system selection

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

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

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

Note: Reimbursement for retraining is capped at 200 total hours per trainee, regardless of the method of delivery.
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**Training Proposal for:**  
**Orange County Electrical Joint Apprenticeship and Training Trust Fund**

**Agreement Number: ET17-0934**

**Panel Meeting of:** May 25, 2017

**ETP Regional Office:** San Diego

**Analyst:** H. Bernard

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee Apprenticeship Veterans	Industry Sector(s):	Construction Green Technology  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Brotherhood of Electrical Workers (IBEW) Local 441		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		≤0%	

**FUNDING DETAIL:**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$612,600		\$42,410 8%		\$655,010

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 Journeyman Priority Rate	Commercial Skills, Business Skills, Computer Skills, OSHA 30	50	8 - 200	0	\$564	\$32.50
				Weighted Avg: 24			
2	Retrainee Apprentice	Commercial Skills	132	8 - 200	0	\$2,780	\$22.04
				Weighted Avg: 200			
3	Retrainee Apprentice Veteran	Commercial Skills	30	8 - 200	0	\$2,780	\$22.04
				Weighted Avg: 200			
4	Retrainee Pre-Apprentices Priority Rate	Commercial Skills, OSHA 10	50	8 - 200	0	\$3,529	\$13.50
				Weighted Avg: 150			

**Minimum Wage by County:** Job Numbers 1 and 2: \$22.04 per hour (Priority/SET); Job Number 3: Trainees will be compensated in accordance with the Collective Bargaining Agreements.

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

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

Up to \$4.16 per hour may be used to meet the Post-Retention wage for Job Numbers 2 and 3. Job Number 4 (Pre-Apprentices) will meet ETP's Post-Retention Wage requirements with Collective Bargaining Agreement wages.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Journeymen -Inside Wiremen, Sound Installers, Intelligent Transportation Systems Installers		50
Apprentices - Inside Wireman, Sound Installers		162
Pre-Apprentices - Construction Wireman, Construction Electrician		50

**INTRODUCTION**

Created in 1950, the Orange County Electrical Joint Apprenticeship and Training Trust Fund (OCETT) ([www.ocett.org](http://www.ocett.org)) is administered jointly between the Orange County Chapter of the National Electrical Contractors Association (NECA) and the International Brotherhood of Electrical Workers (IBEW) Local 441. The Trust is located in Santa Ana. Its mission is to provide up-to-date industry skills training and secure high-quality job opportunities for Journeymen and Apprentices and Pre-Apprentices in four electrical occupations.

At present, the OCETT serves approximately 1,100 Journeymen and 376 Apprentices and 122 Pre-Apprentices. The Trust administers funds for three apprenticeship programs and one Pre-Apprenticeship program under two different Joint Apprenticeship Committee's (JAC):

#### Orange County Electrical JAC

- Inside Wireman
- Intelligent Transportation Systems
- Construction Wireman/Construction Electrician

#### Orange County Sound Technician JAC

- Sound Installer

Approximately 237 employers are signatory to the three collective bargaining agreements (CBA). These employers perform specialized construction work related to the design, installation and maintenance of commercial and residential electrical systems.

This will be the fourth agreement between ETP and OCETT in the last five years. The Trust reports that as a result of the most recent ETP funding, it graduated 54 apprentices in 2016 and anticipates that 44 apprentices will graduate in 2017. Both the Inside Wiremen and Transportation Systems apprenticeship programs are five years, while the Sound Technician Installer program is three years.

In the last two years, the OCETT has experienced difficulty finding qualified apprentices to join the program. In an effort to build a larger pool of apprentice candidates, OCETT is requesting to include Pre-Apprentices in this project (Job Number 4). The occupations to be included under the Pre-Apprentice program are Construction Wireman and Construction Electrician. The Construction Wiremen may be trained up to 5 years as pre-apprentices, with an average of 2 years before transferring to the apprenticeship program. The pre-apprentices are included as an MOU under the Inside Wireman's CBA and the reported minimum wage is in accordance with the CBA. OCETT will receive the flat-fee fixed priority rate of \$22 for Pre-Apprentice and Journey Level trainees.

In addition to the Pre-Apprentices included for the first time, Veterans are also being introduced as a distinct cohort of Apprentice trainees (Job Number 3).

### **PROJECT DETAILS**

Signatory employers and union representatives have identified the following reasons for Journeymen training: new energy efficiency regulations, and higher quality standards along with the need to reduce costs to remain competitive, and a retiring workforce in Orange County. OCETT will provide training to workers for commercial, industrial and residential projects with local signatory contractors.

The pre-apprentice training proposed in the application is required for the trainees to be employed on public and private works projects that are expected to start or are currently starting. The classes taken by the pre-apprentices will not duplicate the classes that they will receive when they are apprentices.

Current Orange County construction projects include: the Yorba Linda Power Plant; the Newport Mesa Schools Solarization Project; and the Kaiser Hospitals Solarization Projects. New construction projects include: the desalination plant in Huntington Beach, the Broadcom Research and Development Complex in Irvine, the Disneyland Expansion, the AES Power Plant in Huntington Beach, and the Anaheim Convention Center Expansion.

## **Apprenticeship Program - Job Numbers 2 & 3**

The Panel is authorized to fund Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding is designed to supplement cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training.

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). [Note: This "blended rate" has been extended to Pre-Apprentices, for ease of administration.]

The ETP wage for Apprentices is no less than \$22.04 per hour, tracking the Special Employment Training wage as modified for priority industries. 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**

OCETT will provide its journey workers and pre-apprentices with OSHA 10/30 and a variety of Business, Commercial and Computer skills training topics included in the Agreement's menu curriculum. Apprentices will receive Standard Related and Supplemental Instruction (RSI). All training is center-based and will be delivered at the Trust's training center in Santa Ana.

### **Journeyman Training – Job Number 1**

**Commercial Skills** (80%): Journeymen will focus on Instrumentation, a certificated course teaching electricians how to calibrate and install electrical wiring in pipes. (OCETT built a lab at a cost of approximately \$100,000 to \$120,000 for this training.) This course is critical in high industrial areas and work at water treatment plants. Training will also be provided in Title 24, which mandates the use of automated lighting control devices and automatic plug load circuit controls. These energy automation systems help to keep energy usage down in buildings by controlling/adjusting energy sources and temperatures.

**Business Skills** (5%): This training will include bidding and project development practices; meeting budgets; and implementing green solutions in traditional work environments. Training will also include team-building and leadership skills so that electricians can lead teams in an effective and efficient manner. The proposed training will give trainees the tools to plan, organize and manage jobs in collaboration with the other construction trades on-site.

**Computer Skills** (5%): Training will include scheduling, planning and modeling software and AutoCAD and Job Tracking applications. Training will provide employees with the tools to

modify blueprints, look up project requirements, build budgets and timelines, design virtual buildings, and adjust computerized control systems.

### **Apprenticeship Training – Jobs 2 & 3**

**Commercial Skills** (100%): Inside Wiremen and Transportation System Installer Apprentices learn to install, maintain and repair various types of electrical and electronic equipment in commercial, industrial and residential establishments. They will also learn to install connect and test: electrical wiring systems for lighting, heating, air conditioning and communications in any building or structure.

Sound Installer Apprentices learn to install, maintain and repair limited energy monitoring, communication and signaling systems. These may include: fire alarm, telephone, computer networks, access control, security, closed captioned television (CCTV), video sound systems and other signal, traffic, and communications systems. Additionally, the Foreman class will be included for the 5<sup>th</sup> year Apprentices for the Inside Wiremen. This is a course that many employers are requesting from senior-level apprentices. This course is intended to encourage apprentices to take on leadership roles while on the job and will include leadership skills training such as taking initiative, guiding others and being self-driven. This course helps to keep an electrician employed after his or her apprenticeship program is over.

### **Pre-Apprentice Training – Job Number 4**

**Commercial Skills** (95%): Construction Wireman and Construction Electrician's will receive training similar to the commercial skills Journeymen will receive as they work alongside them on the job site. The pre-apprentices, however, attend separate, less advanced classes that have been adjusted to their lesser work experience and skills. This will include training such as Electrical Installations and Proper Equipment Set-Up classes, in which the pre-apprentices would learn to recognize and report electrical problems. Additionally, training will be provided in Fire Alarm Systems and Solar Photovoltaic courses to assist the more senior electricians with an installation.

### **Certified Safety Training**

**OSHA 10/30** (10% Journeymen; 5% Pre-Apprentices): This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom 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.

### **Commitment to Training**

Employers will continue to make contributions to the training trust for every hour worked by Apprentices and Journeymen. General safety training is provided by the signatory employers in accordance with all pertinent requirements under state and federal law.

### **Impact/Outcome**

As a result of the training proposed, trainees may earn one or more of the following certifications: OSHA 10, OSHA 30, Rigging and Lifting, Arc Flash Safety Awareness, Instrumentation, Green Audits, Building Automation Systems, California Advanced Lighting Control Program Acceptance Testing, and Title 24 Lighting Installation and Codes.

## **Marketing and Support Costs**

OCETT conducts marketing through direct mailings, informational flyers, personal contacts, telephone calls, public service announcements, emails, and its website. Class information is disseminated throughout the year to all apprentice and journeyman electricians within the jurisdiction, as well as to the electrical contractors who employ them.

Application announcements for the Apprenticeship program are disseminated to local, state and federal agencies as well as to local high schools and community colleges; and community based organizations.

Four staff persons in the OCETT office will assist with marketing, recruitment, needs assessments, and scheduling of classes. The Trust requests 8% support costs to fund its staff in recruiting and qualifying additional participating employers for this program. Many participating employers have already been recruited; however, additional recruitment and assessment activities are anticipated. Staff recommends the 8% support costs.

## **Curriculum Development**

The Apprentice program uses the National Joint Apprenticeship and Training Committee's Curriculum which was developed for the exclusive use of IBEW-NECA. The Journeyman upgrade Curriculum is employer-driven to meet the needs of signatory Orange County employers. The Curriculum was developed and customized with input from both labor and management representatives to address the local needs of union members, participating employers, and the industry as a whole.

## **Green Technology**

Training will cover energy-efficient technologies and products such as energy management, lighting and controls, and Electrical Vehicle Installation Training Program green building materials among others. This training will help electrical workers hone the new skills and knowledge necessary to work in green construction in the Orange County area.

## **Trainer Qualifications**

OCETT employs a total of 21 full and part-time trainers. All trainers are former or current members of the trade and some have received Master Certification status by the National Joint Apprenticeship and Training Committee. All trainers are approved by Santiago Canyon College.

## **Tuition Reimbursement**

In accordance with Title 22, CCR, Section 4412.1, OCETT 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.

## **Veterans Apprentice – Job Number 3**

The Veteran training curriculum is the same as the Apprentice training outlined above. These trainees are in a separate Job Number to better track performance toward the goal of improved outreach for Veterans. OCETT works with Helmets-to-Hardhats to recruit veteran applicants. Veterans who apply for the apprenticeship program will skip the first stage of approval, a written assessment, and qualify immediately for an oral interview. Veterans trained under the apprentice Job Numbers (Job 3) will be reimbursed at the \$13 per hour apprentice rate.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**ACTIVE PROJECTS**

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

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET16-0913	\$477,825	10/05/2015– 10/04/2017	215	26	9

Based on the ETP tracking system, 28,670 reimbursable hours have been tracked for potential earnings of \$384,244 (80% of approved amount). Twenty-six trainees have been retained and are in review by ETP and nine have been placed/retained. Training is still being conducted and will be completed by 07/04/2017. OCETT expects final earnings of 100%.

**PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0918	Santa Ana	05/05/2014– 05/04/2016	\$335,299	\$335,299 (100%)
ET13-0903	Santa Ana	09/04/2012– 09/03/2014	\$336,789	\$336,798 (100%)

**DEVELOPMENT SERVICES**

California Labor Federation in Sacramento and Strategy Workplace in Oakland assisted with the development of this proposal at no cost.

**ADMINISTRATIVE SERVICES**

Strategy Workplace will perform administrative services for 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:

**JOURNEY LEVEL CURRICULUM****COMMERCIAL SKILLS****Codeology**

- National Electrical Code
- Other Recognized Standards (Installation Changes)
- Plan, Build, and Use
- Related Standards (Mandatory and Permissive Rules)
- Special Occupancies and Equipment
- Arc Flash

**Analog/Digital Circuit (AC/DC) Principles**

- Math for Electricians
- Ohm's Law
- Generators
- Inductance/Reactance
- Series/Parallel Circuits

**Grounding**

- Grounding and Bonding
- National Electrical Code Article 100-Definitions and Provisions
- National Electrical Code Article 110-Requirements
- National Electrical Code Article 90-Introduction
- National Electrical Code Article Chapters 1-4
- Significant Changes to National Electric Code

**Fire Alarm Systems and Installations**

- Definitions and Systems
- Initiating Devices and Notification Systems
- National Electrical Code and Installation Requirements
- Start Up and Check Out Procedures
- National Fire Protection Act, 1972 (NFPA 72)

**Fire Life Safety**

- National Electrical Code (Relating to Fire Alarms)
- National Electrical Code Article 725
- National Electrical Code Article 760
- National Fire Protection Association (NFPA) 72
- Principles of Electronics

**Industrial Motor Control**

- Control Relays and Timers
- Jogging and Plugging Controls
- Manual Starters and Magnetic Coils
- Push Buttons, Selector Switches, and Mechanical Devices
- Solid State Electronic Devices
- Variable Frequency Drives

**Programmable Logic Control (PLC)**

- Developing Ladder Programming
- Introduction to Programmable Equipment
- Programming Programmable Logic Controllers
- Using Timers and Counters in Logic Programs
- Writing a Program

**Electrical Design**

- 3 and 4-Way Switching
- Design of Electrical Circuits
- Magnetic Motor Control and the Code
- LonWorks and Building Automation
- Transformers and the Code

**Voice, Data, and Video**

- Audio Distribution
- CCTV Security Surveillance
- Computer Networking
- Fiber Optics
- Telephonic Interconnect

**Industry Specific Skills**

- Solar Panel Installation
- Solar Photovoltaics
- Building Automation Systems
- Confined Space Entry
- Specialized Tools
- Conduit Bending
- Rigging and Lifting
- Firestop Installation
- Blueprints and Schematics
- Work Flow and Resources
- Proper Installation and Use of Testing and Auditing Materials and Equipment (Green Training)
- Understanding New Technologies and Changes to Industry Standards (Green Training)
- Proper Equipment Set-Up (Green Training)
- Safe Working Practices
- Advanced Instrumentation and Motor Controls
- Programmable Logic Controllers

- Advanced Welding
- Architecture Designs and Advanced Plan Reading
- Management and Monitoring of Materials
- Testing Materials and Equipment –Proper Set-Up and Use (Green Training)
- Understanding Changes to Industry Standards (Green Training)

**CALCTP (California Advanced Lighting Control Program)**

- Advanced Lighting Control Systems
- Lighting Control Strategies
- Line Voltage Switching Controls
- Low Voltage Switching Control
- Dimming Controls
- Occupancy Sensors
- Photosensors
- California Advanced Lighting Controls Training Program (CALCTP) Acceptance Testing
- Electric Vehicle Infrastructure Training Program (EVITP)
- Instrumentation Certification

**BUSINESS SKILLS**

- Teambuilding Skills
- Green Awareness Training and Green Certifications
- Leadership Skills
- Customer Service Skills
- Conflict Resolution
- Problem Solving
- Decision Making Skills
- Inventory Checklist
- Advanced Time Management
- Filling Out Work Documents and Reports Accurately
- Project Management
- Creating Project Bids

**COMPUTER SKILLS**

- Auto Computer-Aided Design (AutoCAD)
- Job Tracking System
- Scheduling & Planning Jobs
- Programing Electrical Devices (CALCTP)

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

- OSHA 30 (requires completion of full 30-hour course)

**INSIDE WIREMAN APPRENTICE CURRICULUM****COMMERCIAL SKILLS****2nd Year**

- Orientation, Level II
- Codeology, Level I
- Alternating Current (AC) Systems Level I
- Alternating Current (AC) Theory, Level I
- Alternating Current (AC) theory Level II
- Blueprints, Level I
- Electrical Safety-Related Work Practices, Level I
- Transformers Level I
- Code & Practices Level II

**3rd Year**

- Blueprints Level II
- Code and Practices 3 Level 1
- Electrical Safety-Related Work Practices Level II
- Grounding and Bonding
- Transformers Level II
- Motors Level 1
- Conduit Bending: Rigid & Electrical Metallic Tubing (EMT), Chicago & 555 Benders

**4th year**

- Code Calculations
- Code & Practices 4 & 5
- Blueprints Level III
- Motor Control
- Lighting Essentials
- Programmable Logic Controllers (PLC's)
- Variable Frequency Drives (VFD's)
- Motor control labs
- Code Preparation

**5th Year**

- PV/Solar Installer
- California Advanced Lighting Controls Training Program (CALCTP)
- National Fire Protection Association (NFPA) 72 Arc Flash
- Electrical Safety-Related Work Practices
- Electric Vehicle Infrastructure Training Program (EVITP)
- CPR/First Aid Refresher
- Code of Excellence
- Foreman Training

**SOUND INSTALLER APPRENTICESHIP CURRICULUM****COMMERCIAL SKILLS****2nd Year**

- Orientation, Level II
- Alternating Current (AC) Theory, Level I
- Fire Alarms
- Grounding and Bonding
- Telephony
- Security Systems
- Construction Organizing Membership Education (COMET)

**3rd Year**

- Closed Circuit Television (CCTV)
- Nurse Call Systems
- Sound Reinforcement
- Semiconductors
- Fiber Optics
- National Electrical Code (NEC) Code Prep

**For All Years:**

- Foreman Training
- CPR/First Aid

**PRE- APPRENTICE CURRICULUM****COMMERCIAL SKILLS****Construction Wireman/Electrician 1**

- Tech Math
- Orientation
- First Aid/CPR
- Direct Current (DC) Theory Lessons 1 & 2: Electricity & Energy Sources

**Construction Wireman/Electrician 2**

- Review of CW1 major topics relevant to CW2
- Direct Current (DC) Theory Lessons 3-5: Devices, Conductor Current, Voltage & Resistance
- Direct Current (DC) Theory Lesson 6: Current, Voltage & Resistance in a Circuit
- Direct Current (DC) Theory Lessons 7-8: Ohm's Law

**Construction Wireman/Electrician 3**

- Review of CW2 major topics relevant to CW3
- Direct Current (DC) Theory Lessons 9-13: Solving Series Circuits
- Direct Current (DC) Theory Lessons 14-15: Energized Circuit Hazards
- Introduction to Test Instruments

**Construction Wireman/Electrician 4**

- Review of CW3 Major Topics Relevant to CW4
- Electricity and Magnetism
- Alternating Current (AC) Fundamentals
- Inductance & Capacitance
- Codeology

**Construction Wireman/Electrician 5**

- Review of CW4 Major Topics Relevant to CW5
- Introduction to Transformers
- Fuses & Circuit Breakers
- Grounding
- Motor Controls (Overview & Introductory)
- Relays
- Lighting Equipment
- Related National Electrical Code (NEC) Content

**Construction Wireman/Electrician 6**

- Review of CW5 Major Topics Relevant to CW6
- Transformers
- Basic Lighting Controls
- Alternating Current (AC) Motors
- Photovoltaic (PV)/Solar (Overview & Introductory)
- Uses of Programmable Logic Controllers (PLC's) / Variable Frequency Drives (VFD's) (Overview & Introductory)
- Related NEC Content

**OSHA 10 SKILLS****All Construction Wiremen/Electrician**

- OSHA-10

Safety training will be limited to 10% of total training hours per-trainee. This cap does not apply to OSHA 10/30 training.

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



## Training Proposal for:

# San Mateo County Electrical Joint Apprenticeship and Training Committee

**Agreement Number: ET17-0935**

**Panel Meeting of:** May 25, 2017

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

**Analyst:** D. Woodside

## PROJECT PROFILE

Contract Attributes:	Retrainee Apprenticeship Priority Rate Veterans	Industry Sector(s):	Construction Green Technology  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
County Served:	San Mateo	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Brotherhood of Electrical Workers Local 617		
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>
\$458,460		\$31,698 8%		\$490,158

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	Journeyman	Commercial Skills, Business Skills, Computer Skills, OSHA10/30	75	8-200	0	\$564	\$55.30
				Weighted Avg: 24			
2	Apprentice	Commercial Skills, OSHA10/30	164	8-210	0	\$2,502	\$24.89
				Weighted Avg: 180			
3	Apprentice Veteran	Commercial Skills, OSHA10/30	15	8-210	0	\$2,502	\$24.89
				Weighted Avg: 180			

**Minimum Wage by County:** \$22.04 per hour Statewide (Priority Industry)

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

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

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
Journeyman Electrician/Inside Wireman		75
Apprentice and Veteran Apprentices Electrician/Inside Wireman		179

**INTRODUCTION**

Founded in 1947, the San Mateo County Electrical Joint Apprenticeship and Training Committee (SMJATC) ([www.smjatc617.org](http://www.smjatc617.org)) is located in San Carlos. SMJATC is governed by a Board of Trustees comprised of four labor and four management representatives, and is a joint effort of the International Brotherhood of Electrical Workers (IBEW) Local 617 and the National Electrical Contractors Association (NECA).

ETP funding will be used to train Journeymen, Apprentices, and Veteran Apprentices, all of whom are members of IBEW Local 617. The union currently represents over 927 Electricians in San Mateo County. The JATC is dedicated to provide up-to-date industry skills training, and secure long-term, high wage job opportunities for its members. More than 40 employers are signatory to the collective bargaining agreement. Of these, 75% are small businesses.

This is SMJATC's fifth ETP Agreement. The JATC reports that with the assistance of ETP funding, 21 Apprentices graduated in 2016 and 39 more apprentices will graduate 2017. SMJATC also reports that the number of registered Apprentices has increased by 40% since the approval of its current ETP Agreement. As such, SMJATC requests these funds to meet the continued high demand for training.

SMJATC is requesting funding for Apprentice, Veteran Apprentice, and Journeyman training. Apprentices will receive training on the Related and Supplemental Instruction (RSI) curriculum, which is required to become Journeymen Electricians. ETP funding will allow the SMJATC to expand and upgrade its training for journeymen to meet the needs of local employers and property owners.

### **Employer Demand for Training**

The Inside Wiremen install and maintain all of the various types of electrical and conduit systems found in commercial and industrial facilities. The proposed training program will help employers meet the challenges of staying competitive. Participating employers and union representatives have identified the following additional reasons for training: new energy efficiency regulations as well as increasing out-of-state competition, increasing costs, and higher quality standards and increasing complexity of construction projects, all combined with a retiring workforce.

Journeyman and Apprentice-level electricians will be working on new construction project renovations to libraries, schools, and colleges in San Mateo County, as well as the San Francisco International Airport. All training will provide skills needed to work on any electrical-related function at these construction sites.

### **Green Technology**

This training will provide electrical workers with skills in emerging technologies including renewable energy and high efficiency electrical control systems. Many electricians find work retrofitting local commercial buildings with green technology to reduce the use of energy in older buildings. The equipment rooms in older buildings often contain energized equipment such as hubs, file servers, or telephone switches. These devices are configured and connected to the communications network that serves the building, which require finely honed skills to update while not completely interrupting service to the building.

### **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, tracking the Special Employment Training wage as modified for priority industries. However, the actual wages paid

are shown in the Training Plan Table and contract when they exceed \$22.04, for both Apprentices and Journeymen.

### **Veteran Apprentice**

The Veteran training curriculum will be the same as Apprentice training. These trainees are in a separate Job Number to better track performance toward the goal of improved outreach for Veterans.

The JATC is committed to supporting job-related training that helps Veterans transition into the California workforce. It recruits Veterans in cooperation with Helmets to Hardhats (<http://www.helmetstohardhats.org>), a national joint labor-management program that recognizes the link between skills acquired in military service and the building trades.

## **PROJECT DETAILS**

All training is center-based training. SMJATC's state-of-the-art training facility in San Carlos offers hands-on class/lab sessions in advanced lighting technology, fire alarm installations, data/voice installations and installation of the energy efficiency technology. Additionally, the training facility is equipped to provide the latest training on energy efficiency. Apprentice Electricians work directly under the supervision of a qualified journeyman electrician in installing or maintaining a variety of approved wiring methods.

### **Journeyman Training**

**Commercial Skills** (80%): Green training will be the focus because of the demand for energy efficient construction methods and technologies by participating employers and property owners. Training will include energy-efficient technologies and products such as green building materials, solar photovoltaic panels, new motor controls, advanced welding, green materials testing and audit equipment.

**Computer Skills** (5%) - Training will include scheduling, planning and modeling software. AutoCAD and Job Tracking applications will provide trainees with the tools to modify blueprints, look up project requirements, build budgets and timelines, design virtual buildings, and adjust computerized control systems.

**Business Skills** (5%): Training will include learning new national building codes and green practices; following certification guidelines; using more collaborative bidding and project development practices; meeting budgets; interacting with other types of construction workers; and implementing green solutions in traditional work environments. This training will give workers the tools to plan, organize and manage construction projects. Training will also include team-building and leadership skills to lead teams in an effective and efficient manner.

**OSHA 10/30** (10%): OSHA 10/30 training is typically delivered to workers in the building trades. 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. The vendor must also have a certified instructor present to confirm attendance. 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 or 30-hour course. OSHA 10/30 is not included in the 10% limitation on safety training.

## **Apprenticeship Training**

**Commercial Skills (90%):** Apprentices will learn to install, maintain and repair various types of electrical and electronic equipment in commercial, industrial and residential establishments. Training will also include how to install, connect and test: electrical wiring systems for lighting, heating, air conditioning and communications in any building or structure.

**OSHA 10/30 (10%):** This training provides an overview of occupational safety and health so that apprentices are more knowledgeable about workplace hazards and stringent safety standards in the electrical industry.

## **Curriculum Development**

SMJATC, with input from both labor and management representatives, has developed and customized the national electrical curriculum to address local needs. The national program, or National Joint Apprenticeship and Training Committee's (NJATC) curriculum, was developed for the exclusive use of IBEW-NECA JATC'S. NJATC works directly with equipment manufacturers and technology developers on a variety of tools, equipment and supplies, searching for the most up-to-date information available. Once a new training need has been identified, the NJATC designs an appropriate training course, provides instructor training, and distributes new training materials to local JATCs.

In addition, the local hiring demands of San Mateo County have shaped the curriculum, such as the need for electricians with the ability to work with green materials on more technically advanced construction projects.

## **Impact/Outcome**

Certifications earned for the Journeyman and Apprentice training may include: OSHA 10, OSHA 30, Rigging and Lifting, Arc Flash Safety Awareness, Code of Excellence, Building Automation Systems, Green Audits, California Advanced Lighting Control Program (CALCTP) Installer and Lighting Acceptance Testing, and Title 24 Lighting Installation.

## **Commitment to Training**

Signatory employers will continue to contribute 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.

## **Trainer Qualifications**

The JATC has 12 part-time trainers assisting with the training. The trainers are former or current members of the trade and some have received Master Certification status by the NJATC.

## **Marketing and Support Costs**

Through direct mailings, informational flyers, personal contacts, telephone calls, public service announcements, emails, and the website, class information will be disseminated throughout the year to all Apprentice and Journeyman Electricians within San Mateo County as well as to the electrical contractors who employ them. Application announcements for the program are sent to local, state and federal agencies as well as to local high schools and community colleges; community based organizations are also included in this effort (mailings and onsite job fairs).

Three staff persons at the SMJATC office will assist with marketing, recruitment and employer needs assessments. SMJATC is requesting 8% support costs to fund recruiting and qualifying additional participating employers for this program. While many participating employers have already been recruited, additional recruitment and assessment activities must occur to support apprenticeship training. SMJATC reports that projected budget costs for personnel alone will exceed the ETP support cost funding. The JATC agrees to cover these additional costs. Staff recommends the 8% support costs.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **CURRENT CONTRACT PERFORMANCE**

The following table summarizes performance by SMJATC under its current ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees Estimated	No. Completed Training	No. Retained
ET16-0910	\$423,160	10/08/15-10/04/17	204	192	124

Based on the ETP tracking system to date, 26,002 reimbursable hours have been tracked which equates to over 100% of the Agreement amount.

### **PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET15-0907	San Carlos	09/02/14-09/01/16	\$257,994	\$257,994 (100%)
ET13-0912	San Carlos	10/29/12 – 10/28/14	\$277,345	\$274,299 (99%)

### **DEVELOPMENT SERVICES**

California Labor Federation in Sacramento and Strategy Workplace in Oakland assisted with the development of this proposal at no cost.

### **ADMINISTRATIVE SERVICES**

Strategy Workplace 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 (Job Number 1)

Trainee may receive any of the following:

**JOURNEYMAN****COMMERCIAL SKILLS**

- Codeology
  - National Electrical Code
  - Other Recognized Standards (Installation Changes)
  - Plan, Build and Use
  - Related Standards (Mandatory and Permissive Rules)
  - Special Occupancies and Equipment
  - Arc Flash
- Analog/Digital Circuit (AC/DC) Principles
  - Math for Electricians
  - Ohm's Law
  - Generators
  - Inductance/Reactance
  - Series/Parallel Circuits
- Grounding
  - Grounding and Bonding
  - National Electrical Code Article 100-Definitions and Provisions
  - National Electrical Code Article 110-Requirements
  - National Electrical Code Article 90-Introduction
  - National Electrical Code Article Chapters 1-4
  - Significant Changes to National Electric Code
- Fire Alarm Systems and Installations
  - Definitions and Systems
  - Initiating Devices and Notification Systems
  - National Electrical Code and Installation Requirements
  - Start Up and Check Out Procedures
  - National Fire Protection Act, 1972 (NFPA 72)
- Fire Life Safety
  - National Electrical Code (Relating to Fire Alarms)
  - National Electrical Code Article 725
  - National Electrical Code Article 760
  - NFPA 72
  - Principles of Electronics
- Industrial Motor Control
  - Control Relays and Timers
  - Jogging and Plugging Controls
  - Manual Starters and Magnetic Coils

- Push Buttons, Selector Switches, and Mechanical Devices
- Solid State Electronic Devices
- Variable Frequency Drives
- Programmable Logic Control (PLC)
  - Developing Ladder Programming
  - Introduction to Programmable Equipment
  - Programming Programmable Logic Controllers
  - Using Timers and Counters in Logic Programs
  - Writing a Program
- Electrical Design
  - 3 and 4-Way Switching
  - Design of Electrical Circuits
  - Magnetic Motor Control and the Code
  - LonWorks and Building Automation
  - Transformers and the Code
- Voice, Data and Video
  - Audio Distribution
  - CCTV Security Surveillance
  - Computer Networking
  - Fiber Optics
  - Telephonic Interconnect
- Industry Specific Skills
  - Solar Panel Installation
  - Solar Photovoltaics
  - Building Automation Systems
  - Confined Space Entry
  - Specialized Tools
  - Conduit Bending
  - Rigging and Lifting
  - Firestop Installation
  - Blueprints and Schematics
  - Work Flow and Resources
  - Proper Installation and Use of Testing and Auditing Materials and Equipment (Green Training)
  - Understanding New Technologies and Changes to Industry Standards (Green Training)
  - Proper Equipment Set-Up (Green Training)
  - Safe Working
  - Advanced Instrumentation and Motor Controls
  - Programmable Logic Controllers
  - Advanced Welding
  - Architecture Designs and Advanced Plan Reading
  - Management and Monitoring of Materials
  - Testing Materials and Equipment – Proper Set-Up and Use (Green Training)
  - Understanding Changes to Industry Standards (Green Training)

- California Advanced Lighting Control Program (CALCP)
  - Advanced Lighting Control Systems
  - Lighting Control Strategies
  - Line Voltage Switching Controls
  - Low Voltage Switching Control
  - Dimming Controls
  - Occupancy Sensors
  - Photosensors
- CALCTP Acceptance Testing
- Electric Vehicle Infrastructure Training Program (EVITP)

### **BUSINESS SKILLS**

- Teambuilding Skills
- Green Awareness Training and Green Certifications
- Leadership Skills
- Customer Service Skills
- Conflict Resolution
- Problem Solving
- Decision Making Skills
- Inventory Checklist
- Advanced Time Management
- Filling Out Work Documents and Reports Accurately
- Project Management
- Creating Project Bids
- Code of Excellence

### **COMPUTER SKILLS**

- Auto Computer-Aided Design (AutoCAD)
- Job Tracking System
- Scheduling & Planning Jobs

### **OSHA 10/30 (OSHA CERTIFIED INSTRUCTOR)**

- OSHA 10 (requires completion of full 10-hour course)
- OSHA 30 (requires completion of full 30-hour course)

## **APPRENTICE**

### **Class/Lab Hours**

8-210 (Job Numbers 2 & 3)

### **COMMERCIAL SKILLS**

- 2nd Year
  - Orientation, Level II
  - Test Instruments, Level I
  - Codeology, Level I
  - AC Theory, Level I
  - Blueprints, Level I
  - Electrical Safety-Related Work Practices, Level I
  - Transformers, Level I

- Application #5: Conduit Bending
- Application #6: Conduit Bending
- Application #7: Comb. Circuit Wiring
- Application #8: Transformer Connections

➤ 3rd Year

- AC Theory
- Blueprints
- Code and Practices
- Electrical Safety-Related Work Practices
- Fire Alarm Systems
- Grounding and Bonding
- Transformers
- Conduit Bending: Rigid & EMT, Chicago & 555
- Lighting Control Panels
- Motor Controls: Relays & Start/Stop
- Cad-Welding
- Ground Testing
- Transformer Wiring
- CPR/First Aid Refresher
- COMET

➤ 4th year

- Code Calculations
- Blueprints (& layout yard)
- Grounding and Bonding
- Motors
- Motor Control
- Lightning Protection
- Lighting Essentials
- Field Trip to Motor Repair Shop and Folsom Power House
- Motor Controls: Mag Starter & 3-Wire Control
- PLC's
- VFD's
- Motor Control Labs
- Code Prep

➤ 5th Year

- Code and Practices
- Code Calculations
- Motor Control
- Orientation
- Rigging
- Torque
- PV/Solar Installer
- CALCTP
- Electric Vehicle Infrastructure Training Program (EVITP)
- CPR/First Aid Refresher
- Code of Excellence

- Foreman Training

**OSHA 10 (OSHA CERTIFIED INSTRUCTOR)**

- OSHA 10 (requires completion of full 10-hour course)
- OSHA 30 (requires completion of full 30-hour course)

Safety training will be limited to 10% of total training hours per-trainee. This 10% cap does not apply to OSHA 10/30 training.

Note: Reimbursement for Job Number 1 Journeymen retraining is capped at 200 total training hours per trainee regardless of the method of training delivery. Reimbursement for Job Numbers 2 & 3 Apprenticeship training is capped at 200 total training hours per trainee in Commercial Skills and 10 hours of OSHA10/30 for a total of 210 hours regardless of the method of training delivery.



**Training Proposal for:**  
**Valley Roofers & Waterproofers Joint Apprenticeship and  
 Training Committee**

**Agreement Number: ET17-0932**

**Panel Meeting of:** May 25, 2017

**ETP Regional Office:** Sacramento

**Analyst:** K. Smiley

**PROJECT PROFILE**

Contract Attributes:	Retrainee Apprenticeship Priority Rate	Industry Sector(s):	Construction  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Northern California	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Union of Roofers, Waterproofers and Allied Workers Local No. 81		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		N/A	

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$105,080		\$7,260 8%		\$112,340

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 Priority Rate	Commercial Skills, OSHA 10	70	8-210	0	\$1,390	\$22.04
				Weighted Avg: 100			
2	Retrainee Journeyman Priority Rate	Commercial Skills, OSHA 10/30	40	8-200	0	\$376	\$30.12
				Weighted Avg: 16			

**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

Up to \$3.97 per hour may be used to meet the Post-Retention Wage for trainees in Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Apprentice Roofer/Waterproofers		70
Journeyman Roofer/Waterproofers		40

**INTRODUCTION**

Founded in 1972 and located in Stockton, Valley Roofers & Waterproofers Joint Apprenticeship and Training Committee (Valley Roofers) trains Apprentices and Journeymen in the roofing industry working for small and large businesses in Northern California. This will be the Valley Roofers first ETP Agreement.

The JATC is comprised of Local No. 81 of the United Union of Roofers, Waterproofers and Allied Workers, AFL-CIO and the Associated Roofing Contractors of the Bay Area Counties, Inc. This JATC was created through collective bargaining, with an equal number of members appointed by union and management with employer contributions to a training trust fund. The employers are not “participants” but are signatories to the Collective Bargaining Agreement.

Training will be delivered at the Valley Roofers 5,000 square-foot, fully equipped Training Center in Stockton. The Training Center offers programs that focus on various phases of the roofing and waterproofing industry. The Apprenticeship program is a 3.5 year (42 month) program, which

requires 4,200 hours of on-the-job training and 144 hours per year of Related and Supplemental Instruction (RSI).

Valley Roofers have a hiring preference for Veterans, however, due to the low number of Veterans participating in this Agreement, the Valley Roofers requests to not track Veterans in a separate Job Number.

## **PROJECT DETAILS**

### **Employer Demand for Training**

The roofing and waterproofing industry is changing from traditional Hot Tar systems to Single-Ply and other modified roofing systems. According to Valley Roofers, Single-Ply is cost effective, energy-efficient and in high demand from commercial and residential clients. However, these roofing systems are more complex and workers require training to be efficient and knowledgeable in these new techniques.

Valley Roofers has also seen an increased demand for emerging-technology roofing systems such as: photovoltaic, vegetative and rainwater harvesting. Employers have requested that workers receive training on these types of roofing systems to ensure trainees have the flexibility and skills to work with a variety of roofing materials.

Employers must acquire an adequate number of skilled craftsmen to work in specialized jobs and to replace retiring Journeymen. There is a regional shortage of Roofers and Waterproofers in the industry, especially at the journey level. For Valley Roofers to meet employer demand for Journeymen, Apprentice trainees require training to attain the skills and experience necessary to reach the journey level.

### **Apprenticeship Program**

The Panel is authorized to fund Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding is designed to supplement cost of delivery for the RSI portion of DAS-approved apprenticeship training. Depending on the type of trade, apprenticeship programs vary in length. In this case the program is three years and six months.

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 Valley Roofers expand their classes to meet employer demand for certified workers and train the growing number of Apprentices. All Class/Lab training is center-based and delivered at the Valley Roofers training center in Stockton. All trainers are former or current members of the trade and subject-matter experts. All instructors meet standards set by the LEA.

**Commercial Skills (95%):** Training will be provided to Apprentices and Journeyman based on skill level and time-in. Topics include Introduction to Waterproofing and Damp Proofing, Common Materials, Built-Up Roofing, Rigid Roofing, Metal Roofing, Single Ply, Conversion Standards, Creating Project Plans and Specialty Systems. Training will help Apprentices gain the skills needed to work safely and productively in the roofing industry.

## **Certified Safety Training**

**OSHA 10/30 (5%):** Journeymen will receive OSHA 10/30; Apprentices will receive OSHA 10. 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.

## **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**

Valley Roofers' 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 public service announcements, personal contacts, telephone calls, the Internet and emails.

While many participating employers have already been recruited, additional recruitment and assessment activities with employers must occur to support apprenticeship and journeymen training.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

Steve Duscha Advisories in Sacramento assisted with development of this proposal for a flat fee \$5,000.

### **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**

- Special Orientation and Safety
- Introduction to Waterproofing and Damp Proofing
- Common Materials
- Built-Up Roofing
- Waterproofing and Damp Proofing
- Cold Applied and Caulking
- Rigid Roofing
- Asphalt and Wood Shingles
- Plans and Specifications
- Single-Ply
- Maintenance and Repairs
- Upgrades
- Metal Roofing
- Kettle Safety
- Advanced Materials
- Specialty Systems
- Conversion Standards

**OSHA 10**(Certified OSHA Instructor)

- OSHA 10 (requires 10-hour completion)

**Class/Lab Hours**

8-200

Trainees may receive any of the following:

**Journeyman Training****COMMERCIAL SKILLS**

- Advanced Concepts in Waterproofing and Damp Proofing
- Advanced Single-Ply Roofing
- Advanced Systems of Built-Up Roofing
- Coordinating Plans and Schedules with Other Building Trades
- Creating Safe Working Conditions
- Creating Project Plans
- Designing Rigging and Hoisting Systems and Procedures
- Rigid Roofing
- Roofing Materials
- Title 24 Energy Standards for Roofing
- Torch-On Product
- Working Around Hazardous Materials
- Working on Scaffolding

**OSHA 10/30 (5%)** (Certified OSHA Instructor)

- OSHA 10 (requires 10-hour completion)
- OSHA 30 (requires 30-hour completion)

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

Note: Reimbursement for retraining is capped at 210 total training hours per Apprentice trainee and 200 total hours of training per Journeymen trainee, regardless of the method of delivery.